

4B DEVELOPMENT CORPORATION

MEETING AGENDA

APRIL 28, 2026, 6:00 PM



4B DEVELOPMENT CORPORATION REGULAR MEETING

DEVELOPMENT SERVICES BUILDING - 201 BOLIVAR STREET, SANGER, TEXAS 76266

CALL THE REGULAR MEETING TO ORDER AND ESTABLISH A QUORUM

INVOCATION AND PLEDGE

CITIZENS COMMENTS

This is an opportunity for citizens to address the Corporation on any matter. Comments related to public hearings will be heard when the specific hearing begins. Citizens are allowed 3 minutes to speak. Each speaker must complete the Speaker's Form and include the topic(s) to be presented. Citizens who wish to address the Corporation with regard to matters on the agenda will be received at the time the item is considered. The Corporation is not allowed to converse, deliberate or take action on any matter presented during citizen input.

CONSENT AGENDA

All items on the Consent Agenda will be acted upon by one vote without being discussed separately unless requested by a Board member to remove the item(s) for additional discussion. Any items removed from the Consent Agenda will be taken up for individual consideration.

- [1.](#) Consideration and possible action on 4B minutes from 11-06-2025.
- [2.](#) Consideration and possible action on 4B minutes from 2-09-2025.
- [3.](#) Consideration and possible action on 4B minutes from 01-15-2026.
- [4.](#) Consideration and possible action on 4B minutes from 03-19-2026.

ACTION ITEMS

- [5.](#) Consideration and possible action on the 4B Fiscal Year 2026-2027 Budget.
- [6.](#) Consideration and possible action on the Economic Development Strategic Plan.
- [7.](#) Consideration and possible action on Property Enhancement Incentive application for 412 N. 5th Street.
- [8.](#) Consideration and possible action on Property Enhancement Incentive application for 400 Bolivar Street.

9. Consideration and possible action on Property Enhancement Incentive application for 402 Bolivar Street.

REPORTS

10. Financial Reports.

FUTURE AGENDA ITEMS

The purpose of this item is to allow the President and Board members to bring forward items they wish to discuss at a future meeting, A Board member may inquire about a subject for which notice has not been given. A statement of specific factual information or the recitation of existing policy may be given. Any deliberation shall be limited to a proposal to place the subject on an agenda for a subsequent meeting. Items may be placed on a future meeting agenda with a consensus of the Corporation or at the call of the President.

ADJOURN

NOTE: The Corporation reserves the right to adjourn into Executive Session as authorized by Texas Government Code, Section 551.001, et seq. (The Texas Open Meetings Act) on any item on its open meeting agenda in accordance with the Texas Open Meetings Act, including, without limitation Sections 551.071-551.087 of the Texas Open Meetings Act.

CERTIFICATION

I certify that a copy of this meeting notice was posted on the bulletin board at City Hall that is readily accessible to the general public at all times and was posted on the City of Sanger website by April 22, 2026, at 4:00 PM.

Shani Bradshaw, Director of Economic Development

The Development Services Building is wheelchair accessible. Request for additional accommodations or sign interpretation or other special assistance for disabled attendees must be requested 48 hours prior to the meeting by contacting the City Secretary's Office at 940.458.7930.



4B DEVELOPMENT CORPORATION BOARD COMMUNICATION

DATE: April 28, 2026
FROM: Shani Bradshaw, Director of Economic Development
AGENDA ITEM: Consideration and possible action on 4B minutes from 11-06-2025.

SUMMARY:
Consideration and possible action on 4B minutes from 11-06-2025.

FISCAL INFORMATION:
Budgeted: NA Amount: NA GL Account: NA

RECOMMENDED MOTION OR ACTION:
Staff recommends approval.

ATTACHMENTS:
4B minutes from 11-06-2025.

4B DEVELOPMENT CORPORATION

MEETING MINUTES

NOVEMBER 6, 2025, 6:00 PM



4B DEVELOPMENT CORPORATION WORK SESSION

DEVELOPMENT SERVICES BUILDING – 201 BOLIVAR STREET, SANGER, TEXAS
76266

CALL THE WORK SESSION TO ORDER AND ESTABLISH A QUORUM

As there was a quorum Board Member Payne called the work session to order at 6:00 p.m.

BOARD MEMBERS PRESENT

Board Member, Lee Alison

Board Member, John Payne

Board Member, Matt Fuller

Board Member, Beverly Howard

Board Member, Eddie Piercy

Board Member, Carrie Bilyeu

STAFF MEMBERS PRESENT

Director of Economic Development Shani Bradshaw.

Economic Development Coordinator Morgan Miller

DISCUSSION ITEMS

1. Presentation and discussion by Civic Solutions regarding the launch of the Steering Committee for the Economic Development Strategic Plan, including review of the project work plan, setting priorities, and gathering early insight on Sanger’s challenges strengths.

Steven Pedigo and Laura Huffman of Civic Solutions presented the launch of the Steering Committee and provided an overview of the work plan. A discussion was held.

ADJOURN THE WORK SESSION

Board Member Payne adjourned the work session at 7:15 p.m.



4B DEVELOPMENT CORPORATION BOARD COMMUNICATION

DATE: April 28, 2026
FROM: Shani Bradshaw, Director of Economic Development
AGENDA ITEM: Consideration and possible action on 4B minutes from 2-09-2025.

SUMMARY:
Consideration and possible action on 4B minutes from 12-09-2025.

FISCAL INFORMATION:
Budgeted: NA Amount: NA GL Account: NA

RECOMMENDED MOTION OR ACTION:
Staff recommends approval.

ATTACHMENTS:
4B minutes from 12-09-2025.

4B DEVELOPMENT CORPORATION

MEETING MINUTES

DECEMBER 9, 2025, 6:00 PM



4B DEVELOPMENT CORPORATION REGULAR MEETING

HISTORIC CHURCH – 403 N. 7TH STREET, SANGER, TEXAS 76266

CALL THE REGULAR MEETING TO ORDER AND ESTABLISH A QUORUM

As there was a quorum Board Member Payne called the meeting to order at 6:00 p.m.

BOARD MEMBERS PRESENT

Board Member, Lee Alison

Board Member, John Payne

Board Member, Matt Fuller

Board Member, Beverly Howard

Board Member, Eddie Piercy

Board Member, Carrie Bilyeu

BOARD MEMBERS ABSENT

Board Member, Dillon.

STAFF MEMBERS PRESENT

Director of Economic Development Shani Bradshaw.

INVOCATION AND PLEDGE

Invocation and Pledge was led by Board Member Payne.

CITIZENS COMMENTS

No citizens came forward to speak.

DISCUSSION ITEMS

1. Discussion regarding recognition for former board member Jeff Springer.

Director Bradshaw presented several examples of plaques and benches.

Board Member Payne suggest adding language regarding the Type B contribution and expressed concerns about the bench. Board Member Piercy recommended the plaque be installed on the concession stand. Director Bradshaw will research additional examples and begin obtaining quotes.

CONSENT AGENDA

2. Consideration and possible action on 4B minutes from 8/26/2025.

Motion to approve the consent agenda as shown was made by Board Member Piercy. Seconded by Board Member Bilyeu.

Voting Yea: Board Member Payne, Board Member Allison, Board Member Fuller, and Board Member Howard. The motion passes unanimously.

PUBLIC HEARING ITEMS.

3. Conduct a Public Hearing on expenditures and transfer of funds not to exceed \$1,080,100 of Type B Sanger Texas Development Corporation funds to the City of Sanger for the Miracle League Project.

Board member Payne opened the Public Hearing at 6.10

Director Shani Bradshaw provided an overview of the item.

Board member Payne closed the Public Hearing at 6:11.

ACTION ITEMS

4. Consideration and possible action on expenditures and transfer of funds not to exceed \$1,080,100 of the Type B Sanger Texas Development Corporation funds to the City of Sanger for the Miracle League Project.

Discussion was held.

Motion made by Board Member Piercy to approve a transfer of funds not to exceed \$1,080,100 of the Type B Sanger Texas Development Corporation funds to the City of Sanger for the Miracle League Project. Seconded by Board Member Fuller.

Voting Yea: Board Member Payne, Board Member Howard, Board Member Alison, and Board Member Bilyeu. The motion passes unanimously.

5. Consideration and possible action on a professional agreement with the Retail Coach for retail recruitment services, in partnership with the Sanger Industrial Development Corporation. The Sanger Texas Development Corporation's portion of the total \$28,000 contract shall not exceed \$14,000; and authorizing the Director to execute all necessary documents.

Director Bradshaw presented the item.

Motion made by Board Member Piercy to approve a professional agreement with the Retail Coach for retail recruitment services, in partnership with the Sanger Industrial Development Corporation. The Sanger Texas Development Corporation's portion of the total \$28,000 contract shall not exceed \$14,000; and authorizing the Director to execute all necessary documents. Seconded by Board Member Howard.

Voting Yea: Board Member Payne, Board Member Bilyeu, Board Member Alison, Board Member Fuller. The motion passes unanimously.

6. Consideration and possible action on amending the Property Enhancement Incentive Grant for 202 Bolivar.

Director Bradshaw provided an update.

Motion made by Board Member Fuller to deny the grant due to non-compliance with the approved scope of work, submitted payments that did not match the total originally approved by the Board, and unapproved project changes. Second by Board Member Piercy.

Voting Yea: Board Member Dillon, Board Member Payne, Board Member Howard, Board Member Bilyeu, Board Member Alison. The motion passes unanimously.

REPORTS

7. Financial Reports.

Director Bradshaw goes over the financial reports

8. Director's Report.

Director Bradshaw provides an update on economic development activities.

FUTURE AGENDA ITEMS

No future items were discussed.

ADJOURN

As there were no further items on the agenda Board Member Payne adjourned the meeting at 7:16 p.m.



4B DEVELOPMENT CORPORATION BOARD COMMUNICATION

DATE: April 28, 2026
FROM: Shani Bradshaw, Director of Economic Development
AGENDA ITEM: Consideration and possible action on 4B minutes from 01-15-2026.

SUMMARY:
Consideration and possible action on 4B minutes from 01-15-2026.

FISCAL INFORMATION:
Budgeted: NA Amount: NA GL Account: NA

RECOMMENDED MOTION OR ACTION:
Staff recommends approval.

ATTACHMENTS:
4B minutes from 01-15-2026.

4B DEVELOPMENT CORPORATION

MEETING MINUTES

JANUARY 15, 2026, 6:00 PM



4B DEVELOPMENT CORPORATION WORK SESSION

DEVELOPMENT SERVICES BUILDING – 201 BOLIVAR STREET, SANGER, TEXAS
76266

CALL THE WORK SESSION TO ORDER AND ESTABLISH A QUORUM

As there was a quorum Board Member Piercy called the work session to order at 6:00 p.m.

BOARD MEMBERS PRESENT

Board Member, Matt Fuller

Board Member, Beverly Howard

Board Member, Eddie Piercy

Board Member, Carrie Bilyeu

BOARD MEMBERS ABSENT

Board Member, Lee Alison

Board Member, John Payne

STAFF MEMBERS PRESENT

Director of Economic Development Shani Bradshaw.

Economic Development Coordinator Morgan Miller

DISCUSSION ITEMS

1. Civic Solutions will present preliminary findings, followed by discussion to confirm key opportunities and challenges and inform the next phase of the strategic plan.

Steven Pedigo and Laura Huffman with Civic Solutions presented findings from roundtable discussions and one-on-one stakeholder meetings. A discussion was held regarding the next phase of the Plan.

ADJOURN THE WORK SESSION

Board Member Piercy adjourned the work session at 6:50 p.m.



4B DEVELOPMENT CORPORATION BOARD COMMUNICATION

DATE: April 28, 2026
FROM: Shani Bradshaw, Director of Economic Development
AGENDA ITEM: Consideration and possible action on 4B minutes from 03-19-2026.

SUMMARY:
Consideration and possible action on 4B minutes from 03-19-2026.

FISCAL INFORMATION:
Budgeted: NA Amount: NA GL Account: NA

RECOMMENDED MOTION OR ACTION:
Staff recommends approval.

ATTACHMENTS:
4B minutes from 03-19-2026.

4B DEVELOPMENT CORPORATION

MEETING MINUTES

MARCH 19, 2026, 6:00 PM



4B DEVELOPMENT CORPORATION WORK SESSION

DEVELOPMENT SERVICES BUILDING – 201 BOLIVAR STREET, SANGER, TEXAS

CALL THE WORK SESSION TO ORDER AND ESTABLISH A QUORUM

As there was a quorum Board Member Payne called the work session to order at 6:00 P.M.

BOARD MEMBERS PRESENT

- Board member, Place 1 Lee Allison
- Board Member, Place 2 John Payne
- Board Member, Place 4 Beverly Howard
- Board Member, Place 6 Eddie Piercy
- Board Member, Place 7 Carrie Bilyeu

BOARD MEMBER ABSENT

- Board member, Place 3 Matt Fuller
- Board Member, Place 5 Dennis Dillon

STAFF MEMBERS PRESENT

Director of Economic Development Shani Bradshaw
Economic Development Coordinator Morgan Miller

DISCUSSION ITEMS

1. Presentation and discussion of the EDC Strategic Plan (Final Draft) by Civic Solutions.

Stephen Pedigo with Civic Solutions provided an overview of the final draft of the EDC Strategic Plan.

ADJOURN THE WORK SESSION

Board Member Payne adjourned the work session at 7:19 p.m.



4B DEVELOPMENT CORPORATION BOARD COMMUNICATION

DATE: April 28, 2026
FROM: Shani Bradshaw, Director of Economic Development
AGENDA ITEM: Consideration and possible action on the 4B Fiscal Year 2026-2027 Budget.

SUMMARY:

- Staff will provide a presentation on the 4B FY 2026-2027 Budget.

FISCAL INFORMATION:

Budgeted: NA Amount: NA GL Account: NA

RECOMMENDED MOTION OR ACTION:

Staff recommends approval. (RECOMMENDED MOTION) – I move to approve the 4B FY 2026-2027 Budget

ATTACHMENTS:

- 4B Budget FY 2026-2027
- 4B Budget Revenue & Expenditure Description

REVENUES

ACCOUNT #	ACCOUNT NAME	2023-24	2024-25	2025-2026			2026-27		COMMENTS (REQUIRED)
		ACTUAL	ACTUAL	BUDGET	Y-T-D	PROJECTED	REQUESTED	% CHANGE	
00-4325	SALES TAX REVENUE	813,824	890,167	962,500	338,204	1,014,613	1,058,750	10.00%	Sales tax revenue is projected to increase based on current trends and anticipated local growth.
00-4800	INTEREST INCOME	65,516	75,702	44,000	19,462	58,387	55,000	25.00%	Interest income is project to increase due to current interest rates.

EXPENDITURES

ACCOUNT #	ACCOUNT NAME	2023-24	2024-25	2025-2026			2026-27		COMMENTS (REQUIRED)
		ACTUAL	ACTUAL	BUDGET	Y-T-D	PROJECTED	REQUESTED	% CHANGE	
76-5210	DEPARTMENTAL SUPPLIES	292	1,396	1,000	502	1,505	1,000	0.00%	Unchanged
76-5213	COMPUTER HARDWARE & SOFTWARE	2,460	4,519	3,000	90	270	3,000	0.00%	Unchanged
76-5226	ADVERTISING & MARKETING	28,157	29,222	40,000	7,063	21,190	40,000	0.00%	Unchanged
76-5235	STAFF TRAINING & DEVELOPMENT	12,953	17,548	18,000	2,980	8,565	18,000	0.00%	Unchanged
76-5325	REPAIRS & MAINTENANCE	2,200	0	1,000	0	0	1,000	0.00%	Unchanged
76-5332	LEASED EQUIPMENT	749	812	900	269	731	900	0.00%	Unchanged
76-5420	CONTRACT/PROFESSIONAL SERVICES	135,959	9,668	40,000	35,000	105,000	40,000	0.00%	Unchanged
76-5425	OUTSIDE LEGAL SERVICES	3	1,950	10,000	38	113	10,000	0.00%	Unchanged
76-5450	TECHNOLOGY SERVICES	0	0	1,000	0	0	1,000	0.00%	Unchanged
76-5520	CELL PHONE	0	32	0	84	251	250	#DIV/0!	Monthly cell phone service for staff
76-5601	PROMO/COMMUNITY EVENT GRANTS	0	0	0	0	0	0	-	Unchanged
76-5603	PROPERTY ENHANCEMENT INCENTIVE	29,445	2,165	60,000	0	0	60,000	0.00%	Unchanged
76-5610	GRANT EXPENSES	0	0	1,000,000	1,000,000	3,000,000	-	-	Not needed



Sanger Economic Development (4B) - Revenue and Expenditure Line Items

Estimated Revenues

- 4B Sales Tax Revenue
 - Primary funding source allocated to economic development.
- Interest Income
 - Earnings from bank deposits or investments of unused funds.

Expenditures

- Salaries and Benefits
Covers personnel-related costs, such as:
 - Wages and salaries
 - Vacation payouts
 - Retirement benefits
 - Health insurance
 - Vehicle and phone allowances
 - Workers' compensation and unemployment insurance
- Department Supplies:
Day-today office needs:
 - Office Supplies: Paper, ink, pens, etc.
 - Food: Refreshments for board meetings or visiting business prospects
 - Postage: Mailing cost for communications and marketing materials
 - Furniture & Fixtures: New or replacement desks, chairs, etc.
- Computer Hardware & Software
Tech support for operations:
 - Hardware: Computer, printers, accessories
 - Software: Licensing, web hosting, and technical support for digital tools and the website
- Advertising & Marketing
Limited to 10% of 4A tax revenue
 - Ads for specific publications (DRC Relocation Guide, DRC Economic Development Guide, Go Big Texas, RED Journals Economic Guide)
 - Trade show materials and sponsorships
 - Promotional item.
 - Legal/public notices
 - Marketing campaigns targeting business recruitment
 - ICSC
 - Team Texas

- Retail Live
- Others.
- Staff Training & Development
Professional growth and outreach:
 - Membership Dues: Participation in economic development and real estate organization
 - International Council of Shopping Centers (ICSC)
 - Dallas Chamber
 - Texas Economic Development Council (TEDC)
 - Southern Economic Development Councils (SBEDC)
 - Team Texas
 - International Economic Development Council (IEDC)
 - Industrial Asset Management Council (IAMC)
 - Sanger Chamber
 - Denton Chamber
 - GIS Webtech
 - REsimplifi
 - Conferences: Attendance at state, regional, and national events
 - Texas Economic Development Council (TEDC)
 - International Economic Development Council (IEDC)
 - Southern Economic Development Council (SBEDC)
 - Society of Industrial and Office Realtors (SIOR)
 - Industrial Asset Management Council (IAMC)
 - Denton County Days
 - Travel: Related lodging, airfare, and meals for staff or businesses. This item also includes prospect hosting, such as cost of travel, rental car, lodging, food, and entertainment.
- Repairs & Maintenance
 - Repair and maintenance to office building
- Lease Equipment
 - Copier and Printer lease expenses
- Contract/Professional Service
Expert help for special projects:
 - Engineering and utility studies
 - Demographic research and marketing analysis
 - Surveys and custom reports (Marketing analysis, trade area, and demographic reports, Survey Monkey, maps, and charts, current demographics, and projections needed for brokers and developers)
 - Retail Recruitment
- Outside Legal Services
 - Legal consultation services, research, opinions, agreements, etc.
- Technical Services
 - IT support for the office network and systems
- Promo/Community Event Grant

- Property Enhancement Incentive Program
 - Matching grant program
- Porter Park East Project
 - Porter and Miracle League Field Project



4B DEVELOPMENT CORPORATION BOARD COMMUNICATION

DATE: April 28, 2026

FROM: Shani Bradshaw, Director of Economic Development

AGENDA ITEM: Consideration and possible action on the Economic Development Strategic Plan.

SUMMARY:

- The Sanger EDC is finalizing its 5-year strategic plan with Civic Solutions.
- The Plan is a comprehensive document intended to guide the City’s growth, business attraction, infrastructure investments, and community engagement efforts over the next five years.
- Civic Solutions has conducted discovery meetings, workshops and focus groups as part of the planning process.
- Following approval by the Board, the Strategic Plan will be presented to the City Council for final adoption.
- The 4A Board will also consider the Strategic Plan for approval at its next scheduled meeting.

FISCAL INFORMATION:

Budgeted: Yes Amount: 50,000 GL Account: 46-5420

RECOMMENDED MOTION OR ACTION:

Staff recommends approval. (RECOMMENDED MOTION) – I move to approve the Economic Development Strategic Plan.

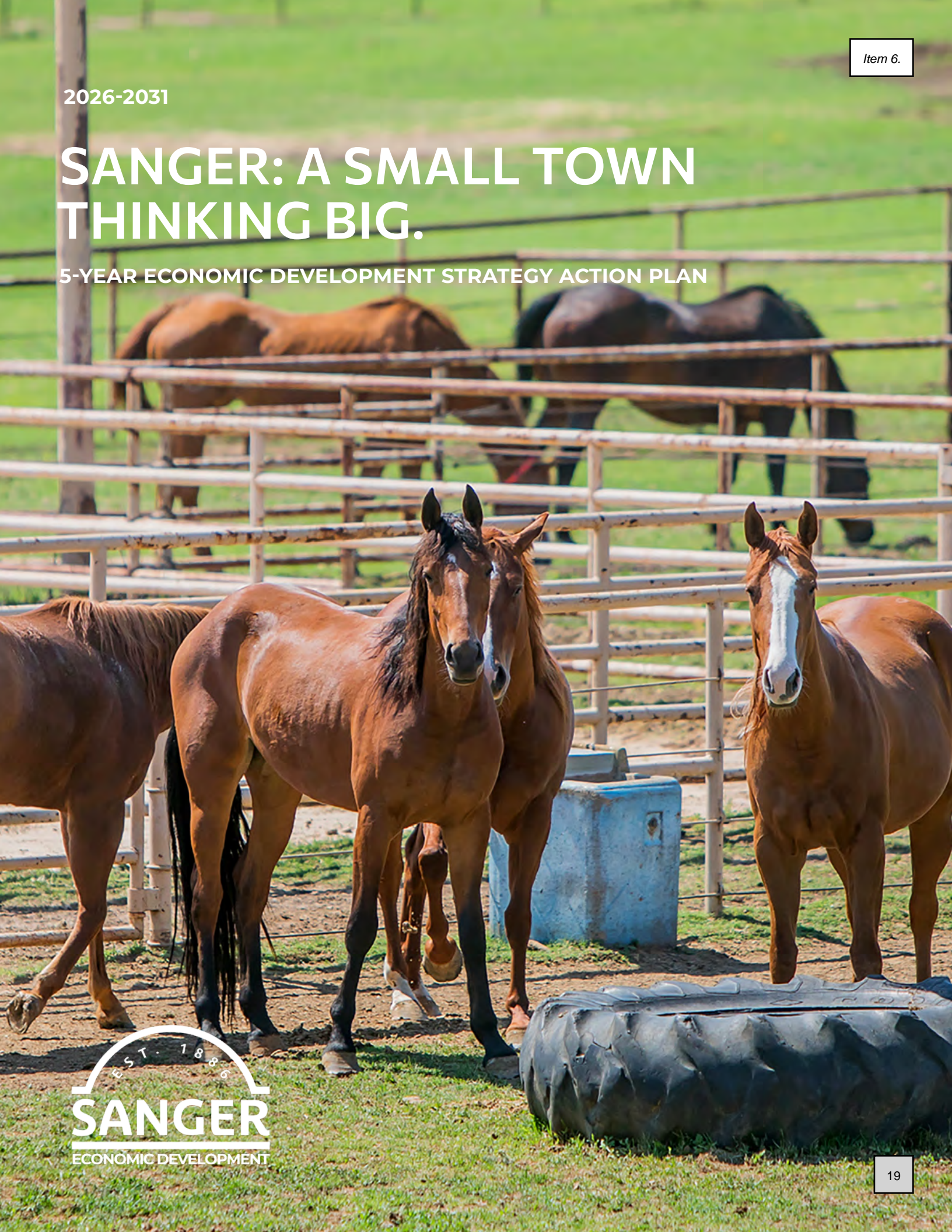
ATTACHMENTS:

- 5-Year Economic Development Strategic Plan

2026-2031

SANGER: A SMALL TOWN THINKING BIG.

5-YEAR ECONOMIC DEVELOPMENT STRATEGY ACTION PLAN



MISSION

To retain, strengthen, and diversify our local economy while capitalizing on our location in North Texas.

SANGER: A SMALL TOWN THINKING BIG.

Rooted in community, Sanger is thinking big—building opportunity, strong local businesses, and a place people are proud to call home.

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01 EXECUTIVE SUMMARY

SANGER: A SMALL TOWN THINKING BIG.

Sanger is entering a new chapter shaped by growth, momentum, and possibility. New families are choosing to call the city home, neighborhoods are expanding, and Sanger's location within the North Texas Metroplex places it at the center of one of the most dynamic economic regions in the country. The community's identity remains rooted in small-town character, strong relationships, and a workforce known for its reliability and commitment. The opportunity ahead is to ensure that growth translates into lasting economic opportunity close to home.

This five-year economic development strategy

reflects that opportunity. It is built around a simple idea: Thinking big about Sanger's future means shaping growth intentionally so that residents can increasingly live, work, and build careers in the same community. The strategy focuses on expanding local job opportunities, supporting homegrown businesses, strengthening workforce pathways, and positioning downtown as both a community anchor and an economic asset. Rather than changing what makes Sanger successful, the goal is to build on its strengths and guide growth in ways that reinforce the community's identity and long-term prosperity.

The strategy is grounded in data and sustained local engagement. CivicSol worked closely with city leadership, Economic Development Corporation board members, employers, educators, workforce partners, and small business owners. Analysis of workforce participation, commuting patterns, industry clusters, and peer benchmarking was paired with local insight about how growth is unfolding in real time. The findings show that Sanger begins from a position of strength: strong labor force participation, rising household incomes, a large share of prime working-age residents, and a workforce that employers consistently describe as dependable and ready to work. These are real competitive advantages as the city looks ahead.

At the same time, growth brings choices. Today, many residents still commute outside the city for employment, and local job creation has not yet fully matched the pace of residential expansion. Small businesses remain central to Sanger's identity but face challenges scaling alongside growth. Downtown carries strong community value yet has room to evolve into a more active economic center. These conditions are not barriers. They represent the next opportunity for alignment, where economic development, workforce investment, and community planning work together to capture more of the value already flowing through Sanger.

This plan provides a focused framework built around five connected goals: attracting quality jobs and investment aligned with Sanger's workforce strengths, supporting local entrepreneurship, building pathways that connect residents to careers, strengthening downtown and placemaking as economic tools, and telling a clearer economic story across North Texas. These priorities are designed to reinforce one another, creating a practical system where business growth, workforce development, and quality-of-place investments move in the same direction.

The goal is clear. Sanger's future will not be defined by a single project or one big win, but by steady, intentional progress that builds opportunity over time. By thinking not only where people live but also where they choose to build their futures.



02 THE BIG PICTURE

ECONOMIC DEVELOPMENT SHOULDN'T HAPPEN TO A COMMUNITY—IT SHOULD HAPPEN WITH ONE.

Sanger has always been a place people come home to. Families put down roots here. Kids grow up here. Neighbors know one another. That sense of place has endured even as the region around Sanger has changed at a remarkable pace. Today, new neighborhoods are rising, more families are arriving, and Sanger is becoming part of a much larger North Texas growth story.

But for many residents, daily life still follows familiar patterns. Most leave town each morning for work. Opportunity often lies elsewhere, even as the community itself grows. Downtown remains the heart of Sanger, rich with history and pride, yet its future depends on how well individual efforts are connected and supported over time. Growth is visible, but its benefits are not always fully realized close to home.

This strategy begins with a simple belief: Growth alone does not define a city. What matters is what growth makes possible, where people can work, and whether opportunity strengthens the community they return to each night. For Sanger, thinking big means choosing to guide growth thoughtfully rather than letting it unfold without direction.

The work behind this plan reflects months of listening and analysis. City leaders, Economic Development Corporation (EDC) board members, employers, small business owners, educators, and workforce partners pointed to the same underlying truth: Sanger has a workforce that shows up. Labor force participation is high. Employers value the reliability and commitment of local workers. Schools and training partners are engaged and responsive. These are not abstract advantages. They are the building blocks of a stronger local economy.

At the same time, some imbalances are emerging. Housing growth is moving faster than job growth. Commuting is placing increasing pressure on roads, time, and quality of life. Downtown and small businesses remain central to Sanger's identity, but will require more intentional coordination and support to thrive as the city grows. Without a clearer economic direction, Sanger risks being defined more by where people live than by where opportunity takes root.

This five-year economic development strategy is designed to address that opportunity. It focuses on creating quality jobs that fit Sanger's workforce, supporting existing employers, and targeting industries that can grow alongside the community. It elevates downtown, small businesses, and quality-of-life investments as economic priorities. And, importantly, it emphasizes alignment.

Sanger does not need to become something else to succeed. It needs to be more fully itself. By thinking big about opportunity, work, and place, Sanger can ensure the city taking shape is one where people do not just live, but build their futures.

STARTING FROM A PLACE OF STRENGTH

Sanger is not short on the ingredients for long-term success. The city has a reliable workforce, deep community commitment, and a strategic position within one of the fastest-growing corridors in North Texas. These assets create a strong foundation—but they will only translate into lasting prosperity if growth is shaped intentionally.

ENGAGED AND RELIABLE WORKFORCE

Sanger's workforce is one of its clearest strengths. Labor force participation is high, unemployment remains low, and employers consistently point to reliability, work ethic, and commitment as defining advantages. The challenge is not workforce readiness—it is ensuring that local job opportunities scale fast enough to capture that talent.

FAMILY-ROOTED COMMUNITY STABILITY

Strong homeownership rates, long-tenured residents, and multi-generational community ties reinforce stability. This is the kind of foundation that supports long-term investment and sustained civic commitment. As growth accelerates, protecting this sense of rootedness while welcoming new residents will be essential to maintaining Sanger's competitive identity.

ACTIVE EDUCATION AND WORKFORCE PARTNER

Sanger benefits from education and workforce partners that are actively engaged and aligned with regional labor market needs. The infrastructure for career pathways exists, and partnerships can be strengthened further. But too often, students and adult learners must leave Sanger to apply their skills—meaning the city exports talent instead of capturing its value locally.

SMALL-TOWN IDENTITY WITH REGIONAL ACCESS

Sanger's location gives it rare positioning: access to regional employers, markets, and growth momentum, while still offering a distinct small-town character. This blend is increasingly valuable in North Texas, where communities are competing for residents and businesses seeking both connectivity and quality of life. The opportunity is to use regional access not just as a commuting advantage, but as a platform for local economic expansion.

DOWNTOWN AS A COMMUNITY ANCHOR

Downtown remains central to Sanger's identity: a historic, walkable place that signals character and civic pride. But limited daytime activity, uneven foot traffic, and aging buildings constrain its ability to function as a stronger economic engine. With the right investment and programming, downtown could play a larger role in supporting small business growth, placemaking, and community cohesion as the city expands.

ENTREPRENEURIAL COMMITMENT

Sanger's business owners and property owners demonstrate long-term commitment to the community. That local loyalty creates resilience and provides a base for reinvestment. However, rising costs and scaling challenges make it difficult for small businesses to expand and hire at the pace needed. Supporting local entrepreneurs is not just about preservation—it is one of the clearest pathways to local job creation.



FIVE GOALS THAT DEFINE SUCCESS

This strategy is built around five connected priorities that define what successful economic development looks like in Sanger.

QUALITY JOBS AND INVESTMENT, ANCHORED LOCALLY

Compete for innovative employers and investment that create good jobs and build long-term economic strength in Sanger.

Sanger has momentum—population growth, workforce participation, and rising incomes signal a community positioned for expansion. But today, much of that economic value leaks outward through commuting and limited local job options. The next phase of growth must be shaped intentionally, not assumed. Competing for the right employers—those aligned with Sanger’s workforce strengths and North Texas industry trends—will enable the city to capture more local income, strengthen its tax base, and build a more resilient economy. The goal is not growth for growth’s sake. It is job creation that matches the community’s potential and creates opportunity close to home.

SANGER-BUILT, HOMEGROWN

Support Sanger businesses to start, scale, and create opportunity close to home.

Small businesses are already the backbone of Sanger’s identity and day-to-day economy. Local owners have invested for the long term and helped sustain the community through change. But growth is raising the stakes—cost pressures, limited capacity, and scaling challenges can prevent local businesses from capturing the upside of a larger market. If Sanger wants to keep its character while expanding opportunity, entrepreneurship must become a deliberate economic development strategy, not an afterthought. Supporting business growth means strengthening the conditions for reinvestment: capital access, downtown-ready space, technical support, and a clear pathway for local firms to hire, expand, and thrive.

PATHWAYS AT HOME

Create workforce pathways that connect residents to quality careers and expand access to local jobs.

Sanger is producing talent, and its workforce is ready to work. Schools, CTE programs, and community partners are building skills that align with regional demand. But too often, the payoff happens elsewhere. Students train here, then leave to build careers. Adults build experience, then apply it. A stronger system is needed to connect education, training, employers, and career advancement in a way that feels visible and attainable. Workforce development is not just a school issue—it is an issue of economic competitiveness. Clear pathways help residents stay, help employers hire, and help Sanger translate its workforce strengths into long-term economic outcomes.

DISTINCTLY SANGER

Strengthen Sanger and its downtown as a destination that supports local businesses, attracts talent, and reflects who we are.

Downtown is more than a place—it is the physical expression of Sanger's identity. As growth accelerates, quality of place becomes a competitive advantage that shapes whether families stay, whether entrepreneurs reinvest, and whether talent sees Sanger as a long-term home. But downtown's economic role is not yet keeping pace with its symbolic importance. Limited daytime activity, uneven foot traffic, and reinvestment barriers reduce its ability to anchor growth. Strengthening downtown is not just about beautification—it is about building an economic platform for small businesses, community life, and local pride. A stronger downtown helps Sanger grow without losing what makes it Sanger.

TELLING SANGER'S STORY

Promote Sanger's economic opportunity story clearly across North Texas and beyond.

Sanger is no longer competing only with nearby towns—it is competing within one of the most dynamic economic regions in the country. In that environment, visibility matters. Communities that can clearly communicate their identity, assets, and opportunities are more likely to attract aligned employers, partners, and investment. Sanger has real strengths—workforce reliability, strong schools, a rooted community, and a distinct small-town quality of life—but those strengths are not always understood outside city limits. A clear and consistent story is not marketing fluff; it is an economic development tool. If Sanger wants to shape who and what comes next, it must control the narrative about where it is headed.

These five priorities reinforce one another. Business attraction expands the job base. Homegrown entrepreneurship strengthens local ownership and resilience. Career pathways ensure residents can access opportunities as the economy evolves. Downtown and quality-of-place investments create the environment that retains talent and supports reinvestment. And a strong story ties it all together—positioning Sanger as a community with momentum, direction, and a clear economic identity. Together, these priorities form a strategy designed not just to manage growth, but to convert it into lasting opportunity.



03 OUR ENGAGEMENT: WHAT WE DID

This strategy is grounded in sustained engagement across Sanger and guided by a joint steering committee made up of board members from both the Type A and Type B Economic Development Corporations. CivicSol worked closely with this steering committee, city leadership, employers, small business owners, educators, workforce partners, and community stakeholders to understand how growth is unfolding on the ground and where economic opportunity is being missed.

Those conversations were paired with a targeted analysis of Sanger's workforce, business base, commuting patterns, downtown conditions, and peer communities. Throughout the process, participants were consistent in their message: Sanger has a strong workforce, committed employers, and deep community pride. At the same time, stakeholders raised shared concerns about job access, commuting pressures, downtown vitality, and the need for clearer alignment between economic development priorities and city investments.

This strategy reflects that input. It translates engagement into a focused framework for action, shaped by those responsible for implementation and grounded in the realities facing Sanger today. By anchoring the plan in both data and local leadership, Sanger is positioned to move from growth by circumstance to growth by choice.

THIS PROCESS INCLUDED

COMPREHENSIVE DATA ANALYSIS

Our analysis focused on understanding Sanger's economic position, growth trajectory, and competitive advantages in North Texas to ensure strategy recommendations are grounded in market realities.

- Conducted a detailed economic and demographic analysis to understand how Sanger is evolving within the broader North Texas economy and where the city can compete most effectively.
- Benchmarked Sanger against eight peer communities across demographics, workforce characteristics, economic performance, and quality-of-life indicators to assess competitive positioning and identify areas of opportunity.
- Completed a target cluster scan to identify industries where Sanger can realistically compete and win, focusing on traded sectors, professional services, technology-enabled industries, and inclusive growth opportunities aligned with the city's workforce strengths.
- Analyzed workforce participation, commuting patterns, income growth, and industry composition to understand how growth is impacting local economic capture and to identify pathways for strengthening local job creation.

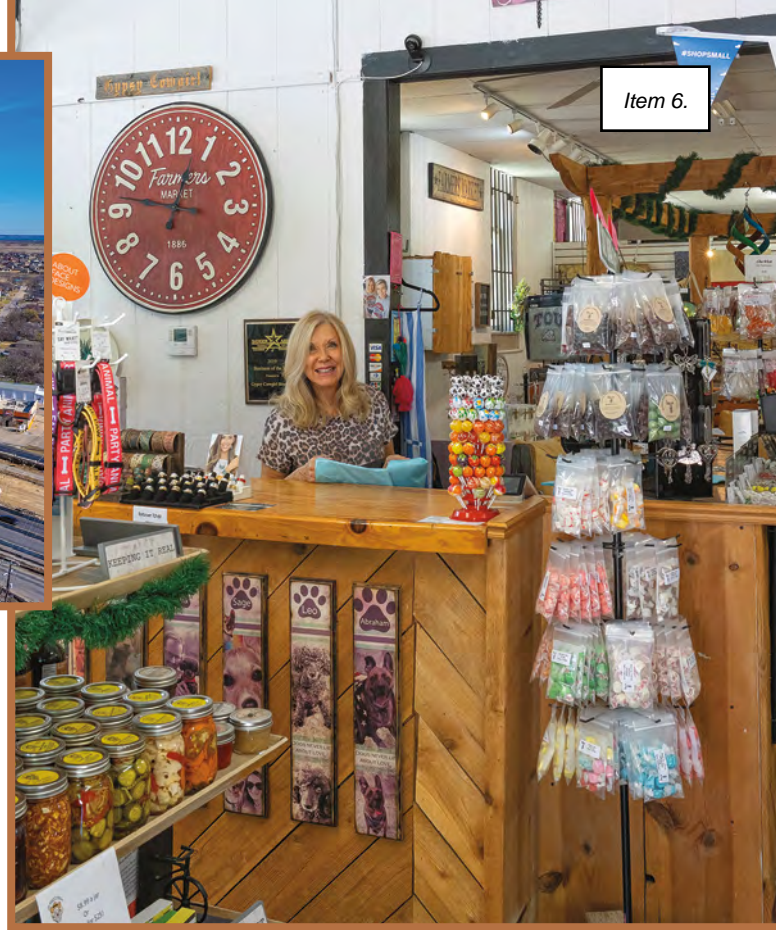
DEEP COMMUNITY ENGAGEMENT

Engagement was designed to ensure the strategy reflects local perspectives, institutional realities, and the practical conditions required for successful implementation.

- Engaged city leadership and both Type A and Type B Economic Development Corporation boards to establish a joint steering committee that guided priorities, aligned expectations, and provided direction throughout the planning process.
- Held in-depth one-on-one interviews with local employers, small business owners, civic leaders, educators, workforce partners, and city staff to capture grounded perspectives on Sanger's strengths, challenges, and future opportunities.
- Facilitated working sessions with EDC staff focused on organizational priorities, roles, capacity, and implementation readiness to ensure the strategy aligns with realistic staffing and operational conditions.
- Led structured working sessions with the Steering Committee to review findings, test assumptions, refine strategic direction, and ensure the final framework reflects local values and economic realities.

Throughout the process, strategy concepts were tested and refined with local leadership and stakeholders to ensure recommendations were both ambitious and achievable. This approach ensured the final plan was not only informed by data but also grounded in local insight, institutional capacity, and a shared vision for how Sanger can think big about its future.

Every recommendation in this strategy reflects what we measured, what we heard, and what we validated through engagement. The result is a practical roadmap designed to help Sanger capture more of its growth, strengthen its economic base, and build long-term opportunity while staying true to the character of the community.



04 DISCOVERY INSIGHTS

Sanger is growing quickly, and it is doing so with a workforce that is engaged, dependable, and ready to work. Families are choosing the community. Employers value its labor pool. The city sits within one of the fastest-growing parts of North Texas. These conditions create momentum—but momentum alone does not produce a strong local economy. The opportunity is to be deliberate about what growth delivers.

Thinking big in Sanger does not mean chasing scale for its own sake. It means making intentional choices early—about jobs, businesses, and place—so growth strengthens the local economy rather than simply passing through it. Today, most residents still leave Sanger each day to work elsewhere. The next phase is about capturing more opportunities locally and ensuring growth supports long-term economic resilience.

Sanger's greatest economic asset is already here: its people. Labor force participation is high, unemployment is low, and employers consistently describe local workers as reliable and capable. Yet local job options have not kept pace with workforce readiness. The opportunity is to align economic development efforts with the skills, expectations, and potential of Sanger's workforce—supporting existing employers, expanding career-path jobs, and creating space for small businesses and entrepreneurs to grow.

Downtown is central to that opportunity. It anchors Sanger's identity and civic life, but its economic role has not kept pace with the city's growth. With intentional investment and coordination, downtown can support more daytime activity, stronger small businesses, and a broader mix of uses that reinforce both economic vitality and quality of life.

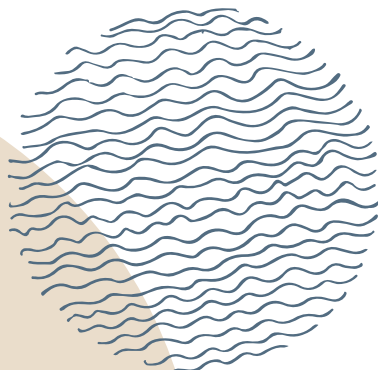
This strategy is about thinking big in practical ways. The insights that follow reflect what the data and engagement make clear about where Sanger stands today—and how focused decisions can turn growth into lasting economic opportunity.



DATA PROFILE: SANGER BY THE NUMBERS

- 10,815 estimated residents, with population growth more than 5x the U.S. average (2020–2026), outpacing state trends while trailing the fastest-growing North Texas suburbs.
- 7 in 10 working-age residents are participating in the labor force, ranking first among peers and exceeding state and national rates.
- \$98,057 median household income, reflecting more than 40% growth over the past five years and placing Sanger among the top peer cities for income growth.
- 4.7% child poverty rate, ranking lowest among North Texas peer cities.
- 31% higher share of prime-age residents (25-54) than the U.S. average, reinforcing Sanger's role as a workforce-oriented community.
- 86% of commuters drive alone, with commute times remaining above county, state, and national averages.
- 8.3% veteran population share, the highest among peer cities, reflecting a strong connection to service and workforce readiness.
- 61% of adults (25+) with some college, an associate, bachelor's, or graduate degree, reflecting a broad base of educational preparation.

Sources: U.S. American Community Survey 2023, Lightcast 2025, and The Retail Coach 2026



“Sanger is growing fast, and people want to be here. The next step is making sure the economy grows with the people—not somewhere else.”



INSIGHT 1

1. Growing Fast—But Capturing Enough?

Sanger's population is growing rapidly, but economic development must focus on capturing a larger share of the Metroplex economy—not just accommodating residential growth.

Sanger is growing rapidly, outpacing state and national population trends and emerging as one of the fastest-growing small cities in North Texas. That growth is supported by clear workforce strength. Labor force participation ranks highest among peer cities, unemployment is among the lowest, and median household income has increased by more than 40% in five years.

Yet much of that economic value is not being captured locally. Most residents commute elsewhere for work, and a significant share of household income is earned and spent outside the city. Residential growth has increased demand for housing and services, but local job creation and business growth have not kept pace.

The imbalance is clear. Sanger has a strong,

engaged workforce, but captures only a limited share of regional employment and traded-sector activity. Growth has arrived; economic capture has lagged.

Stakeholders consistently described the same tension. Sanger is seen as a place people choose to live, but not yet a place where enough opportunity is anchored. Without intentional action, continued growth risks reinforcing a bedroom-community pattern.

The opportunity is to be deliberate. Capturing even a modest share of the Metroplex economy—through local jobs and businesses tied to regional demand—would strengthen fiscal capacity, reduce commuting, and convert growth into long-term economic resilience.

“We’re adding people and services, but the real question is how we add jobs that bring new money into Sanger.”



INSIGHT 2

2. Thinking Big Means Being Selective

Sanger's economic future depends on prioritizing export- and primary-job growth that brings new income into the community, rather than relying primarily on local-serving, lower-wage sectors that recycle existing demand.

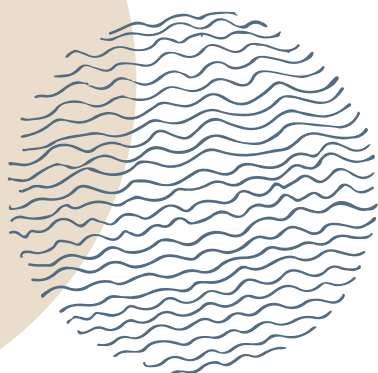
As Sanger grows, the composition of its economy matters as much as its size. Today, much of the local job base is concentrated in local-serving sectors—retail, personal services, and support activity—designed to meet the needs of a growing population. These sectors are important, but on their own, they do not generate enough new income to strengthen the economy or expand fiscal capacity.

Data and engagement point to a clear opportunity to rebalance. Sanger's workforce, regional access, and proximity to major markets position the city to capture more export-oriented and primary jobs—jobs that sell beyond the local market and bring new dollars into the community. These jobs are

critical for raising wages, supporting business growth, and sustaining public investment.

Stakeholders consistently emphasized the need for focus. With limited land, infrastructure capacity, and staff resources, Sanger cannot pursue every opportunity. Economic development success will depend on aligning recruitment, retention, and investment decisions around sectors that match the workforce and reinforce Sanger's role in the Metroplex economy.

Thinking big, in this context, is about discipline. By prioritizing export-oriented growth and being intentional about the jobs it seeks to attract and grow, Sanger can ensure population growth translates into lasting economic strength.



“What sets Sanger apart is the workforce. People show up, stay, and take pride in their work—and that matters to employers.”



INSIGHT 3

3. The Workforce Is Sanger's Point of Leverage

Sanger's unusually strong workforce is the city's primary lever for capturing higher-value jobs and employers.

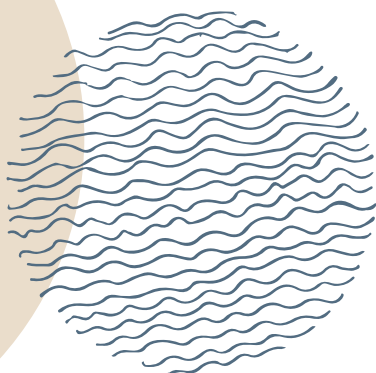
By the numbers, Sanger stands out. More than 7 in 10 working-age residents participate in the labor force, ranking first among peer cities. The share of residents ages 25 to 54 exceeds national averages, and 8.3% of residents are veterans—the highest share in the North Texas peer set. Unemployment remains among the lowest in the region. These indicators reflect a workforce that is engaged, stable, and dependable.

Local institutions reinforce this advantage. Sanger Independent School District (ISD) and the Sanger Educational Foundation play an active role in preparing students and supporting career readiness, while workforce partners remain aligned with employer needs. Engagement highlighted pride in

these systems and their ability to respond to local and regional demand, particularly in applied and technical fields.

Employers consistently echoed this strength. Business owners described Sanger's workforce as reliable and committed—an increasingly valuable asset in a tight Metroplex labor market. Yet many residents still leave Sanger to apply their skills, limiting the city's ability to convert workforce readiness into local economic capture.

The implication is clear. Sanger's workforce is not incidental to its strategy—it is the strategy. Aligning target sectors, business support, and site development around workforce realities gives the city a practical way to secure its share of the Metroplex economy.





“We don’t need to create demand from scratch. The opportunity is capturing more of the economic activity that already flows through Sanger.”

UPTOWN RAIL BREWERY

SIP SAVOR AND SOCIALIZE



INSIGHT 4

4. Capturing Value Is Sanger's Next Opportunity

Sanger's rising incomes and strong employment base create a significant opportunity to capture more economic value locally by anchoring jobs, businesses, and spending within the community.

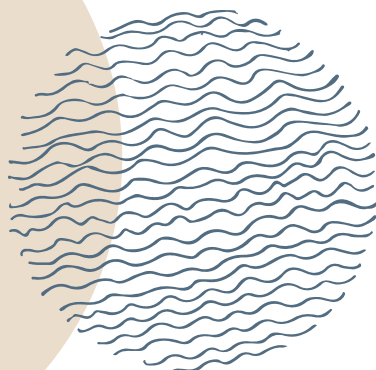
Household incomes in Sanger have grown by more than 40% in recent years, placing the city among the strongest income-growth performers in its peer set. Labor force participation remains high, and unemployment is consistently low—clear signs that Sanger is generating real economic value and earning power.

The opportunity lies in where that value lands. Many residents commute elsewhere for work, and a significant share of household income is earned outside the city. As a result, much of the spending, business growth, and reinvestment tied to that income occurs beyond Sanger's boundaries. Local economic activity remains concentrated in smaller, local-serving sectors that meet daily needs but capture

only a portion of this potential.

Engagement framed this gap as opportunity. Stakeholders pointed to the potential to support more businesses, services, and employers aligned with the workforce already living in Sanger. Even modest gains in locally anchored jobs and firms would allow more income to circulate within the community—strengthening small businesses, expanding the tax base, and supporting reinvestment.

The implication is straightforward. By capturing a greater share of the economic value already flowing through Sanger, the city can turn income growth into stronger local businesses, greater fiscal capacity, and a more resilient economy—without relying solely on continued population growth.



“We don’t need to be everything. We need to be really good at the kinds of businesses that make sense here.”



INSIGHT 5

5. Sanger Competes by Specialization

Sanger's opportunity is to compete within the Metroplex by specializing in the industries and jobs that fit its workforce, location, and scale—rather than trying to replicate larger employment centers.

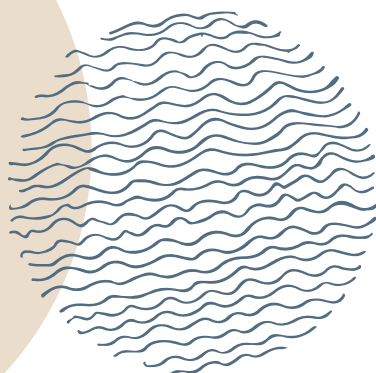
Sanger's position along the I-35 corridor, access to regional transportation networks, and proximity to major markets place it inside one of the most dynamic economies in the country. The question is not whether Sanger participates in that economy, but how. Data and engagement consistently point toward specialization as the path to capture.

The city's target clusters reflect this strategy. Advanced logistics and supply chain services; supplier-side manufacturing and industrial services; construction and building systems tied to regional growth, energy, and infrastructure services; and applied research and health activities connected to the University of North Texas (UNT) all align with Sanger's workforce strengths and development context. These sectors generate

export and primary jobs, bring new income into the community, and fit Sanger's available sites without requiring urban-scale density.

Stakeholders emphasized that Sanger's advantage is not scale, but fit. Competing on specialization allows the city to attract firms that value access, reliability, and proximity over prestige addresses. This approach favors steady growth, diversification, and resilience—rather than dependence on a small number of large employers.

The implication is focus. By organizing economic development around a clear set of specialized clusters, Sanger can claim its share of the Metroplex economy on its own terms—growing a local job base that is durable, defensible, and aligned with the community's long-term priorities.



“One big deal sounds good, but what really builds an economy is a lot of companies growing over time.”



INSIGHT 6

6. Scale Comes From Many Wins, Not One Big Landing

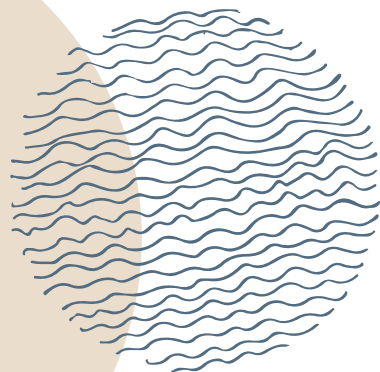
Sanger's economic growth is more likely to come from scaling multiple specialized firms over time than from landing a single, transformative employer.

Data and engagement point to a clear reality: Sanger's available sites, infrastructure capacity, and workforce profile favor smaller-scale, service-oriented, and supplier-side firms rather than large, land-intensive employers. While a single major project can generate attention, it also concentrates risk and often requires tradeoffs that do not align with Sanger's long-term goals.

Stakeholders consistently emphasized a preference for steady, diversified growth. Local businesses, contractors, logistics firms, and industrial service providers already operating in or near Sanger represent a foundation that can be expanded incrementally. These firms are more likely to hire locally, reinvest in the community, and adapt as regional demand evolves.

This approach also aligns with Sanger's role in the Metroplex economy. Specialized firms serving logistics, construction, energy, and applied services tend to grow through replication and expansion rather than relocation alone. Capturing multiple smaller wins across these sectors builds resilience, spreads opportunity, and reduces exposure to economic cycles.

The implication is a shift in focus. Economic development efforts should prioritize business retention and expansion, entrepreneurship, and targeted recruitment of firms that fit Sanger's niche. Over time, many well-aligned wins will generate more durable economic impact than any single landing.



“Our businesses want to grow. The challenge isn’t demand—it’s having the right support to take the next step.”



INSIGHT 7

7. Small Business Is Economic Infrastructure

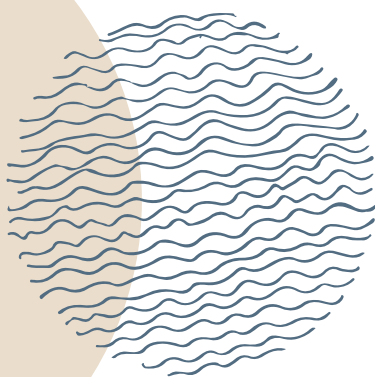
Small businesses are not just local amenities in Sanger—they are a primary mechanism for job creation, income capture, and participation in the Metroplex economy.

Sanger's economy is anchored by small, locally owned firms—contractors, service providers, logistics-related businesses, and entrepreneurs who already operate within regional markets. These businesses are deeply invested in the community and tend to hire locally, reinvest earnings, and grow incrementally as demand increases.

Engagement made clear that these firms face real constraints. Thin margins, rising input costs, limited access to space, and uncertainty around expansion were consistently cited as barriers to growth. While demand exists—particularly from the surrounding Metroplex—many businesses lack the support systems needed to scale, formalize, or add higher-wage positions.

Data reinforces this dynamic. Much of Sanger's job base remains concentrated in smaller firms and local-serving sectors, yet these businesses represent the clearest pathway to capturing regional demand without relying on large-scale recruitment. When small businesses grow, they create durable jobs, diversify the economy, and retain value locally.

The implication is strategic. Supporting small business growth—through access to space, capital, technical assistance, and coordinated city investment—is not a side initiative. It is core economic development. Strengthening this backbone allows Sanger to translate specialization and many-wins growth into lasting economic impact.



“Downtown is the first impression people have of Sanger. It should show that the city is open for business.”



INSIGHT 8

8. Downtown Is Sanger's Front Porch for Economic Activity

Downtown Sanger's future is not only about preservation or placemaking; it is about expanding its role as a visible, accessible center for jobs, small business growth, and economic activity.

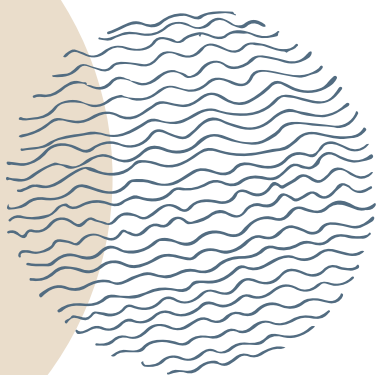
Downtown remains central to Sanger's identity and civic life. Engagement consistently highlighted pride in the square and its role as a gathering place. But as the city grows, downtown's economic function has not kept pace with its symbolic importance. Daytime activity remains limited, foot traffic is uneven, and many buildings are constrained by age, layout, or infrastructure.

At the same time, downtown is one of Sanger's most flexible economic assets. Its scale, character, and visibility make it well-suited for small offices, professional services, local entrepreneurship, and destination-oriented businesses—uses that benefit from proximity and presence rather than large footprints. These activities

align directly with Sanger's target sectors and small-business-driven growth strategy.

Stakeholders emphasized the need for intentionality. Without coordinated investment, downtown risks falling behind the city's growth. With aligned public and private action, it can serve as the city's economic front porch—a place where business activity, reinvestment, and community identity reinforce one another.

The implication is strategic. Downtown should be treated as economic infrastructure. Aligning redevelopment, business recruitment, and public investment around a shared economic role will allow it to function not just as a symbol but also as a productive engine for jobs and local value creation.



“We’re already investing in the city. The opportunity is making sure those investments also work for the economy.”



INSIGHT 9

9. Place Matters

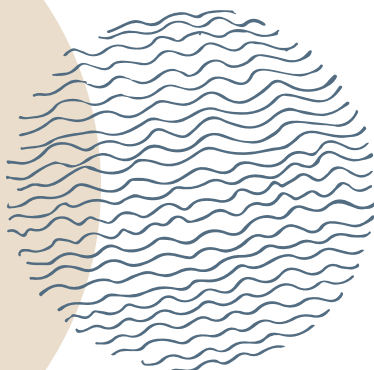
Investments in place, infrastructure, and amenities already shape Sanger's economic competitiveness, but their impact depends on how intentionally they are aligned with economic development priorities.

Sanger has made meaningful investments in parks, streets, downtown, and community facilities that contribute to its reputation as a desirable place to live. Engagement consistently reinforced that quality of life is a core reason residents choose Sanger and stay. These assets matter not only to households, but to employers, entrepreneurs, and skilled workers deciding where to locate and invest.

At the same time, stakeholders noted that quality-of-place investments are not always treated as economic tools. When planning, capital projects, and economic development operate in parallel rather than in concert, opportunities to reinforce job growth, business attraction, and reinvestment can be missed. Alignment—not additional spending—is often the limiting factor.

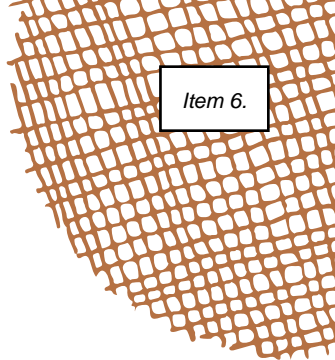
Data and peer experience show that communities capturing a greater share of regional growth intentionally connect place investments to economic outcomes. In Sanger, this means using downtown improvements, mobility investments, and public spaces to support small business growth, attract professional services, and reinforce the city's niche within the Metroplex economy.

The implication is focus and coordination. When quality-of-place investments are aligned with economic priorities, they amplify one another—supporting talent retention, entrepreneurship, and employer confidence. Treated strategically, these investments become part of Sanger's economic development toolkit, not a separate agenda.



“We still have time to be intentional—but only if we’re aligned about where we’re going.”





10. Sanger Is Still Early Enough to Shape the Outcome

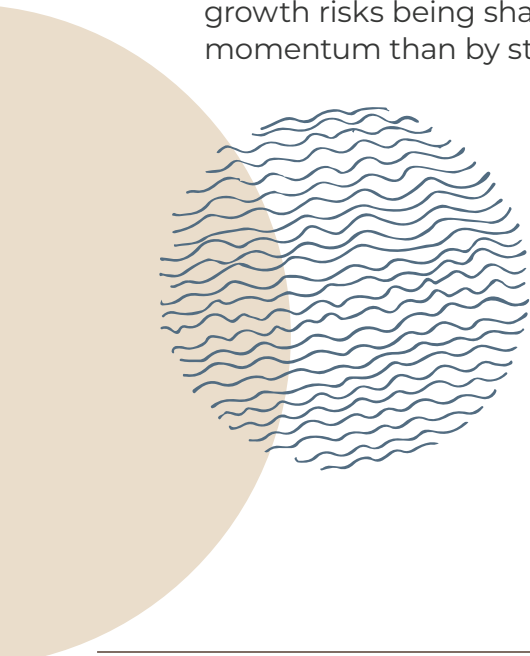
Sanger’s growth is far enough along to require intentional choices—and early enough that alignment across city priorities can still shape long-term economic outcomes.

Sanger is entering a decisive phase. Population growth is accelerating, regional development pressure is increasing, and decisions around infrastructure, land use, and investment made today will set patterns for decades. Unlike many fast-growing communities, Sanger has not yet locked in an economic model that is difficult or costly to change.

Engagement consistently reinforced this window of opportunity. Stakeholders emphasized the importance of making deliberate choices now—about the kinds of jobs to pursue, the role of downtown, and how public investments reinforce economic goals. Without clearer alignment, growth risks being shaped more by momentum than by strategy.

Peer experience shows that communities that act early—and align economic development with capital planning, redevelopment, and quality-of-place investments—are better positioned to capture higher-value jobs and avoid reactive, piecemeal decision-making. In Sanger’s case, early alignment creates the ability to be selective, disciplined, and coordinated.

The implication is urgency with confidence. Sanger does not need to rush, but it does need to choose and align. With clear priorities and coordinated action, the city can shape how it participates in the Metroplex economy and ensure today’s growth becomes tomorrow’s advantage.





05 STRATEGIC PLAN

FROM INSIGHTS TO ACTION

Sanger has the momentum. The data confirms the challenges. The community is engaged. What follows is the framework that turns growth into opportunity.

This strategy is not a list of disconnected initiatives. It is an integrated system—five interconnected goals and targeted strategies designed to deliver measurable economic outcomes. Every component is built around one clear ambition: to anchor more jobs, investment, and opportunity in Sanger as the city grows.

The core insight is straightforward. Sanger's population is rising quickly, its workforce is strong, and its location places it within one of the most dynamic regional economies in the country. Yet employment growth has not kept pace. Too much economic value is still captured elsewhere through commuting, limited local job options, and underutilized community assets.

The framework that follows defines what it means for Sanger to “think big” in practical terms: compete for quality employers,

strengthen homegrown businesses, build clear workforce pathways, invest in downtown and quality of place as economic tools, and tell Sanger's story with confidence. Each goal is supported by strategies, actions, and metrics that clarify what must happen, who must be involved, and how progress will be measured.

What makes this framework effective is its integration. Business attraction expands the job base. Small business growth strengthens local ownership. Workforce pathways connect residents to opportunity. Downtown investment reinforces entrepreneurship and talent retention. A clear narrative amplifies every effort. Each goal reinforces the others—creating momentum that isolated projects cannot achieve.

This is Sanger's blueprint for the next chapter: a focused roadmap built on local strengths and designed to ensure growth translates into lasting economic value at home.

MISSION

To retain, strengthen, and diversify our local economy while capitalizing on our location in North Texas.

VISION STATEMENT

SANGER: A SMALL TOWN THINKING BIG.

Rooted in community, Sanger is thinking big—building opportunity, strong local businesses, and a place people are proud to call home.



VALUES GUIDING SANGER'S FUTURE

These values reflect what we heard throughout the process and serve as guiding principles for how Sanger approaches growth, economic development, and decision-making moving forward.

01. WE SHOW UP

Sanger values reliability, hard work, and follow-through. Economic growth should build on the people and employers who show up for this community every day.

02. GROWTH SHOULD FEEL LIKE SANGER

Change is coming, but growth should strengthen the character, relationships, and sense of place that define the city rather than reshape it into something unrecognizable.

03. OPPORTUNITY SHOULD BE LOCAL

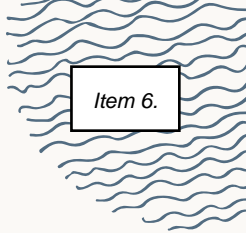
Success means creating more opportunities close to home so residents can build careers, businesses, and futures without leaving the community they care about.

04. SMALL WINS BUILD BIG FUTURES

Sanger believes lasting growth happens through steady progress, strong relationships, and consistent follow-through rather than chasing a single large project.

05. WE BUILD TOGETHER

Economic development works best when city leaders, businesses, schools, and residents move in alignment. It is how Sanger gets things done.



GOALS



GOAL 1:

QUALITY JOBS AND INVESTMENT, ANCHORED LOCALLY

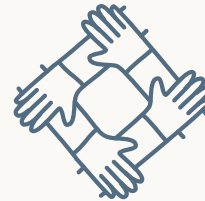
We will diversify our economy by attracting high-value investment that creates family-supporting jobs and expands the city's long-term fiscal strength.



GOAL 2:

SANGER-BUILT, HOMETGROWN

We will support Sanger businesses to start, scale, and create opportunity close to home.



GOAL 3:

PATHWAYS AT HOME

We will create workforce pathways that connect residents to quality careers and expand access to local jobs.



GOAL 4:

DISTINCTLY SANGER

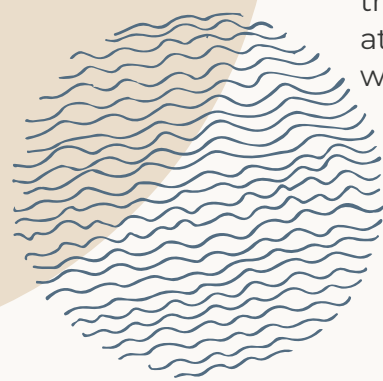
We will strengthen Sanger and its downtown as a destination that supports local businesses, attracts talent, and reflects who we are.



GOAL 5:

TELLING SANGER'S STORY

We will clearly promote Sanger's economic opportunity story across North Texas and beyond.





HOW WILL WE KNOW IF WE'RE SUCCEEDING?

BUSINESSES ARE GROWING AND INVESTING HERE.

Innovative companies in traded sectors are choosing Sanger—relocating, expanding, and creating quality jobs that strengthen the local economy.

ENTREPRENEURS AND SMALL BUSINESSES ARE THRIVING.

Small businesses are launching, expanding, and reinvesting locally—bringing new energy, services, and opportunity to Sanger.

WORKFORCE PARTNERSHIPS ARE DELIVERING RESULTS.

Workforce partnerships are creating clearer pathways to careers for Sanger residents.

DOWNTOWN IS TRANSFORMING.

Strategic downtown reinvestment is creating a more active center for business and community life.

SANGER'S STORY IS RESONATING.

Businesses, developers, and talent increasingly see Sanger as a small town thinking big—a place where community roots meet real opportunity in North Texas.

GOAL 1: QUALITY JOBS AND INVESTMENT, ANCHORED LOCALLY

WE WILL COMPETE FOR INNOVATIVE EMPLOYERS AND INVESTMENT THAT CREATE GOOD JOBS AND BUILD LONG-TERM ECONOMIC STRENGTH IN SANGER.

WHY IT MATTERS

Sanger is well positioned for its next phase of economic growth. Rapid population gains, strong income growth, high labor force participation, and low unemployment reflect a community with real economic momentum. At the same time, many residents bring valuable skills and experience that connect directly to North Texas's innovation-driven economy. Competing for innovative employers and long-term investment gives Sanger the opportunity to capture more of that value locally.

By attracting businesses that align with its workforce and regional advantages, Sanger can expand quality job options, strengthen its tax base, and diversify beyond local-serving activity. This approach allows the city to turn growth into lasting economic strength—building an adaptable, future-ready economy rooted in opportunity close to home.





SECTOR

WHY IT MATTERS

CURRENT STRENGTHS

Advanced Manufacturing and Industrial Services

Supplier-side manufacturing and industrial services offer accessible, high-quality jobs with clear career ladders and long-term stability. These firms support Metroplex production without Metroplex costs and provide wage premiums relative to retail or service employment.

Strong prime-age workforce participation; proximity to North Texas manufacturing markets; available industrial land; alignment with career and technical education (CTE) and skilled trades pathways.

Construction and Building Systems

Construction and building systems convert regional housing and infrastructure demand into local employment. The sector supports a broad occupational mix—from skilled trades to project coordination—and offers immediate pathways for workforce entry and advancement.

Sustained regional construction demand; strong labor force participation; proximity to fast-growing North Texas housing markets; local and regional contractor presence; alignment with workforce apprenticeship models.

Tech-Enabled Logistics and Supply Chain Services

Technology-enabled logistics and supplier services are among North Texas's fastest-growing employment engines. Automation and systems integration are raising wages and skill requirements, creating scalable employment opportunities beyond legacy warehousing.

Strategic location along the I-35 corridor; existing distribution and logistics presence; access to regional transportation networks; workforce suited to operations and supervisory roles tied to automated logistics.

Applied Health and Health Care

Health care and applied health services are recession-resistant and support both local service needs and higher-skill employment. Innovation-adjacent health firms tied to research, data, and administration provide white-collar job growth alongside clinical services.

Unmet local health care demand; proximity to UNT and the Denton research ecosystem; access to the broader North Texas health care market; demographic trends supporting long-term health care service growth.



Item 6.

STRATEGIES

- 1.1** Attract quality employers in advanced manufacturing, construction and building systems, and tech-enabled logistics.
- 1.2** Position Sanger as a competitive location for applied health and health care employers, supporting local health care facilities and UNT-connected innovation firms.
- 1.3** Implement a systematic business retention and expansion (BRE) program focused on regular one-on-one engagement with large and target-sector employers.
- 1.4** Align sites, corridors, and land use decisions to support target-sector recruitment.
- 1.5** Deploy a targeted, modern incentives framework that accelerates high-value investment.

STRATEGY 1.1

Attract quality employers in advanced manufacturing, construction and building systems, and tech-enabled logistics.

WHY IT MATTERS:

These sectors align closely with Sanger’s existing workforce strengths and regional market position. Sanger has one of the highest labor force participation rates among its peers, a strong concentration of prime-age workers, and earnings that have grown faster than many North Texas communities—despite lower formal credential levels. Advanced manufacturing, construction-related industries, and tech-enabled logistics offer accessible, well-paying jobs that do not require four-year degrees and provide clear advancement pathways. Yet many Sanger residents currently commute out of the city for these opportunities. Targeting these sectors allows Sanger to convert regional growth into local employment, reduce job leakage, and build a more resilient economic base rooted in work residents can access.

WHAT’S NEEDED?

- Develop a short target list of small- and mid-sized firms in advanced manufacturing, construction-related industries, and tech-enabled logistics within North Texas.
 - Focuses outreach on firms most likely to expand or relocate into Sanger based on scale, workforce needs, and site requirements.
- Create a concise sector recruitment brief for each priority sector, highlighting Sanger’s workforce, available sites, transportation access, and cost advantages.
 - Gives staff a practical, repeatable tool to communicate Sanger’s value proposition quickly and consistently to prospects and intermediaries.
- Conduct targeted outreach to firms on the priority list, emphasizing expansion, second locations, and supplier-side operations rather than headquarters relocations.
 - Aligns attraction efforts with the types of projects Sanger is most competitive for and avoids chasing mismatched opportunities.
- Identify and prequalify a small number of sites or buildings suitable for industrial and logistics users, with clear information on zoning, utilities, and access.
 - Reduces friction in the site selection process and allows Sanger to respond quickly when prospects are evaluating locations.
- Coordinate closely with the BRE program to identify supplier, expansion, and relocation opportunities among existing regional employers.
 - Ensures attraction and retention efforts reinforce one another and positions Sanger to capture growth already occurring in North Texas.

STRATEGY 1.2

Position Sanger as a competitive location for applied health and health care employers, supporting local health care facilities and UNT-connected innovation firms.

WHY IT MATTERS:

Health care and applied health services address both an economic and a community need in Sanger. Many residents currently travel outside the city for health care services, underscoring the opportunity to strengthen local capacity. At the same time, health care is one of the most stable employment sectors in Texas, offering a wide range of roles—from clinical and technical positions to administrative and data-oriented jobs. Sanger's proximity to UNT and the broader North Texas health ecosystem creates an opportunity to attract applied health, administrative, and support functions as firms grow and decentralize. Strengthening health care locally improves quality of life while creating recession-resistant jobs that anchor long-term economic stability.

WHAT'S NEEDED?

- Develop a focused list of applied health and health care targets, including outpatient providers, specialty clinics, and health-adjacent administrative or support firms in North Texas.
 - Concentrates outreach on health care uses that match Sanger's scale, workforce, and service gaps rather than large hospital systems alone.
- Create a health care opportunity brief that highlights local service demand, available sites, workforce access, and proximity to UNT and the North Texas health ecosystem.
 - Positions Sanger as a practical location for health care expansion and applied health functions as firms decentralize and grow.
- Engage existing and prospective health care providers through one-on-one conversations to understand expansion needs, site requirements, and operational barriers.
 - Builds relationships early, supports local providers, and surfaces near-term opportunities for growth or reinvestment.



STRATEGY 1.3

Implement a systematic business retention and expansion (BRE) program focused on regular one-on-one engagement with large and target-sector employers.

WHY IT MATTERS:

In a community like Sanger, retaining and growing existing employers is often more impactful than landing a single new project. Large and target-sector employers already operating in or near Sanger represent immediate opportunities for expansion, supplier relationships, and workforce partnerships—but only if the city and EDC are consistently engaged. A structured, one-on-one BRE program ensures the city understands employer needs early, helps address barriers to expansion, and positions Sanger to capture reinvestment before firms look elsewhere. This approach reflects engagement feedback calling for more proactive business relationships and allows Sanger to grow jobs organically while strengthening trust with employers.

WHAT'S NEEDED?

- Identify a focused list of large and target-sector employers in Sanger and the immediate trade area for regular one-on-one engagement.
 - Concentrates staff time on employers most likely to expand, reinvest, or influence supplier and workforce decisions.
- Commit to a steady cadence of about six to eight business visits per month, prioritizing in-person meetings where possible.
 - Creates momentum and relationship depth while remaining achievable for a small staff.
- Use a consistent conversation framework during visits to surface expansion plans, operational challenges, workforce needs, and supplier opportunities.
 - Ensures visits generate actionable insights rather than becoming informal check-ins.
- Coordinate follow-up across city departments and partners to address issues identified through BRE conversations.
 - Demonstrates responsiveness and reinforces Sanger's reputation as a community that supports business growth.
- Track a limited set of outcomes from BRE activity, including expansions supported, reinvestment decisions, and referrals generated.
 - Keeps the program focused on results and allows staff to communicate impact clearly to leadership and stakeholders.

STRATEGY 1.4

Align sites, corridors, and land use decisions to support target-sector recruitment.

WHY IT MATTERS:

Sanger's long-term ability to attract quality employers depends less on incentives and more on having the right sites, infrastructure, and regulatory alignment in place. The research identified limited shovel-ready sites and growing competition from nearby communities that are further along in site preparation. Aligning land use, infrastructure investment, and corridor planning around target sectors ensures Sanger can respond quickly to opportunities and avoid mismatches between development patterns and economic goals. This strategy helps the city shape growth intentionally, protect long-term flexibility, and ensure that economic development decisions reinforce—not undermine—community priorities.

WHAT'S NEEDED?

- Maintain a simple, up-to-date inventory of priority employment sites and buildings, including size, zoning, utilities, access, and ownership.
 - Gives staff a clear, working understanding of what Sanger can offer and allows quick responses to site selector and broker inquiries.
- Identify a small number of priority corridors and areas where target-sector employers are most appropriate.
 - Focuses on infrastructure, zoning attention, and recruitment efforts without requiring citywide land use changes.
- Establish a quarterly touchpoint with commercial and industrial brokers active in North Texas.
 - Keeps Sanger visible in the market, improves intelligence on site demand, and positions staff to surface opportunities early.
- Coordinate site readiness conversations with infrastructure and capital planning efforts.
 - Ensures public investments support economic development priorities and improve competitiveness over time.



STRATEGY 1.5

Deploy a targeted, modern incentives framework that accelerates high-value investment.

WHY IT MATTERS:

As competition for quality employers intensifies across North Texas, incentives remain an important but disciplined tool. A modern, performance-based incentives framework allows Sanger to prioritize job quality, capital investment, and long-term fiscal return while avoiding over-commitment. Used selectively, incentives can accelerate high-value projects, close competitive gaps, and signal seriousness to prospects without chasing footloose investment. For Sanger, this approach ensures public resources are used strategically to support growth that pays dividends over time.

WHAT'S NEEDED?

- Define a clear set of incentive priorities tied to job quality, capital investment, and alignment with Sanger's target sectors.
 - Ensures incentives are used to support projects that advance long-term economic goals rather than one-off deals.
- Use performance-based incentive tools that are simple, transparent, and easy to administer.
 - Protects public resources while giving high-value projects a clear path to support.
- Limit incentives to a small number of project types where Sanger faces genuine competitive pressure.
 - Keeps the program focused and avoids overextending public commitments.
- Integrate incentives into attraction and BRE conversations early in the process.
 - Positions incentives as one part of a broader value proposition rather than a last-minute negotiation.
- Review incentive use periodically to ensure outcomes align with job creation, investment, and fiscal return.
 - Maintains discipline over time and allows adjustments as market conditions change.





MEASURING IMPACT AND SUCCESS

TRADED SECTOR AND JOB GROWTH:

Track the number and share of jobs in Sanger's target sectors—advanced manufacturing; construction and building systems; tech-enabled logistics; and applied health and health care.

NEW TRADED SECTOR FIRMS ATTRACTED:

Monitor the number of target-sector firms that locate, expand, or make secondary investments in Sanger annually.

AVERAGE WAGE IN TRADED SECTORS:

Track average annual wages for jobs in target traded sectors to ensure business attraction efforts are delivering quality employment and fiscal impact.

BUSINESS RETENTION AND EXPANSION (BRE) OUTCOMES:

Track the number of one-on-one BRE engagements conducted with large and target-sector employers.

GOAL 2: SANGER-BUILT, HOMEGROWN

WE WILL SUPPORT SANGER BUSINESSES TO START, SCALE, AND CREATE OPPORTUNITY CLOSE TO HOME.

WHY IT MATTERS

Small businesses are central to Sanger's identity and its economic future. Local entrepreneurs have shown a strong commitment to the community, reinvesting for the long term and providing essential services that support daily life. As Sanger grows, there is an opportunity to build on that foundation by helping local businesses start, scale, and capture more of the value created by a growing population and rising incomes. Supporting homegrown businesses strengthens local ownership, keeps dollars circulating in the community, and creates jobs that feel rooted and personal.

By intentionally investing in small business growth, Sanger can turn entrepreneurial energy into a durable economic engine—one that reinforces community character while expanding opportunity close to home.





STRATEGIES

- 2.1** Deliver concierge-level business navigation that makes starting a business in Sanger clear, predictable, and business-friendly.
- 2.2** Explore an EDC-supported entrepreneurial hub, potentially in downtown Sanger or co-located with a community college presence.
- 2.3** Host quarterly Small Business Days connecting Sanger entrepreneurs to technical assistance, financing, and peer networks across North Texas.
- 2.4** Launch a proactive small business visitation program.
- 2.5** Build and celebrate a culture of local entrepreneurship by promoting Sanger businesses and encouraging both residents and the city to shop and procure locally.

STRATEGY 2.1

Deliver concierge-level business navigation that makes starting a business in Sanger clear, predictable, and business-friendly.

WHY IT MATTERS:

Small businesses are the backbone of Sanger’s economy, and their success depends on clear, predictable processes. For entrepreneurs and business owners—often operating with limited time and capital—simplicity and responsiveness matter. A concierge-level business navigation approach brings clarity, coordination, and personal support to the process of starting and expanding a business. For Sanger, making city processes easy to understand and navigate reduces barriers to entry, strengthens relationships with local entrepreneurs, and clearly signals that the city is an active partner in small business growth.

WHAT’S NEEDED?

- Designate a single point of contact for new and expanding businesses.
 - Gives entrepreneurs a clear, consistent guide through city processes.
- Convene relevant city staff to map the basic steps for starting and expanding a business in Sanger.
 - Creates shared understanding internally and reduces handoffs and confusion.
- Develop a simple “Start a Business in Sanger” webpage or short brochure.
 - Provides clear, plain-language guidance and sets expectations up front.
- Proactively walk priority businesses through permitting, inspections, and approvals as needed.
 - Reduces delays and reinforces a business-friendly experience.
 - Use early interactions to identify and resolve recurring friction points.
 - Allows the city to improve processes over time without creating new bureaucracy.



STRATEGY 2.2

Explore an EDC-supported entrepreneurial hub, potentially in downtown Sanger or co-located with a community college presence.

WHY IT MATTERS:

Sanger lacks a visible, centralized space where entrepreneurship, training, and business support come together. An EDC-supported entrepreneurial hub would fill this gap by providing flexible space, shared resources, and a focal point for small business activity. Co-locating the hub downtown or alongside a future community college presence creates powerful synergies—linking entrepreneurship to placemaking, workforce pathways, and education. For Sanger, this type of hub is not about creating a startup ecosystem overnight but about giving local entrepreneurs a home base that reinforces momentum, collaboration, and community identity.

WHAT'S NEEDED?

- Engage peer Texas cities with successful EDC-supported entrepreneurial hubs to understand operating models, partnerships, and staffing requirements.
 - Applies proven approaches and avoids reinventing models that already work.
- Define the purpose and function of a Sanger entrepreneurial hub focused on business support, training access, and collaboration—not real estate development.
 - Keeps the concept centered on services and outcomes rather than facilities.
- Assess a small number of potential locations, including downtown space and co-location opportunities with a future community college or training provider.
 - Identifies flexible, low-cost options that align entrepreneurship with placemaking and workforce pathways.
- Determine whether the hub concept is investment-ready for Sanger EDC support.
 - Provides a clear decision point on whether and how the EDC should move forward.



STRATEGY 2.3

Host quarterly Small Business Days connecting Sanger entrepreneurs to technical assistance, financing, and peer networks across North Texas.

WHY IT MATTERS:

Many of the resources small businesses need—capital, legal support, marketing assistance, and specialized advising—exist at the regional level, but are often difficult to access from a small city. Engagement revealed that local entrepreneurs value connection and practical help more than abstract programs. Quarterly Small Business Days create a low-cost, high-impact way to bring regional partners directly to Sanger, reducing access barriers and strengthening networks. Over time, these events help normalize entrepreneurship, improve business survival, and ensure Sanger businesses are not isolated from the broader North Texas ecosystem.

WHAT'S NEEDED?

- Identify a short list of regional partners to participate in Small Business Days, including lenders, SBDCs, workforce partners, and technical assistance providers.
 - Brings high-value resources to Sanger without requiring new programs or staffing.
- Design each Small Business Day around a focused theme, such as access to capital, hiring and workforce, permitting, or growth planning.
 - Keeps events practical, relevant, and easy for entrepreneurs to engage.
- Host Small Business Days on a predictable quarterly schedule using existing or shared space.
 - Creates consistency while minimizing cost and logistical burden.
- Coordinate Small Business Days with the concierge business navigation and entrepreneurial hub efforts.
 - Ensures follow-up support and turns one-time events into ongoing relationships.
- Capture basic participation and follow-up needs from attendees.
 - Helps staff track demand, improve future events, and connect businesses to next steps.



STRATEGY 2.4

Launch a proactive small business visitation program.

WHY IT MATTERS:

Retention and expansion of existing businesses is often the most cost-effective form of economic development, especially in communities like Sanger where small firms dominate. A proactive visitation program shifts the city and EDC from reactive problem-solving to regular relationship-building. By meeting business owners where they are, the city can identify challenges early, connect firms to resources, and support growth before issues escalate. For Sanger, this approach strengthens trust, improves business climate intelligence, and helps ensure that locally rooted firms continue to invest and grow in the community.

WHAT'S NEEDED?

- Partner with the local Chamber to identify a rotating list of small businesses for outreach.
 - Leverages existing relationships and avoids duplicating effort.
- Commit to approximately five small business visits per month, coordinated between the EDC and the Chamber.
 - Creates a steady, achievable cadence that builds trust and coverage over time.
- Develop a short, standardized visitation questionnaire focused on business conditions, growth plans, workforce needs, and barriers.
 - Ensures visits generate consistent, actionable information without becoming burdensome.
- Maintain a simple internal database to track visits, issues raised, referrals made, and follow-up actions.
 - Allows staff to manage relationships, spot patterns, and demonstrate impact over time.
- Connect visited businesses to followup on support through concierge navigation, Small Business Days, or regional partners.
 - Turns conversations into tangible assistance and reinforces the value of participation.

STRATEGY 2.5

Build and celebrate a culture of local entrepreneurship by promoting Sanger businesses and encouraging both residents and the city to shop and procure locally.

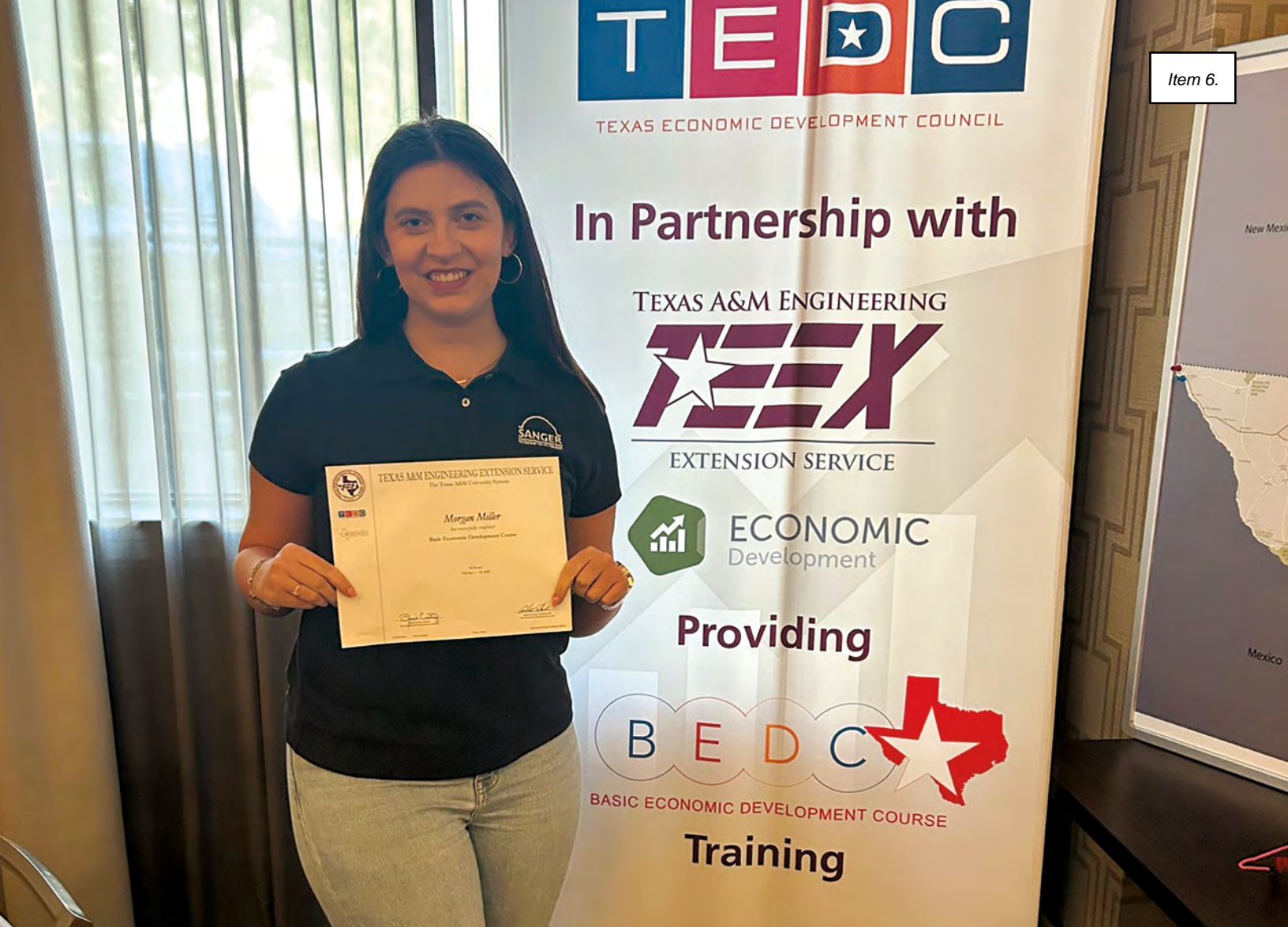
WHY IT MATTERS:

Sanger benefits from a strong sense of community pride, but engagement showed that local businesses are not always visible or celebrated as economic assets. Building a culture of entrepreneurship means elevating local success stories, encouraging residents to shop locally, and using city purchasing power to support Sanger firms where possible. This strategy reinforces the idea that entrepreneurship is valued and supported, not just tolerated. For Sanger, celebrating local businesses strengthens community identity, keeps dollars circulating locally, and reinforces the connection between economic development and everyday life.

WHAT'S NEEDED?

- Regularly highlight Sanger businesses through city and EDC communication channels.
 - Increases visibility for local businesses and reinforces community pride.
- Coordinate with the Chamber and downtown partners to promote shop-local campaigns tied to key seasons or events.
 - Encourages residents to spend locally without creating new programs.
- Encourage the city to identify opportunities to procure goods and services from Sanger-based businesses when feasible.
 - Keeps public dollars circulating locally and demonstrates the city's support for local entrepreneurs.
- Celebrate local business milestones such as openings, expansions, and anniversaries.
 - Signals that entrepreneurship is valued and supported in Sanger.





MEASURING IMPACT AND SUCCESS

BUSINESS NAVIGATION SUPPORT:

Track the number of businesses assisted through concierge-level navigation.

SMALL BUSINESS ENGAGEMENT AND VISITATION:

Track the number of small business visits conducted annually.

YOUNG PROFESSIONAL ENGAGEMENT:

Measure participation in Small Business Days and entrepreneurial programming, including attendance, repeat participation, and connections made to resources.

ENTREPRENEURSHIP PROMOTION:

Count the number of entrepreneurs and small businesses supported and promoted by the EDC annually.

GOAL 3: PATHWAYS AT HOME

WE WILL CREATE WORKFORCE PATHWAYS THAT CONNECT RESIDENTS TO QUALITY CAREERS AND EXPAND ACCESS TO LOCAL JOBS.

WHY IT MATTERS

Sanger is already investing in its people. Local schools, career and technical education programs, and the Sanger Educational Foundation are building a strong base of skills, credentials, and ambition among students and adult learners. At the same time, Sanger's workforce includes a large share of prime-age residents who participate actively in the labor market. The opportunity is to better connect these assets to local and regional employers over time.

By strengthening pathways from education and training into careers, Sanger can help residents build meaningful futures without leaving home. Clear pathways also support local employers, reinforce workforce readiness, and ensure that investments in education translate into lasting opportunities for students, families, and the broader community.





STRATEGIES

- 3.1** Establish sector partnerships aligned with Sanger's priority sectors: advanced manufacturing; construction and building systems; tech-enabled logistics; entrepreneurship; and applied health and health care.
- 3.2** Align education, training, and work-based learning with priority sectors through partnerships with Sanger ISD, the Sanger Education Foundation, and local employers.
- 3.3** Pursue a satellite campus or operating presence of North Central Texas College or another training provider to expand local access to credentials and workforce programming.
- 3.4** Expand child care capacity to reduce participation barriers and support workforce entry and advancement.
- 3.5** Launch a Sanger Young Professionals initiative to support talent retention, professional networking, and leadership development.

STRATEGY 3.1

Establish sector partnerships aligned with Sanger's priority sectors: advanced manufacturing; construction and building systems; tech-enabled logistics; entrepreneurship; and applied health and health care.

WHY IT MATTERS:

Sanger's labor force is strong, but many residents work outside the city, exporting both talent and spending power. Engagement and data show that the challenge is not workforce availability, but alignment between employers, training providers, and education systems. Sector partnerships create that alignment by grounding workforce decisions in real employer demand across advanced manufacturing, construction and building systems, tech-enabled logistics, entrepreneurship, and applied health. For Sanger, these partnerships ensure workforce investments are practical, employer-led, and directly connected to local job opportunities rather than generic training programs.

WHAT'S NEEDED?

- Launch sector partnerships in phases, starting with one to two priority sectors.
 - Allows the city and EDC to build capacity, learn what works, and avoid overextending staff.
- Convene each active sector partnership on a quarterly basis.
 - Creates a predictable cadence that supports momentum without meeting fatigue.
- Use a simple, consistent meeting agenda focused on workforce needs, growth barriers, and near-term opportunities.
 - Keeps discussions practical and employer-led rather than abstract.
- Invite a focused mix of employers, education partners, and workforce organizations relevant to each sector.
 - Ensures the right voices are at the table while keeping groups small and productive.
- Expand to additional sectors only after initial partnerships are operating smoothly.
 - Allows Sanger to scale the model intentionally as capacity and demand grow.

STRATEGY 3.2

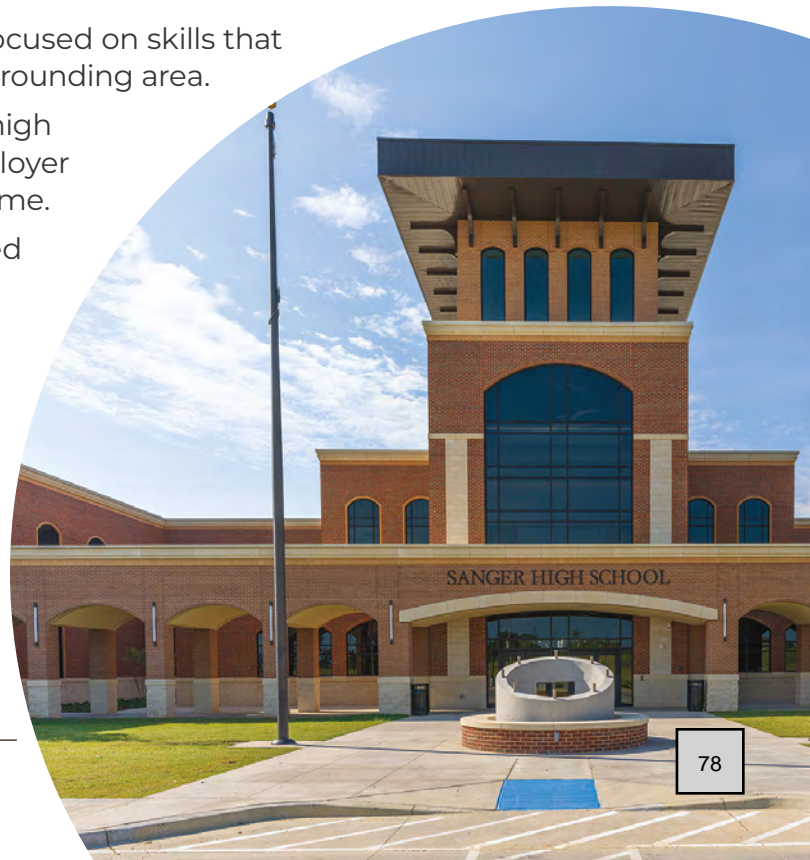
Align education, training, and work-based learning with priority sectors through partnerships with Sanger ISD, the Sanger Education Foundation, and local employers.

WHY IT MATTERS:

Students and jobseekers are most successful when education pathways clearly connect to real careers. Engagement with schools and employers highlighted a need for stronger coordination between CTE programs, work-based learning, and local job opportunities. Aligning education and training with priority sectors ensures students gain relevant skills, employers help shape curriculum, and work-based learning leads to employment rather than just exposure. For Sanger, this strategy helps build a local talent pipeline that supports both business growth and resident career advancement.

WHAT'S NEEDED?

- Use sector partnerships as the primary forum to identify education, training, and work-based learning needs.
 - Ensures alignment is driven by real employer demand rather than standalone education initiatives.
- Coordinate regularly with Sanger ISD and the Sanger Education Foundation to align CTE programs and pathway investments with priority sectors.
 - Connects school-based learning directly to local career opportunities.
- Align available training and credential programs with sector needs identified through partnerships.
 - Keeps workforce programming focused on skills that lead to jobs in Sanger and the surrounding area.
- Track participation and outcomes at a high level, focusing on placements and employer engagement rather than program volume.
 - Keeps the effort outcome-oriented without creating administrative burden.



STRATEGY 3.3

Pursue a satellite campus or local operating presence from a higher education or training provider to expand access to credentials and workforce programming.

WHY IT MATTERS:

Access to postsecondary credentials is a growing barrier for Sanger residents, many of whom commute long distances for education and training. A local operating presence of a higher education provider would reduce this barrier by bringing credentials, certifications, and workforce programming closer to home. This approach responds directly to engagement feedback and supports mid-skill pathways aligned with Sanger's target sectors. For Sanger, local access to training is a practical investment that expands opportunity, improves workforce readiness, and strengthens competitiveness for employers.

WHAT'S NEEDED?

- Initiate focused discussions with relevant training providers about a local operating presence in Sanger.
 - Tests interest and surfaces realistic partnership models without committing resources.
- Define a narrow set of workforce programs and credentials aligned with Sanger's priority sectors.
 - Keeps the effort grounded in practical workforce demand rather than broad academic offerings.
- Identify one to two potential locations for a satellite or shared-use presence, including co-location with city or partner facilities.
 - Focuses on flexible, low-cost options that can be deployed incrementally.
- Evaluate whether a local training presence is strategically aligned and worthy of Sanger EDC investment.
 - Creates a clear decision point on whether and how the EDC should support the effort.



STRATEGY 3.4

Expand child care capacity to reduce participation barriers and support workforce entry and advancement.

WHY IT MATTERS:

Child care availability is a critical workforce issue, particularly for working parents seeking to enter or advance in the labor market. Employers consistently identified child care as a barrier to participation, especially in sectors with nontraditional hours such as manufacturing, logistics, and health care. Expanding child care capacity directly supports workforce participation by enabling residents to take jobs, pursue training, or accept promotions. For Sanger, this strategy recognizes that workforce success depends not only on jobs and training but also on the support systems that allow residents to fully participate.

WHAT'S NEEDED?

- Identify opportunities to support new or expanding child care providers as a form of small business attraction.
 - Positions child care as both a workforce solution and an entrepreneurship opportunity.
- Coordinate with the regional workforce board to align child care support with existing workforce and training initiatives.
 - Leverages regional resources rather than creating new local programs.
- Incorporate child care considerations into employer outreach and workforce conversations.
 - Ensures child care capacity is treated as a practical component of workforce readiness.



STRATEGY 3.5

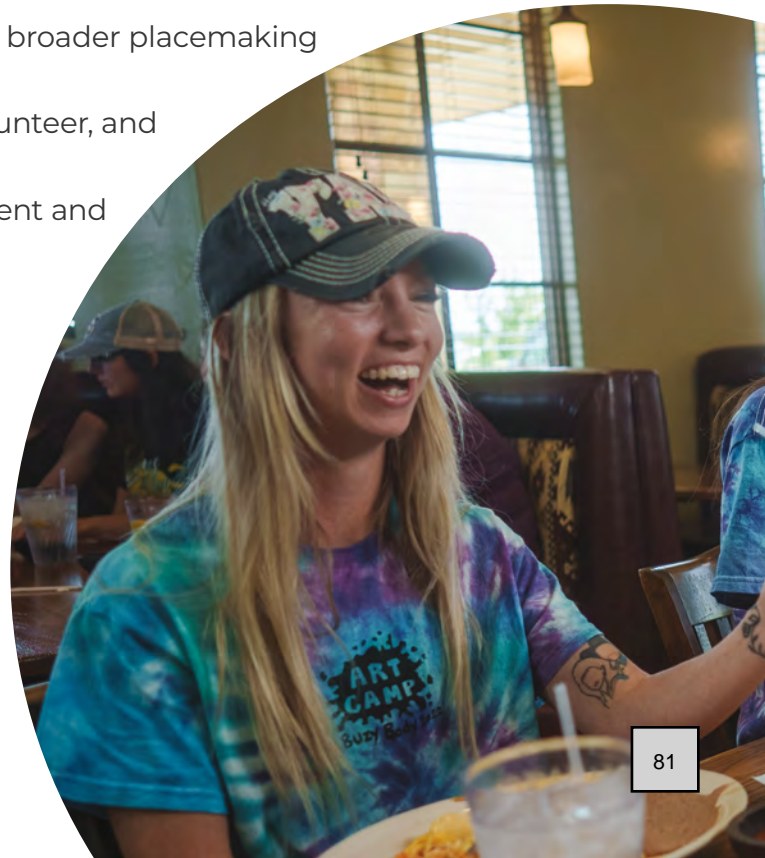
Launch a Sanger Young Professionals initiative to support talent retention, professional networking, and leadership development.

WHY IT MATTERS:

Retaining talent requires more than job availability—it requires connection, visibility, and opportunity. As Sanger grows, there's a need to create stronger networks for young professionals and early-career residents. A Sanger Young Professionals initiative supports retention by fostering professional relationships, leadership development, and community engagement. For Sanger, this strategy helps ensure that emerging talent sees a future locally, strengthening both the workforce and the city's long-term civic leadership pipeline.

WHAT'S NEEDED?

- Partner with the Chamber to co-host young professional networking and engagement activities.
 - Leverages existing relationships and reduces the need for new staffing or infrastructure.
- Start with a small number of informal, recurring events focused on connection rather than programming.
 - Builds momentum and interest without overengineering the initiative.
- Align young professional activities with downtown events, Small Business Days, and community programming.
 - Integrates the initiative into Sanger's broader placemaking and economic development efforts.
- Use the initiative to surface leadership, volunteer, and board participation opportunities.
 - Creates a pipeline for civic engagement and future community leadership.
- Assess participation and interest before expanding the scope of the initiative.
 - Allows Sanger to scale the effort intentionally based on demand and capacity.





MEASURING IMPACT AND SUCCESS

SECTOR PARTNERSHIP ENGAGEMENT:

Track the number of active sector partnerships formed, employer participation in workforce roundtables, and placements of students or residents into Sanger-based jobs through partnership-supported pathways.

EDUCATION AND WORKFORCE ALIGNMENT:

Measure the number of CTE, credential, and training programs aligned with priority sectors, along with student participation and completion rates.

YOUNG PROFESSIONAL ENGAGEMENT:

Track participation in the Sanger Young Professionals initiative.

GOAL 4: DISTINCTLY SANGER

WE WILL STRENGTHEN SANGER AND ITS DOWNTOWN AS A DESTINATION THAT SUPPORTS LOCAL BUSINESSES, ATTRACTS TALENT, AND REFLECTS WHO WE ARE.

WHY IT MATTERS

Downtown, parks, and public spaces play an outsized role in how Sanger grows and how it is experienced. As the community expands, quality of place becomes a key economic asset—shaping where people choose to live, where small businesses locate, and how local dollars circulate. Investment in downtown and shared spaces supports entrepreneurship, encourages reinvestment, and creates gathering places that strengthen community identity. These places also matter for talent attraction and retention, particularly for families and younger workers who value walkability, character, and access to amenities.

By strengthening downtown and quality of place with intention, Sanger can reinforce its small-town character while supporting business growth, local pride, and a more resilient local economy.





STRATEGIES

- 4.1** Attract a curated mix of dining, entertainment, and hospitality that fits Sanger's scale, market, and small-town character.
- 4.2** Invest in tactical placemaking—lighting, murals, shade, seating, wayfinding, and pop-up uses—and façade improvements to quickly and visibly activate downtown, key corridors, and parks.
- 4.3** Develop a long-term, citywide placemaking and programming strategy to coordinate events, public art, and activation efforts.
- 4.4** Re-launch and empower the Downtown Business Committee with a clear role in activation, coordination, and business engagement.
- 4.5** Align park and public-space investments with destination-building, economic development, and Sanger's community identity.

STRATEGY 4.1

Attract a curated mix of dining, entertainment, and hospitality that fits Sanger's scale, market, and small-town character.

WHY IT MATTERS:

As Sanger grows, residents increasingly look for places to gather, dine, and spend time locally. Today, much of that discretionary spending leaves the community. A curated approach focuses on attracting dining, entertainment, and hospitality uses that are right-sized for Sanger and aligned with its character, rather than chasing generic or mismatched development. Done well, these uses strengthen quality of life, keep spending local, and reinforce Sanger as a place people choose to spend time—without compromising its small-town feel.

WHAT'S NEEDED?

- Engage a retail and entertainment advisor to identify a short list of dining, entertainment, and hospitality concepts that fit Sanger's scale and market.
 - Focuses effort on realistic, right-sized options rather than generic or aspirational retail lists.
- Use the advisor's input to define a clear "what fits Sanger" framework for dining and entertainment.
 - Provides guidance to staff, property owners, and prospects about the types of uses the city wants to attract.
- Conduct targeted outreach to operators and brokers representing priority concepts.
 - Moves from planning to action by actively pursuing uses aligned with Sanger's character.



STRATEGY 4.2

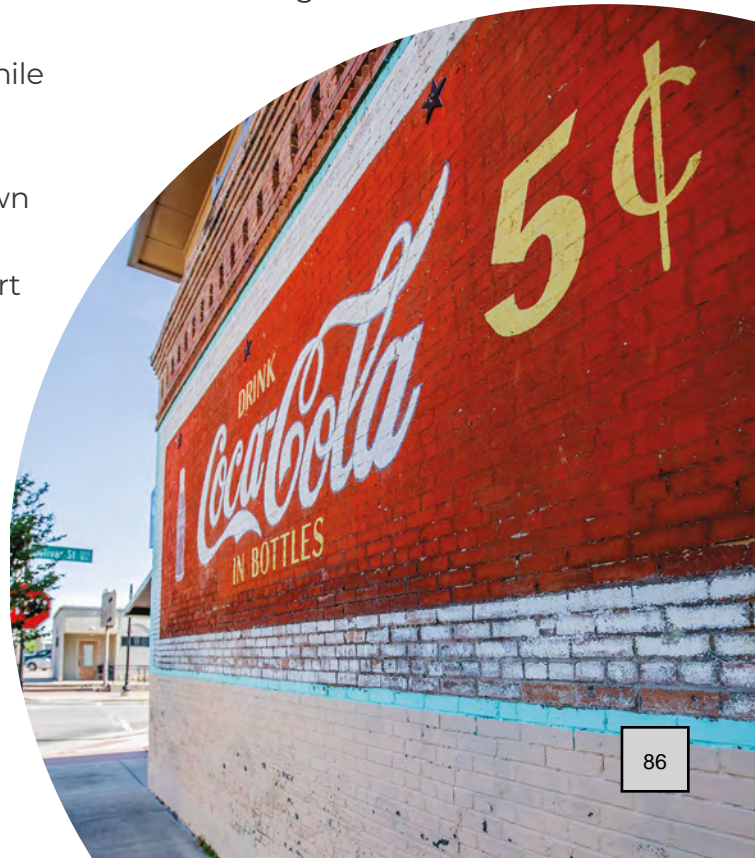
Invest in tactical placemaking—lighting, murals, shade, seating, wayfinding, and pop-up uses—and facade improvements to quickly and visibly activate downtown, key corridors, and parks.

WHY IT MATTERS:

Sanger's downtown, corridors, and parks have strong underlying assets, but many spaces lack visible signals of activity and momentum. Tactical placemaking and facade improvements offer a fast, cost-effective way to change how places feel and function. Lighting, murals, shade, seating, wayfinding, and pop-up uses can create immediate impact, encourage foot traffic, and build confidence among businesses and property owners. For Sanger, these visible improvements help demonstrate progress early and set the stage for longer-term reinvestment.

WHAT'S NEEDED?

- Deploy a toolkit of low-cost placemaking elements: lighting, murals, shade, seating, wayfinding, and pop-up uses.
 - Creates immediate activity and signals momentum without large capital investment.
- Launch a simple facade improvement program for downtown and priority corridor buildings.
 - Encourages private reinvestment and improves the overall appearance of key areas.
- Use temporary and pilot installations to test ideas before making permanent investments.
 - Allows Sanger to learn what works while minimizing risk.
- Coordinate placemaking investments with events, business recruitment, and downtown activation efforts.
 - Ensures physical improvements support broader economic development and destination goals.



STRATEGY 4.3

Develop a long-term, citywide placemaking and programming strategy to coordinate events, public art, and activation efforts.

WHY IT MATTERS:

Events, public art, and activation efforts are most effective when they are coordinated and intentional. A citywide placemaking and programming strategy provides a framework to align activities across downtown, corridors, and parks, ensuring that investments reinforce one another rather than operating in isolation. For Sanger, this approach creates consistency, supports year-round activity, and helps staff and partners focus resources where they have the greatest impact.

WHAT'S NEEDED?

- Consider engaging a placemaking and programming consultant to help develop a simple, citywide framework.
 - Provides expert guidance while keeping the effort focused, time-bound, and right-sized for Sanger.
- Use the framework to identify priority locations, signature event types, and desired forms of activation across downtown, corridors, and parks.
 - Creates shared direction without prescribing detailed programming.
- Create a coordinated annual calendar that aligns events, public art, and activation efforts citywide.
 - Improves visibility, avoids conflicts, and maximizes the impact of limited resources.
- Apply the framework to guide future investments in placemaking, public art, and programming.
 - Ensures new efforts consistently reinforce Sanger's identity and economic development goals over time.



STRATEGY 4.4

Re-launch and empower the Downtown Business Committee with a clear role in activation, coordination, and business engagement.

WHY IT MATTERS:

A successful downtown depends on strong collaboration between the city and the businesses that operate there. Re-launching the Downtown Business Committee with a clear role gives downtown businesses a formal voice in activation, coordination, and engagement. This structure helps align public investment with private effort, improves communication, and builds shared ownership of downtown's future. For Sanger, an empowered committee ensures downtown strategies are informed by on-the-ground experience and sustained over time.

WHAT'S NEEDED?

- Define a clear purpose, scope, and set of responsibilities for the Downtown Business Committee.
 - Establishes focus and prevents mission drift.
- Reconstitute the committee with a targeted mix of downtown business owners, property owners, and key partners.
 - Ensures the right voices are at the table and keeps the group manageable.
- Convene the Downtown Business Committee on a quarterly basis.
 - Creates a predictable rhythm for coordination and decision-making without overburdening members or staff.
- Align the committee's work with downtown activation, event coordination, and business engagement priorities.
 - Connects committee efforts directly to visible outcomes.
- Use the committee as a sounding board for placemaking investments, programming, and recruitment efforts.
 - Strengthens alignment between public action and private investment.



STRATEGY 4.5

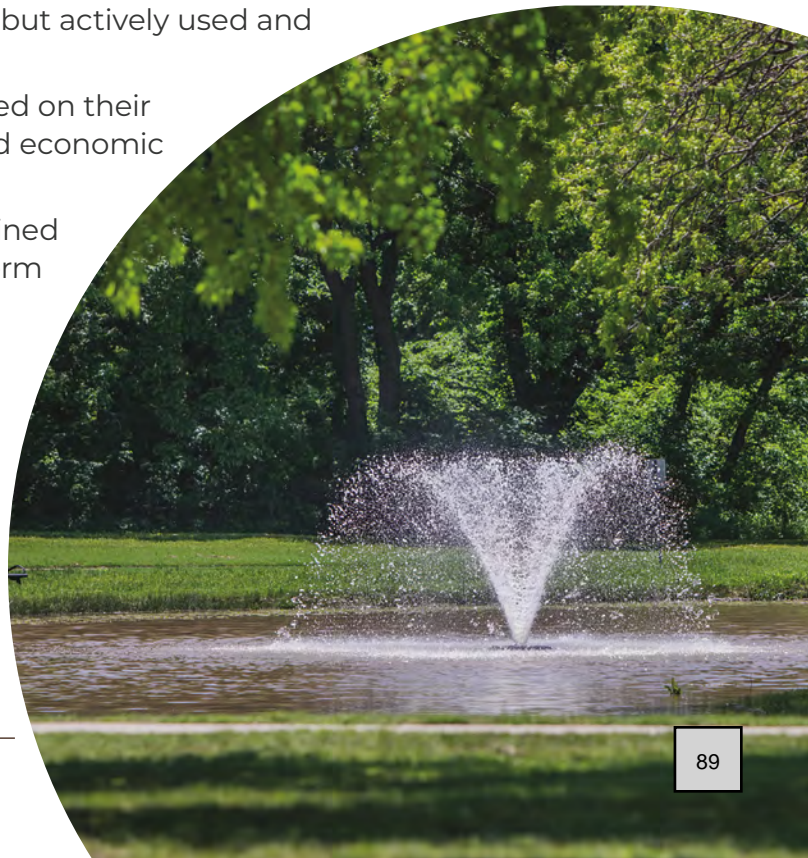
Align park and public-space investments with destination-building, economic development, and Sanger's community identity.

WHY IT MATTERS:

Parks and public spaces play a central role in how people experience Sanger. When designed and programmed intentionally, these spaces support events, attract visitors, and encourage nearby private investment. Aligning park improvements with destination-building ensures public spaces contribute to economic vitality as well as recreation. For Sanger, this approach strengthens community identity, enhances family-friendly amenities, and positions parks as active drivers of downtown and corridor success.

WHAT'S NEEDED?

- Use Type B EDC funding strategically to support public-space improvements that enable programming and visitation.
 - Aligns capital investments with economic outcomes such as foot traffic, events, and business activity.
- Prioritize park and public-space projects that can support regular programming, events, and community gatherings.
 - Maximizes return on investment by pairing physical improvements with ongoing use.
- Coordinate capital investments with programming, maintenance, and activation plans.
 - Ensures spaces are not only built, but actively used and supported over time.
- Evaluate public-space investments based on their contribution to destination-building and economic vitality.
 - Keeps Type B investments disciplined and aligned with Sanger's long-term priorities.





MEASURING IMPACT AND SUCCESS

DOWNTOWN AND DESTINATION ACTIVATION MILESTONES:

Track completion of priority activation actions, including (a) re-launch of the Downtown Business Committee, (b) adoption of a citywide placemaking and programming strategy, and (c) initial tactical placemaking in downtown and key corridors.

DOWNTOWN BUSINESS AND HOSPITALITY ACTIVITY CITYWIDE:

Track the number of new or expanded dining, entertainment, and hospitality businesses downtown and throughout the city.

PLACEMAKING AND PROGRAMMING IMPLEMENTATION:

Count completed tactical placemaking projects (e.g., murals, lighting, seating, wayfinding, pop-ups) and the number of recurring events or programs activated annually.

PARK AND PUBLIC-SPACE LEVERAGING:

Track public investments in parks and public spaces tied to events, visitation, and community use, including increases in programming and attendance.

PRIVATE INVESTMENT AND PROPERTY REINVESTMENT:

Track downtown property improvements, tenant buildouts, and reinvestment activity following public placemaking and activation efforts.

DOWNTOWN PERCEPTION AND IDENTITY:

Use periodic resident and business surveys to track changes in perceptions of downtown Sanger as a place to gather, spend time, and bring visitors.

GOAL 5: TELLING SANGER'S STORY

WE WILL CLEARLY PROMOTE SANGER'S ECONOMIC OPPORTUNITY STORY ACROSS NORTH TEXAS AND BEYOND.

WHY IT MATTERS

Sanger is increasingly part of a much larger conversation in North Texas. As growth accelerates across the region, communities that clearly articulate who they are and what they offer are better positioned to attract employers, investment, and partners that align with their goals. Sanger has a strong story to tell—about its workforce, its schools, its small businesses, and its quality of place—but that story is not always visible beyond the community. Promoting a clear and consistent economic opportunity narrative helps Sanger compete more effectively, build awareness among decision-makers, and reinforce local confidence.

Telling Sanger's story with intention ensures the city is recognized not just for where it is, but for where it is headed.





STRATEGIES

- 5.1** Develop a marketing platform and campaigns to support Sanger's economic development.
- 5.2** Invest in a destination development program and materials to attract visitors to Sanger.
- 5.3** Activate a Sanger ambassadors initiative to share authentic community stories and experiences.
- 5.4** Create a "Why Sanger" pitch for site selectors and prospects, focused on workforce, readiness, and fit.
- 5.5** Establish regular economic development updates, including an annual community convening.

STRATEGY 5.1

Develop a marketing platform and campaigns to support Sanger's economic development.

WHY IT MATTERS:

Sanger competes for attention in a crowded North Texas market where communities with clear, consistent messaging are more likely to attract employers, investment, and visitors. While Sanger has strong assets—workforce, location, and community character—those strengths are not always communicated clearly or consistently. A defined marketing platform provides a shared foundation for how Sanger presents itself, ensuring that economic development messaging is aligned across the city, EDC, and partners. For Sanger, a clear platform increases visibility, credibility, and recognition with prospects and stakeholders.

WHAT'S NEEDED?

- Define a clear, simple economic development message that explains why Sanger is competitive and who it is for.
 - Creates a shared foundation for outreach without overbranding.
- Develop a small set of core marketing materials, including a one-page overview and basic digital content.
 - Gives staff practical tools to use in business recruitment and outreach.
- Align messaging across the city, EDC, and partner organizations.
 - Ensures consistency without requiring new processes or approvals.
- Deploy targeted, low-cost campaigns focused on priority sectors and audiences.
 - Extends reach while staying within staff and budget capacity.



STRATEGY 5.2

Invest in a destination development program and materials to attract visitors to Sanger.

WHY IT MATTERS:

Destination development supports both quality of life and economic vitality by encouraging people to spend time—and dollars—in the community. Clear, accessible materials that highlight Sanger's events, places, and experiences help convert interest into visitation. For Sanger, investing in destination development supports local businesses, strengthens community pride, and reinforces the city's role as a place worth visiting rather than just passing through.

WHAT'S NEEDED?

- Work with the destination marketing consultant to translate the destination strategy into a short list of priority actions.
 - Ensures the consultant's work leads directly to implementation.
- Focus initial investment on a small number of high-impact destination programs and materials identified through the consultant's recommendations.
 - Keeps efforts targeted and manageable.
- Develop practical destination materials, including digital content and basic wayfinding, to support visitor experience.
 - Helps convert interest into visitation.



STRATEGY 5.3

Activate a Sanger ambassadors initiative to share authentic community stories and experiences.

WHY IT MATTERS:

Authentic stories are often the most effective way to communicate what makes a place special. Residents, business owners, and community leaders are natural ambassadors who can share Sanger's story in ways that feel credible and personal. A formal ambassadors initiative helps organize and amplify these voices, ensuring Sanger's narrative is shared consistently and positively. For Sanger, this approach builds pride internally while extending the city's reach externally through trusted messengers.

WHAT'S NEEDED?

- Identify a small, diverse group of local ambassadors, including business owners, community leaders, and engaged residents.
 - Ensures Sanger's story is shared through credible, authentic voices.
- Provide ambassadors with simple messaging and materials that highlight Sanger's assets, events, and opportunities.
 - Keeps storytelling consistent without scripting or overproducing.
- Invite ambassadors to participate in key events, site visits, and community activities.
 - Creates organic opportunities to share Sanger's story with visitors and prospects.
- Use city and EDC channels to amplify ambassador stories and experiences.
 - Extends reach while keeping the initiative low-cost and easy to maintain.
- Refresh and expand the ambassador group periodically.
 - Keeps participation broad and sustains momentum over time.



STRATEGY 5.4

Create a “Why Sanger” pitch for site selectors and prospects, focused on workforce, readiness, and fit.

WHY IT MATTERS:

Site selectors and business prospects make decisions quickly and rely on clear, concise information. A focused “Why Sanger” pitch helps prospects understand where the city fits in the market—highlighting workforce availability, site readiness, infrastructure, and overall fit. For Sanger, a well-defined pitch improves competitiveness by making it easier for decision-makers to see the value proposition and move forward with confidence.

WHAT'S NEEDED?

- Define a concise value proposition focused on workforce availability, site readiness, and market fit.
 - Helps prospects quickly understand why Sanger is competitive.
- Develop a short, standardized pitch deck or one-page brief for site selectors and prospects.
 - Gives staff a consistent, professional tool for outreach and meetings.
- Align the pitch with Sanger’s target sectors and available sites.
 - Ensures messaging matches what Sanger can realistically deliver.
- Use the pitch consistently in attraction, BRE, and broker engagement conversations.
 - Reinforces clarity and credibility across all prospect-facing efforts.



STRATEGY 5.5

Establish regular economic development updates, including an annual community convening.

WHY IT MATTERS:

Economic development is most effective when it is transparent and widely understood. Regular updates and an annual convening create opportunities to share progress, highlight wins, and align stakeholders around priorities. For Sanger, consistent communication builds trust, reinforces accountability, and ensures residents, businesses, and partners understand how economic development efforts are shaping the city's future.

WHAT'S NEEDED?

- Provide brief, consistent economic development updates to city leadership and stakeholders on a regular schedule.
 - Builds transparency and keeps decision-makers informed without creating a reporting burden.
- Share periodic public updates highlighting progress, milestones, and upcoming priorities.
 - Keeps the community informed and reinforces accountability.
- Host an annual economic development convening focused on progress, priorities, and partnerships.
 - Creates a clear moment each year to align stakeholders and celebrate momentum.





MEASURING IMPACT AND SUCCESS

BRAND AWARENESS AND ENGAGEMENT:

Track digital metrics including website traffic, social media engagement, email open rates, and inbound business inquiries generated by Sanger's marketing and storytelling efforts.

BUSINESS ATTRACTION OUTREACH ACTIVITY:

Count site selector touchpoints, trade show participation, marketing material downloads, and business leads generated through targeted sector campaigns.

VISITORS AND DESTINATION DEVELOPMENT:

Monitor Sanger's visibility in destination-oriented media and digital channels.

06 ACKNOWLEDGMENTS

CITY COUNCIL

THOMAS MUIR
MAYOR

GARY BILYEU
MAYOR PRO TEM

MARISSA BARRETT
CITY COUNCIL MEMBER

JOSH BURRUS
CITY COUNCIL MEMBER

ALLEN CHICK
CITY COUNCIL MEMBER

VICTOR GANN
CITY COUNCIL MEMBER



SANGER INDUSTRIAL DEVELOPMENT CORPORATION

JOFREE FINCHE
TYPE A - BOARD PRESIDENT

SUE ALISON
TYPE A - VICE PRESIDENT

SHANNON GANN
TYPE A BOARD MEMBER

NANCY MCALISTER
TYPE A BOARD MEMBER

GREG TAYLOR,
TYPE A BOARD MEMBER

SANGER TX DEVELOPMENT CORPORATION

JOHN PAYNE
TYPE B - BOARD PRESIDENT

EDDIE PIERCY
TYPE B - VICE PRESIDENT

LEE ALISON
TYPE B BOARD MEMBER

CARRIE BILYEU
TYPE B BOARD MEMBER

DENIS DILLON
TYPE B BOARD MEMBER

MATT FULLER
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TYPE B BOARD MEMBER

STAFF

SHANI BRADSHAW
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RAMIE HAMMONDS
DIRECTOR OF DEVELOPMENT SERVICES

MORGAN MILLER, ECONOMIC
DEVELOPMENT COORDINATOR



06. ACKNOWLEDGMENTS(CONT)

STAKEHOLDERS

CHANCE & KELSI
BANNAHAN, OWNERS, BNB STONE

TONA BATIS
PRESIDENT,
SANGER HISTORICAL SOCIETY

TODD & VANESSA BENSON
OWNERS, UPTOWN RAIL BREWERY

WALTER CROMWELL
GENERAL MANAGER, BABES CHICKEN

LEONARD DODSON
OWNER, PEPPER BELLY BBQ

JENNIE FLAA
DEPUTY SCHOOL SUPERINTENDENT

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EXECUTIVE DIRECTOR,
SANGER EDUCATION FOUNDATION

DREW HALL,
BROKER AND REALTOR,
HALL REAL ESTATE

JACOB JIMENEZ,
SR. WORKFORCE DEVELOPMENT &
INDUSTRY COORDINATOR,
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SANGER AREA CHAMBER OF COMMERCE

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SANGER AREA CHAMBER OF COMMERCE

KELLY TINGLE
OWNER, DOLLHOUSE SALON

MELISSA WARREN
HR PEOPLE PARTNER,
WALMART DISTRIBUTION CENTER

DAWN WERNIMONT
OWNER, STITCH & MOORE

07 APPENDIX: CASE STUDIES

GEORGETOWN, TEXAS

Georgetown aligned land, incentives, and BRE to attract high-quality manufacturing employers.

Georgetown's economic growth strategy focused on attracting advanced manufacturing and industrial employers that offered quality jobs, strong wages, and long-term stability. Rather than chasing volume, the city aligned industrial sites, infrastructure investment, and incentives to support employers that fit its workforce and community values.

WHAT THEY DID AND ACHIEVED

- Targeted advanced manufacturing and industrial services firms aligned with regional supply chains.
- Prepared and marketed shovel-ready sites supported by infrastructure and utility investment.
- Deployed performance-based incentives tied to job quality and capital investment.
- Implemented a proactive BRE program to support expansions by existing employers.

Together, these moves positioned Georgetown as a competitive alternative to larger Metroplex locations while maintaining fiscal discipline.

WHY IT MATTERS FOR SANGER

Georgetown demonstrates how a growing city can attract advanced manufacturing by aligning land use, incentives, and BRE around quality jobs—not scale alone. Sanger can apply this approach to compete for supplier-side manufacturing and industrial services without overbuilding or overextending.

TEMPLE, TEXAS

Temple leveraged logistics access and employer relationships to grow quality traded-sector jobs.

Temple built its economic strategy around advanced logistics, manufacturing, and health care-adjacent employers by capitalizing on its transportation access and strong workforce base. The city emphasized long-term employer relationships and expansion over one-off recruitment wins.

WHAT THEY DID AND ACHIEVED

- Focused recruitment on advanced logistics and manufacturing tied to regional demand.
- Used a structured BRE program to identify expansion opportunities and supplier needs.
- Coordinated land use and infrastructure investments around employment centers.
- Applied targeted incentives to support reinvestment and job creation.

This approach generated sustained job growth while strengthening Temple's tax base.

WHY IT MATTERS FOR SANGER

Temple shows how a city can use BRE and logistics positioning to grow quality employment incrementally. For Sanger, this reinforces the value of pairing tech-enabled logistics attraction with ongoing employer engagement and site readiness.

STEPHENVILLE, TEXAS

Stephenville leveraged its university and health care assets to grow applied health and local medical services.

Stephenville aligned economic development, health care expansion, and university assets to strengthen both local health care access and applied health employment. Rather than positioning itself as a major medical hub, the city focused on health care facilities, outpatient services, and health-adjacent employers that could scale alongside Tarleton State University.

WHAT THEY DID AND ACHIEVED

- Supported expansion of local health care facilities to meet growing community demand.
- Leveraged proximity to Tarleton State University to attract applied health, training, and health-adjacent employers.
- Coordinated land use and infrastructure near medical and education assets to support future growth.
- Used targeted incentives selectively to accelerate health care and applied health investment.

Together, these actions strengthened health care access while creating stable, higher-quality employment tied to education and workforce pipelines.

WHY IT MATTERS FOR SANGER

Stephenville demonstrates how a smaller, university-adjacent city can pair health care services with applied health growth—without chasing large-scale medical districts. For Sanger, this reinforces a strategy that meets local health care needs while attracting UNT-connected applied health and administrative employers as they grow and scale.

BUDA, TEXAS

Buda built a thriving small business ecosystem by investing in local entrepreneurs and community-centered places.

Buda has become one of Texas's most compelling small-city examples of nurturing local entrepreneurs and activating remote workers. With a growing population of professionals, the city recognized that its talent base was its greatest asset—and invested early in places, programs, and partnerships that supported local business formation.

WHAT THEY DID AND ACHIEVED

- Created the Buda Innovation Hub, providing co-working, meeting space, and entrepreneur programming.
- Invested in downtown revitalization and placemaking, turning Main Street into a

platform for small business success.

- Launched small business support programs offering mentorship, technical assistance, and access to local lenders.
- Developed partnerships with regional universities and chambers to support remote workers and emerging entrepreneurs.
- Positioned creative businesses, makers, and local founders as a core part of the city's identity.

Buda turned its influx of talent into a base of entrepreneurs, remote workers, and locally grown firms—strengthening both the economy and civic culture.

WHY IT MATTERS FOR SANGER

Buda shows how a suburban community can transform remote workers and new residents into local innovators by providing space, support, and a sense of belonging. Sanger can replicate this by creating an innovation hub, activating corridors, and making entrepreneurship central to the city's identity.

BASTROP, TEXAS

Bastrop delivered concierge-style business support to simplify starting and growing a business.

Bastrop's EDC focused on making City Hall easier to navigate for entrepreneurs and small businesses. Rather than relying solely on incentives, the city emphasized clear guidance, personal relationships, and proactive support.

WHAT THEY DID AND ACHIEVED

- Implemented concierge-style business navigation for permitting and start-up support.
- Coordinated across departments to reduce confusion and delays for entrepreneurs.
- Proactively engaged small businesses to identify challenges early.
- Built trust between the city and the small business community.

This approach improved the business climate without significant new spending.

WHY IT MATTERS FOR SANGER

Bastrop demonstrates that small cities can materially improve their business environment through high-touch, relationship-based support. For Sanger, this validates a concierge-level navigation model as a core small business service.

KYLE, TEXAS

Kyle implemented a proactive small business visitation and support program to strengthen its local business base.

Kyle's EDC prioritized consistent, relationship-based engagement with small and mid-sized businesses as a core economic development function. Rather than focusing only on attraction, the city invested in regular outreach, early problem-solving, and clear communication with local employers.

WHAT THEY DID AND ACHIEVED

- Launched a structured small business visitation program led by the EDC.
- Used visits to identify operational challenges, growth barriers, and expansion opportunities.
- Connected businesses to permitting support, workforce resources, and financing assistance.
- Built stronger trust and two-way communication between the city and local businesses.

Together, these actions improved retention and positioned the EDC as a reliable partner for local employers.

WHY IT MATTERS FOR SANGER

Kyle demonstrates how a growing Texas city can support small businesses through systematic outreach rather than one-off programs. For Sanger, this reinforces the value of a proactive visitation model that strengthens relationships, surfaces issues early, and supports business retention without relying on downtown-centric strategies.

SHERMAN, TEXAS

Sherman aligned workforce pathways to support advanced manufacturing growth.

Sherman paired aggressive manufacturing recruitment with intentional workforce development to ensure residents could access newly created jobs locally. Workforce alignment was treated as a core economic development function, not a parallel effort.

WHAT THEY DID AND ACHIEVED

- Partnered with advanced manufacturing employers to define skill and credential needs.
- Aligned ISD CTE programs with manufacturing and industrial career pathways.
- Expanded local training capacity through close coordination with Grayson College.
- Used workforce readiness as a competitive advantage in business attraction and expansion.

Together, these actions enabled Sherman to support large-scale manufacturing growth while strengthening local employment outcomes.

WHY IT MATTERS FOR SANGER

Sherman demonstrates how a North Texas city can align CTE, community college access, and employer demand to create clear pathways into quality manufacturing jobs. For Sanger, this reinforces a strategy focused on connecting residents to local jobs as industrial and logistics employers grow.

TYLER, TEXAS

Tyler leveraged applied health and health care partnerships to expand local career pathways.

Tyler positioned health care as both a critical community service and a major employment engine. By aligning hospitals, training providers, and workforce partners, the city expanded access to health care careers while supporting long-term economic stability.

WHAT THEY DID AND ACHIEVED

- Partnered with health care employers to identify workforce needs across clinical and support roles.
- Expanded access to health care training and credentials through local education partners.
- Supported applied health pathways tied to administration, data, and health services.
- Strengthened retention by creating visible local career ladders in health care.

These efforts increased workforce participation while reinforcing health care as a stable, recession-resistant employment base.

WHY IT MATTERS FOR SANGER

Tyler shows how applied health and health care can support both local service needs and workforce participation. For Sanger, this validates investing in health care-aligned training and partnerships that create accessible local jobs while improving community well-being.

GRAPEVINE, TEXAS

Grapevine built a destination downtown by aligning dining, events, and public spaces around a strong local identity.

Grapevine focused on creating a downtown experience rooted in its small-town character, using curated dining, hospitality, and year-round programming to attract residents and visitors. Rather than relying on large-scale redevelopment, the city emphasized incremental activation and business-led engagement.

WHAT THEY DID AND ACHIEVED

- Attracted a curated mix of restaurants, hospitality, and entertainment aligned with local character.
- Invested in public spaces, streetscapes, and wayfinding to support walkability and activation.
- Used events and programming to create repeat visitation throughout the year.
- Empowered downtown businesses to play a lead role in activation and coordination.

Together, these efforts positioned downtown Grapevine as a regional destination while preserving its identity.

WHY IT MATTERS FOR SANGER

Grapevine shows how a Texas city can build a destination downtown without losing its small-town feel. For Sanger, this reinforces focusing on curated uses, visible placemaking, and business-led activation rather than large-scale redevelopment.

WAXAHACHIE, TEXAS

Waxahachie used tactical placemaking and façade investments to visibly activate downtown.

Waxahachie's downtown strategy focused on low-cost, high-impact improvements that signaled momentum and encouraged private reinvestment. The city paired façade improvements with public art, lighting, and streetscape upgrades to create an inviting environment for businesses and visitors.

WHAT THEY DID AND ACHIEVED

- Implemented façade grant programs to support small business reinvestment.
- Deployed murals, lighting, and streetscape improvements to enhance downtown character.
- Used tactical placemaking to test ideas and build early momentum.
- Coordinated public investments with downtown business engagement.

These efforts improved downtown perception and catalyzed additional private investment.

WHY IT MATTERS FOR SANGER

Waxahachie demonstrates how targeted placemaking and façade investments can quickly change how downtown feels and functions. For Sanger, this reinforces using visible, incremental improvements to activate downtown and support local businesses.

MCKINNEY, TEXAS

McKinney built a clear, named brand platform to align economic development, destination, and community storytelling.

McKinney recognized that growth alone was not a strategy. The city and EDC developed a unifying brand platform—"Unique by Nature"—to consistently communicate what differentiates McKinney to residents, visitors, and employers.

WHAT THEY DID AND ACHIEVED

- Deployed the "Unique by Nature" platform across EDC marketing, destination materials, and site selector outreach.
- Created consistent messaging for employers, developers, and residents.
- Equipped civic leaders, businesses, and partners to act as brand ambassadors.
- Used the platform to support business attraction, talent retention, and community pride.
- Reinforced transparency and trust through regular public communication.

Together, these efforts gave McKinney a recognizable, repeatable story that scaled with growth.

WHY IT MATTERS FOR SANGER

McKinney shows the value of a named, durable brand platform that goes beyond a slogan. For Sanger, the lesson is not scale, but discipline: a clear "Why Sanger" story that can be used by the city, EDC, residents, and site selectors without changing the message every time.

PROSPER, TEXAS

Prosper used a named brand platform to guide rapid growth and align economic development messaging.

As Prosper experienced rapid population and investment growth, city leaders recognized the need for a clear, shared story to guide decisions and communicate expectations. The city and EDC aligned around a brand platform—“Prosper with a Purpose”—to signal that growth would be intentional, values-driven, and aligned with long-term community goals.

WHAT THEY DID AND ACHIEVED

- Used “Prosper with a Purpose” consistently across economic development, planning, and destination messaging.
- Clarified expectations for developers, employers, and site selectors.
- Equipped elected officials and staff to tell a consistent growth story.
- Reinforced transparency and trust during a period of rapid change.

Together, these actions helped Prosper manage growth while maintaining a clear community identity.

WHY IT MATTERS FOR SANGER

Prosper demonstrates how a fast-growing Texas city can use a named brand platform to keep growth aligned with community priorities. For Sanger, the lesson is that a strong “Why Sanger” story can guide decisions and communication before growth accelerates.



4B DEVELOPMENT CORPORATION COMMUNICATION

DATE: April 28, 2026

FROM: Shani Bradshaw, Director of Economic Development

AGENDA ITEM: Consideration and possible action on Property Enhancement Incentive application for 412 N. 5th Street.

SUMMARY:

- Owner is proposing to replace the shingled roofing with Berridge Medium Bronze Standing seam metal roof.
- Enhancement will improve the building’s overall exterior appearance.
- Additional improvements are planned for the, but are not part of this grant request.
- Applicant has submitted 2 quotes for the façade enhancements.
- Total project Investment is \$25,487.17.
- Total grant request amount is \$10,000.
- Funding is available.

FISCAL INFORMATION:

Budgeted: Yes Amount: \$60,000 GL Account: NA

RECOMMENDED MOTION OR ACTION:

Staff recommends approval. (RECOMMENDED MOTION) – I move to approve the grant application for 412 N. 5th Street in the amount of \$10,000.

ATTACHMENTS:

- Property Enhancement Incentive Program Application – 412 N. 5th Street.

Sanger, Texas

Application for Property Enhancement Incentives

Contact: Shani Bradshaw, Executive Director - (940) 458-2059 - sbradshaw@sangertexas.org

1 PROJECT INFORMATION							
A	Property Address: 412 N 5th St, Sanger, TX 76266						
B	Estimated Begin Work Date:			Estimated Completion Date:			
C	Years in business at this location: 11 years						
D	Reason for requesting grant: Update to improve exterior of building						
2 ELIGIBILITY OF PROPERTY							
	Yes	No	Item	Notes			
A	X		Within the City?	•			
B	X		Commercially zoned?	•			
C	X		Tax Paying entity?	•			
D	X		City taxes in good standing?	•			
E	X		No City liens existing?	•			
F	X		Proof of ownership provided?	•			
G	X		Outstanding code violations?	•			
H	X		Frequency of Grants OK?	• In accordance with Section 3.1.8			
3 ELIGIBILITY OF BUSINESS							
	Yes	No	Item	Notes			
A	X		Business taxes in good standing?	•			
B	X		Tax Paying entity?	•			
C	X		Continuous operations of 6 months?	• (within the City)			
D			If not owner, authorization provided?	•			
4	Enhancements		Total Cost	Policy Max 50%	Policy Max \$10,000	Amount Requested	Amount Approved
A	Façade: (Section 4.3) • <i>Replace roof w/ METAL Roof</i>		\$ <i>25,487.17</i>	50 %	\$10,000	10,000 \$	\$
B	Interior Renovation: (Section 4.4) •		\$	50 %	\$10,000	\$	\$
C	Landscaping: (Section 4.5) •		\$	50 %	\$10,000	\$	\$
D	Lighting: (Section 4.6) •		\$	50 %	\$10,000	\$	\$
E	Parking / Driveways: (Section 4.7) •		\$	50 %	\$10,000	\$	\$
F	Pedestrian Amenities: (Section 4.8) •		\$	50 %	\$10,000	\$	\$
G	Signage: (Section 4.9) •		\$	50 %	\$10,000	\$	\$
H	Utilities: (Section 4.10) •		\$	50 %	\$10,000	\$	\$
I	Code Compliance: (Section 4.11) •		\$	50 %	\$10,000	\$	\$
J	Demolition: (Section 4.12) •		\$	50 %	\$10,000	\$	\$
K	(Max. Grant Per Policy = \$10,000) TOTAL PROPERTY ENHANCEMENT GRANT APPROVED:						
L	Describe any planned Non-Grant Enhancements:						

5 GRANT PRIORITIES (Section 5.0)				
	Yes	No	Preferred Area?	Notes
A	X		Downtown Sanger	•
B			Areas where greatest benefit obtained	• Improved upkeep of downtown area
	Yes	No	Preferred Business?	Notes
C		X	Retail	•
D		X	Restaurant	•
E	X		Professional Office	• Custom Home Builder Corporate Office
F		X	Sales tax generating business	•
6 ATTACHMENTS / EXHIBITS				
	Yes	No	Item	Notes
A	X		Ownership documentation	•
B	X		Photos of existing conditions	•
C	X		Drawing, renderings, plans of the proposed enhancements	•
D	X		Written description of the enhancements including building materials and color schemes	• Replacement of shingled roofing with Berridge Medium Bronze Standing seam metal roof
E	X		Construction cost estimates from two contractors	•
F		X	Copy of the signed lease agreement	• If Applicant is not property owner
G		X	Written support of the grant application from the owner	• If Applicant is not property owner
7 CONTRACTOR INFORMATION				
A	Contractor for: Roofing			
	Company Name: Distinctive Roofing Systems LLC			
	Contact Person: James Hopkins		Title: Sales	
	Address: 2625 Mineral Wells Hwy, Weatherford, TX 76088			
	Wk Phone: 817 560 6679		Cell:	Fax:
	Email: james@distinctiveroofing.com		Website: distinctiveroofing.com	
B	Contractor for:			
	Company Name:			
	Contact Person:		Title:	
	Address:			
	Wk Phone:		Cell:	Fax:
	Email:		Website:	
C	Contractor for:			
	Company Name:			
	Contact Person:		Title:	
	Address:			
	Wk Phone:		Cell:	Fax:
	Email:		Website:	
D	Contractor for:			
	Company Name:			
	Contact Person:		Title:	
	Address:			
	Wk Phone:		Cell:	Fax:
	Email:		Website:	

8	Applicant / Owner Certifications: In accordance with Resolution 11-14-20 adopting the Property Enhancement Incentives Policy, the undersigned do hereby certify the following:
A	Section 7.1 - Application Accuracy: The information provided in the Application, and all that may have been affixed thereto, is true and correct, and that the City / Board may rely on all of the information therein contained, and all that may have been affixed thereto, as being true and correct.
B	Section 7.2 - Compliance: I (we) certify that I am (we are) solely responsible for all safety conditions and compliance with all safety regulations, building codes, ordinance and other applicable regulations. Neither approval of an Application nor payment of a Property Enhancement Grant upon completion of the project shall constitute approval of the project by any City department, Board Member or Staff or a waiver by the City of any safety regulation, building code, ordinance or other applicable regulation.
C	Section 7.3 - Insurance: I (we) certify that I (we) maintain sufficient insurance coverage for property damage and personal injury liability relating to the project.
D	Section 7.4 - Maintenance: I (we) certify that the Enhancements, once approved by the City shall be maintained for a period of three (3) years from the date of payment. No changes shall be made without prior written approval from the City.
E	Section 7.5 - Discretionary Rights: I (we) certify that I (we) acknowledge that the City has the absolute right of discretion in deciding whether or not to approve a matching Grant relative to the Application, whether or not such discretion is deemed arbitrary or without basis in fact, including the right to approve or disapprove a Grant on terms and conditions that are contrary to the guidelines of this Policy.
F	Section 7.6 - Policy Promotion: I (we) authorize the City to use an approved project to promote the merits of this Policy, including but not limited to displaying a sign at the Property or Business during and within thirty (30) days after construction, and using photographs and descriptions of the project in distribution material, press releases, social media and on the City's website.
G	Section 7.7 - Indemnification: I (we) certify that I am (we are) solely responsible for overseeing the work, and will not seek to hold the City, the Board, and / or their agents, employees, officers, and / or directors liable for any property damage, personal injury, or other loss related in any way to this Policy, and by submission of an Application, agree to indemnify the City, the Board and / or their agents, employees, officers, and / or directors from any claims or damages resulting from the project, including reasonable attorney fees.
9	I (we) hereby affirm the Certifications noted above and approve this Application for Property Enhancement incentives and the Enhancements identified herein.

Property Owner		Applicant / Business Representative	
Company: Mack Properties LLC		Company: Mack Properties LLC	
Signed:		Signed:	
Name: Donny Mack		Name: Donny Mack	
Title: President		Title: President	
W: 940 458 7354	C: 940 391 4149	W: 940 458 7354	C: 940 391 4149
EM:		EM:	
Address: 412 N 5th St, Sanger, TX 76266		Address: 412 N 5th St, Sanger, TX 76266	

CONSTRUCTION DEED OF TRUST

RECORDATION REQUESTED BY:

First United Bank and Trust Co.
Sanger Community Bank
1403 W Chapman Drive
Sanger, TX 76266

WHEN RECORDED MAIL TO:

First United Bank and Trust Co.
Sanger Community Bank
1403 W Chapman Drive
Sanger, TX 76266

SEND TAX NOTICES TO:

Mack Properties, LLC
412 N 5th Street
Sanger, TX 762660000

SPACE ABOVE THIS LINE IS FOR RECORDER'S USE ONLY



THIS DEED OF TRUST is dated March 26, 2026, among Mack Properties, LLC, a Texas Limited Liability Company, whose address is 412 N 5th Street, Sanger, TX 762660000 ("Grantor"); First United Bank and Trust Co., whose address is Sanger Community Bank, 1403 W Chapman Drive, Sanger, TX 76266 (referred to below sometimes as "Beneficiary"); and Jimmy L. Fernandez, whose address is PO Box 130, Durant, OK 74702-0130 (referred to below as "Trustee").

CONVEYANCE AND GRANT. For valuable consideration, Grantor conveys to Trustee in trust, with power of sale, for the benefit of Lender as Beneficiary, the following described real property, together with all existing or subsequently erected or affixed buildings, improvements and fixtures; and all easements, rights of way, and appurtenances; all water and water rights; and all other rights, royalties, and profits relating to the real property, including without limitation such rights as Grantor may have in all minerals, oil, gas, geothermal and similar matters, (the "Real Property") located in Denton County, State of Texas:

Being Lot 2, Block 17, of ORIGINAL TOWN OF SANGER, an Addition to Denton County, Texas, according to the Plat thereof recorded in Volume 48, Page 630, Deed Records of Denton County, Texas and also recorded in Volume 75, Page 144 of the Deed Records of Denton County, Texas.

The Real Property or its address is commonly known as 512 N 5th Street, Sanger, TX 76266.

CROSS-COLLATERALIZATION. In addition to the Note, this Deed of Trust secures all obligations, debts and liabilities, plus interest thereon, of Grantor to Lender, or any one or more of them, as well as all claims by Lender against Grantor or any one or more of them, whether now existing or hereafter arising, whether related or unrelated to the purpose of the Note, whether voluntary or otherwise, whether due or not due, direct or indirect, determined or undetermined, absolute or contingent, liquidated or unliquidated, whether Grantor may be liable individually or jointly with others, whether obligated as guarantor, surety, accommodation party or otherwise. However, this Deed of Trust shall not secure, and the "indebtedness" shall not include, any obligations arising under Subchapters E and F of Chapter 342 of the Texas Finance Code, as amended.

Grantor hereby absolutely assigns to Lender (also known as Beneficiary in this Deed of Trust) all of Grantor's right, title, and interest in and to all present and future leases of the Property and all Rents from the Property. In addition, Grantor grants to Lender a Uniform Commercial Code security interest in the Personal Property and Rents.

THIS DEED OF TRUST, INCLUDING THE ASSIGNMENT OF RENTS AND THE SECURITY INTEREST IN THE RENTS AND PERSONAL PROPERTY, IS GIVEN TO SECURE (A) PAYMENT OF THE INDEBTEDNESS AND (B) PERFORMANCE OF ANY AND ALL OBLIGATIONS UNDER THE NOTE, THE RELATED DOCUMENTS, AND THIS DEED OF TRUST. THIS DEED OF TRUST, INCLUDING THE ASSIGNMENT OF RENTS AND THE SECURITY INTEREST IN THE RENTS AND PERSONAL PROPERTY, IS ALSO GIVEN TO SECURE ANY AND ALL OF GRANTOR'S OBLIGATIONS UNDER THAT CERTAIN CONSTRUCTION LOAN AGREEMENT BETWEEN GRANTOR AND LENDER OF EVEN DATE HERewith. ANY EVENT OF DEFAULT UNDER THE CONSTRUCTION LOAN AGREEMENT, OR ANY OF THE RELATED DOCUMENTS REFERRED TO THEREIN, SHALL ALSO BE AN EVENT OF DEFAULT UNDER THIS DEED OF TRUST. THIS DEED OF TRUST IS GIVEN AND ACCEPTED ON THE FOLLOWING TERMS:

PAYMENT AND PERFORMANCE. Except as otherwise provided in this Deed of Trust, Grantor shall pay to Lender all amounts secured by this Deed of Trust as they become due, and shall strictly and in a timely manner perform all of Grantor's obligations under the Note, this Deed of Trust, and the Related Documents.

PURPOSE OF LOAN. The Note in the amount of \$329,159.00 represents, in part or in whole, cash or other financial accommodations advanced or committed by Lender to Grantor on March 26, 2026 at Grantor's request, of which Grantor hereby acknowledges receipt.

CONSTRUCTION MORTGAGE. This Deed of Trust is a "construction mortgage" for the purposes of Sections 9-334 and 2A-309 of the Uniform Commercial Code, as those sections have been adopted by the State of Texas.

POSSESSION AND MAINTENANCE OF THE PROPERTY. Grantor agrees that Grantor's possession and use of the Property shall be governed by the following provisions:

Possession and Use. Until the occurrence of an Event of Default, Grantor may (1) remain in possession and control of the Property; (2) use, operate or manage the Property; and (3) collect the Rents from the Property.

Duty to Maintain. Grantor shall maintain the Property in tenable condition and promptly perform all repairs, replacements, and maintenance necessary to preserve its value.

Compliance With Environmental Laws. Grantor represents and warrants to Lender that: (1) During the period of Grantor's ownership of the Property, there has been no use, generation, manufacture, storage, treatment, disposal, release or threatened release of any Hazardous Substance by any person on, under, about or from the Property; (2) Grantor has no knowledge of, or reason to believe that there has been, except as previously disclosed to and acknowledged by Lender in writing, (a) any breach or violation of any Environmental Laws, (b) any use, generation, manufacture, storage, treatment, disposal, release or threatened release of any Hazardous Substance on, under, about or from the Property by any prior owners or occupants of the Property, or (c) any actual or threatened litigation or claims of any kind by any person relating to such matters; and (3) Except as previously disclosed to and acknowledged by Lender in writing, (a) neither Grantor nor any tenant, contractor, agent or other authorized user of the Property shall use, generate, manufacture, store, treat, dispose of or release any Hazardous Substance on, under, about or from the Property; and (b) any such activity shall be conducted in compliance with all applicable federal, state, and local laws, regulations and ordinances, including without limitation all Environmental Laws. Grantor authorizes Lender and its agents to enter upon the Property to make such inspections and tests, at Grantor's expense, as Lender may deem appropriate to determine compliance of the Property with this section of the Deed of Trust. Any inspections or tests made by Lender shall be for Lender's purposes only and shall not be construed to create any responsibility or liability on the part of Lender to Grantor or to any other person. The representations and warranties contained herein are based on Grantor's due diligence in investigating the Property for Hazardous Substances. Grantor hereby (1) releases and waives any future claims against Lender for indemnity or contribution in the event Grantor becomes liable for cleanup or other costs under any such laws; and (2) agrees to indemnify, defend, and hold harmless Lender against any and all claims, losses, liabilities, damages, penalties, and expenses which Lender may directly or indirectly sustain or suffer resulting from a breach of this section of the Deed of Trust or as a consequence of any use, generation, manufacture, storage, disposal, release or threatened release occurring prior to Grantor's ownership or interest in the Property, whether or not the same was or

**DEED OF TRUST
(Continued)**

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election, receive and retain the proceeds of any insurance and apply the proceeds to the reduction of the indebtedness, payment of any lien affecting the Property, or the restoration and repair of the Property. If Lender elects to apply the proceeds to restoration and repair, Grantor shall repair or replace the damaged or destroyed Improvements in a manner satisfactory to Lender. Lender shall, upon satisfactory proof of such expenditure, pay or reimburse Grantor from the proceeds for the reasonable cost of repair or restoration if Grantor is not in default under this Deed of Trust. Any proceeds which have not been disbursed within 180 days after their receipt and which Lender has not committed to the repair or restoration of the Property shall be used first to pay any amount owing to Lender under this Deed of Trust, then to pay accrued interest, and the remainder, if any, shall be applied to the principal balance of the indebtedness. If Lender holds any proceeds after payment in full of the indebtedness, such proceeds shall be paid to Grantor as Grantor's interests may appear.

Grantor's Report on Insurance. Upon request of Lender, however not more than once a year, Grantor shall furnish to Lender a report on each existing policy of insurance showing: (1) the name of the insurer; (2) the risks insured; (3) the amount of the policy; (4) the property insured, the then current replacement value of such property, and the manner of determining that value; and (5) the expiration date of the policy. Grantor shall, upon request of Lender, have an independent appraiser satisfactory to Lender determine the cash value replacement cost of the Property.

LENDER'S EXPENDITURES. If any action or proceeding is commenced that would materially affect Lender's interest in the Property or if Grantor fails to comply with any provision of this Deed of Trust or any Related Documents, including but not limited to Grantor's failure to discharge or pay when due any amounts Grantor is required to discharge or pay under this Deed of Trust or any Related Documents, Lender on Grantor's behalf may (but shall not be obligated to) take any action that Lender deems appropriate, including but not limited to discharging or paying all taxes, liens, security interests, encumbrances and other claims, at any time levied or placed on the Property and paying all costs for insuring, maintaining and preserving the Property. All such expenditures paid by Lender for such purposes will then bear interest at the Note rate from the date paid by Lender to the date of repayment by Grantor. To the extent permitted by applicable law, all such expenses will become a part of the indebtedness and, at Lender's option, will (A) be payable on demand; (B) be added to the balance of the Note and be apportioned among and be payable with any installment payments to become due during either (1) the term of any applicable insurance policy; or (2) the remaining term of the Note; or (C) be treated as a balloon payment which will be due and payable at the Note's maturity. The Deed of Trust also will secure payment of these amounts. Such right shall be in addition to all other rights and remedies to which Lender may be entitled upon the occurrence of any Event of Default.

WARRANTY; DEFENSE OF TITLE. The following provisions relating to ownership of the Property are a part of this Deed of Trust:

Title. Grantor warrants that: (a) Grantor holds good and marketable title of record to the Property in fee simple, free and clear of all liens and encumbrances other than those set forth in the Real Property description or in any title insurance policy, title report, or final title opinion issued in favor of, and accepted by, Lender in connection with this Deed of Trust, and (b) Grantor has the full right, power, and authority to execute and deliver this Deed of Trust to Lender.

Defense of Title. Subject to the exception in the paragraph above, Grantor warrants and will forever defend the title to the Property against the lawful claims of all persons. In the event any action or proceeding is commenced that questions Grantor's title or the interest of Trustee or Lender under this Deed of Trust, Grantor shall defend the action at Grantor's expense. Grantor may be the nominal party in such proceeding, but Lender shall be entitled to participate in the proceeding and to be represented in the proceeding by counsel of Lender's own choice, and Grantor will deliver, or cause to be delivered, to Lender such instruments as Lender may request from time to time to permit such participation.

Compliance With Laws. Grantor warrants that the Property and Grantor's use of the Property complies with all existing applicable laws, ordinances, and regulations of governmental authorities.

Survival of Representations and Warranties. All representations, warranties, and agreements made by Grantor in this Deed of Trust shall survive the execution and delivery of this Deed of Trust, shall be continuing in nature, and shall remain in full force and effect until such time as Grantor's indebtedness shall be paid in full.

CONDEMNATION, JUDGMENTS AND AWARDS. The following provisions relating to condemnation proceedings, judgments, decrees and awards for injury to the Property are a part of this Deed of Trust:

Proceedings. If any proceeding in condemnation is filed, Grantor shall promptly notify Lender in writing, and Grantor shall promptly take such steps as may be necessary to defend the action and obtain the award. Grantor may be the nominal party in such proceeding, but Lender shall be entitled to participate in the proceeding and to be represented in the proceeding by counsel of its own choice, and Grantor will deliver or cause to be delivered to Lender such instruments and documentation as may be requested by Lender from time to time to permit such participation.

Application of Net Proceeds. To the extent permitted by applicable law, all judgments, decrees and awards for injury or damage to the Property, or any part of the Property, and awards pursuant to proceedings for condemnation of the Property, are hereby absolutely assigned to Lender, and if all or any part of the Property is condemned by eminent domain proceedings or by any proceeding or purchase in lieu of condemnation, Lender may at its election require that all or any portion of the net proceeds of the award be applied to the indebtedness or the repair or restoration of the Property. The net proceeds of the award, judgment or decree shall mean the award after payment of all reasonable costs, expenses, and attorneys' fees incurred by Trustee or Lender in connection with the condemnation.

SECURITY AGREEMENT; FINANCING STATEMENTS. The following provisions relating to this Deed of Trust as a security agreement are a part of this Deed of Trust:

Security Agreement. This instrument shall constitute a Security Agreement to the extent any of the Property constitutes fixtures, and Lender shall have all of the rights of a secured party under the Uniform Commercial Code as amended from time to time.

Security Interest. Upon request by Lender, Grantor shall take whatever action is requested by Lender to perfect and continue Lender's security interest in the Rents and Personal Property. In addition to recording this Deed of Trust in the real property records, Lender may, at any time and without further authorization from Grantor, file executed counterparts, copies or reproductions of this Deed of Trust as a financing statement. Grantor shall reimburse Lender for all expenses incurred in perfecting or continuing this security interest. Upon default, Grantor shall not remove, sever or detach the Personal Property from the Property. Upon default, Grantor shall assemble any Personal Property not affixed to the Property in a manner and at a place reasonably convenient to Grantor and Lender and make it available to Lender within three (3) days after receipt of written demand from Lender to the extent permitted by applicable law.

Addresses. The mailing addresses of Grantor (debtor) and Lender (secured party) from which information concerning the security interest granted by this Deed of Trust may be obtained (each as required by the Uniform Commercial Code) are as stated on the first page of this Deed of Trust.

FURTHER ASSURANCES; ATTORNEY-IN-FACT. The following provisions relating to further assurances and attorney-in-fact are a part of this Deed of Trust:

Further Assurances. At any time, and from time to time, upon request of Lender, Grantor will make, execute and deliver, or will cause to be made, executed or delivered, to Lender or to Lender's designee, and when requested by Lender, cause to be filed, recorded, refiled, or rerecorded, as the case may be, at such times and in such offices and places as Lender may deem appropriate, any and all such mortgages, deeds of trust, security deeds, security agreements, financing statements, continuation statements, instruments of further assurance, certificates, and other documents as may, in the sole opinion of Lender, be necessary or desirable in order to effectuate, complete, perfect, continue, or preserve (1) Grantor's obligations under the Note, this Deed of Trust, and the Related Documents, and (2) the liens and security interests created by this Deed of Trust as first and prior liens on the Property, whether now owned or hereafter acquired by Grantor. Unless prohibited by law or Lender agrees to the contrary in writing, Grantor shall reimburse Lender for all costs and expenses incurred in connection with the matters referred to in this paragraph.

Attorney-in-Fact. If Grantor fails to do any of the things referred to in the preceding paragraph, Lender may do so for and in the name of Grantor and at Grantor's expense. For such purposes, Grantor hereby irrevocably appoints Lender as Grantor's attorney-in-fact for the purpose of making, executing, delivering, filing, recording, and doing all other things as may be necessary or desirable, in Lender's sole opinion, to accomplish the matters referred to in the preceding paragraph.

FULL PERFORMANCE. If Grantor pays all the indebtedness when due, and otherwise performs all the obligations imposed upon Grantor under this Deed of Trust, Lender shall execute and deliver to Grantor a release of this Deed of Trust lien and suitable statements of termination of any

**DEED OF TRUST
(Continued)**

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Tenancy at Sufferance. If Grantor remains in possession of the Property after the Property is sold as provided above or Lender otherwise becomes entitled to possession of the Property upon default of Grantor, Grantor shall become a tenant at sufferance of Lender or the purchaser of the Property and shall, at Lender's option, either (1) pay a reasonable rental for the use of the Property, (2) vacate the Property immediately upon the demand of Lender, or (3) if such tenants refuse to surrender possession of the Property upon demand, the purchaser shall be entitled to institute and maintain the statutory action of forcible entry and detainer and procure a writ of possession thereunder, and Grantor expressly waives all damages sustained by reason thereof.

Other Remedies. Trustee or Lender shall have any other right or remedy provided in this Deed of Trust or the Note or available at law or in equity.

Sale of the Property. To the extent permitted by applicable law, Grantor hereby waives any and all rights to have the Property marshalled. In exercising its rights and remedies, the Trustee or Lender shall be free to sell all or any part of the Property together or separately, in one sale or by separate sales. Lender shall be entitled to bid at any public sale on all or any portion of the Property. Trustee may convey all or any part of the Property to the highest bidder for cash with a general warranty binding Grantor, subject to prior liens and to other exceptions to conveyance and warranty. Grantor waives all requirements of appraisal, if any. The affidavit of any person having knowledge of the facts to the effect that proper notice as required by the Texas Property Code was given shall be prima facie evidence of the fact that such notice was in fact given. Recitals and statements of fact in any notice or in any conveyance to the purchaser or purchasers of the Property in any foreclosure sale under this Deed of Trust shall be prima facie evidence of the truth of such facts, and all prerequisites and requirements necessary to the validity of any such sale shall be presumed to have been performed. Any sale under the powers granted by this Deed of Trust shall be a perpetual bar against Grantor, Grantor's heirs, successors, assigns and legal representatives.

Proceeds. Trustee shall pay the proceeds of any sale of the Property (a) first, to the expenses of foreclosure, including reasonable fees or charges paid to the Trustee, including but not limited to fees for enforcing the lien, posting for sale, selling, or releasing the Property, (b) then to Lender the full amount of the indebtedness, (c) then to any amount required by law to be paid before payment to Grantor, and (d) the balance, if any, to Grantor.

Attorneys' Fees; Expenses. If Lender institutes any suit or action to enforce any of the terms of this Deed of Trust, Lender shall be entitled to recover such sum as the court may adjudge reasonable as Lender's attorneys' fees at trial and upon any appeal. Whether or not any court action is involved, and to the extent not prohibited by law, all reasonable expenses Lender incurs that in Lender's opinion are necessary at any time for the protection of its interest or the enforcement of its rights shall become a part of the indebtedness payable on demand and shall bear interest at the Note rate from the date of the expenditure until repaid. Expenses covered by this paragraph include, without limitation, however subject to any limits under applicable law, Lender's reasonable attorneys' fees and Lender's legal expenses, whether or not there is a lawsuit, including Lender's reasonable attorneys' fees and expenses for bankruptcy proceedings (including efforts to modify or vacate any automatic stay or injunction), appeals, and any anticipated post-judgment collection services, the cost of searching records, obtaining title reports (including foreclosure reports), surveyors' reports, and appraisal fees, title insurance, and fees for the Trustee, to the extent permitted by applicable law. Grantor also will pay any court costs, in addition to all other sums provided by law. In the event of foreclosure of this Deed of Trust, Lender shall be entitled to recover from Grantor Lender's reasonable attorneys' fees and actual disbursements that Lender necessarily incurs in pursuing such foreclosure.

POWERS AND OBLIGATIONS OF TRUSTEE. The following provisions relating to the powers and obligations of Trustee are part of this Deed of Trust:

Powers of Trustee. In addition to all powers of Trustee arising as a matter of law, Trustee shall have the power to take the following actions with respect to the Property upon the written request of Lender and Grantor: (a) join in preparing and filing a map or plat of the Real Property, including the dedication of streets or other rights to the public; (b) join in granting any easement or creating any restriction on the Real Property; and (c) join in any subordination or other agreement affecting this Deed of Trust or the interest of Lender under this Deed of Trust.

Obligations to Notify. Trustee shall not be obligated to notify any other lienholder of the Property of the commencement of a foreclosure proceeding or of the commencement of any other action to which Lender may avail itself as a remedy, except to the extent required by applicable law or by written agreement.

Trustee. In addition to the rights and remedies set forth above, with respect to all or any part of the Property, the Trustee shall have the right to foreclose by notice and sale, and Lender shall have the right to foreclose by judicial foreclosure, in either case in accordance with and to the full extent provided by applicable law.

Substitute Trustee. Lender, at Lender's option, from time to time, and more than once, may appoint in writing a successor or substitute trustee, with or without cause, including the resignation, absence, death, inability, refusal or failure to act of the Trustee. The successor or substitute trustee may be appointed without ever requiring the resignation of the former trustee and without any formality except for the execution and acknowledgment of the appointment by the beneficiary of this Deed of Trust. The successor or substitute trustee shall then succeed to all rights, obligations, and duties of the Trustee. This appointment may be made on Lender's behalf by the President, any Vice President, Secretary, or Cashier of Lender.

NOTICES. Any notice required to be given under this Deed of Trust, including without limitation any notice of default and any notice of sale shall be given in writing, and shall be effective when actually delivered, when actually received by telefacsimile (unless otherwise required by law), when deposited with a nationally recognized overnight courier, or, if mailed, when deposited in the United States mail, as first class, certified or registered mail postage prepaid, directed to the addresses shown near the beginning of this Deed of Trust. Any party may change its address for notices under this Deed of Trust by giving formal written notice to the other parties, specifying that the purpose of the notice is to change the party's address. For notice purposes, Grantor agrees to keep Lender informed at all times of Grantor's current address. Unless otherwise provided or required by law, if there is more than one Grantor, any notice given by Lender to any Grantor is deemed to be notice given to all Grantors.

TAX AND INSURANCE RESERVES. Subject to any limitations and consistent with any requirements set by applicable law, Lender may require Grantor to maintain with Lender reserves for payment of annual taxes, assessments, and insurance premiums, which reserves shall be created by an initial deposit and subsequent monthly payments, or payments at such other interval as payments under the Note may be due, of a sum estimated by Lender to be sufficient to pay the total annual taxes, assessments, and insurance premiums Lender reasonably anticipates to be paid from these reserves. The reserve funds shall be held by Lender as a general deposit from Grantor, which Lender may satisfy by payment of the taxes, assessments, and insurance premiums required to be paid by Grantor as they become due. Lender shall have the right to draw upon the reserve funds to pay such items, and Lender shall not be required to determine the validity or accuracy of any item before paying it. Nothing in the Deed of Trust shall be construed as requiring Lender to advance other monies or such purposes, and Lender shall not incur any liability for anything it may do or omit to do with respect to the reserve account. Subject to any limitations set by applicable law, if the reserve funds disclose a shortage or deficiency, Grantor shall pay such shortage or deficiency as required by Lender. All amounts in the reserve account are hereby pledged to further secure the indebtedness, and Lender is hereby authorized to withdraw and apply such amounts on the indebtedness upon the occurrence of an Event of Default. Lender shall not be required to pay any interest or earnings on the reserve funds unless required by law or agreed to by Lender in writing. Lender does not hold the reserve funds in trust for Grantor, and Lender is not Grantor's agent for payment of the taxes and assessments required to be paid by Grantor.

MISCELLANEOUS PROVISIONS. The following miscellaneous provisions are a part of this Deed of Trust:

Amendments. This Deed of Trust, together with any Related Documents, constitutes the entire understanding and agreement of the parties as to the matters set forth in this Deed of Trust. No alteration or amendment to this Deed of Trust shall be effective unless given in writing and signed by the party or parties sought to be charged or bound by the alteration or amendment.

Annual Reports. If the Property is used for purposes other than Grantor's residence, Grantor shall furnish to Lender, upon request, a certified statement of net operating income received from the Property during Grantor's previous fiscal year in such form and detail as Lender shall require. "Net operating income" shall mean all cash receipts from the Property less all cash expenditures made in connection with the operation of the Property.

Caption Headings. Caption headings in this Deed of Trust are for convenience purposes only and are not to be used to interpret or define the provisions of this Deed of Trust.



DEED OF TRUST
(Continued)

successor trustees.

GRANTOR ACKNOWLEDGES HAVING READ ALL THE PROVISIONS OF THIS DEED OF TRUST, AND GRANTOR AGREES TO ITS TERMS.

GRANTOR:

MACK PROPERTIES, LLC

By: [Signature]
Donny Mack, Managing Member of Mack Properties, LLC

By: [Signature]
Micheale Mack, Managing Member of Mack Properties, LLC

LIMITED LIABILITY COMPANY ACKNOWLEDGMENT

STATE OF TX)
) SS
COUNTY OF Denton)

This instrument was acknowledged before me on March 26, 2024 by Donny Mack, Managing Member of Mack Properties, LLC and Micheale Mack, Managing Member of Mack Properties, LLC on behalf of Mack Properties, LLC, a limited liability company.



[Signature]
Notary Public, State of Texas



QUOTE #723

Item 7.

SENT ON:

Nov 12, 2025

Product/Service	Description	Total
24 GA Standing Seam - Reroof	Remove Existing Shingles and Prepare Substrate for New Installation	\$25,487.17

Panel to be roll formed on site with a Zimmerman roll former, manufacturing a 1-1/2 inch seamed single locked roofing panel that is 16" or 17" wide All panels will be U.L. class 4 rated standing seam panels. The roofing system will be installed as per Distinctive Roofing Systems details and specifications. (Distinctive Roofing Systems highly recommends the use of striations to reduce the risk of oil canning and hail damage. Metallic or Premium paint colors are an additional charge. Note: A paint grip finish has no warranty on the metal due to the fact it is processed without a coating and considered a bare material! Paint grip finish color can only be considered a dull gray color and typically has inconsistencies in color throughout the coil.)
 (STRIATED OR NONSTRIATED SYSTEM MUST BE INDICATED BELOW PRIOR TO WORK STARTING)

Striations: _____ Initial
 Non-Striated: _____ Initial

Standing Seam Color selected: _____ Initial:

Provide and install HIGH TEMP ICE AND WATER SHIELD underlayment to entire standing seam roof area
 Provide and install all trim and accessories relating to roofing area to match roof color.
 Installation of trim and flashings to be coordinated with general contractor, owner, and individual subcontractors.
 All flashings for the HVAC, vent a hoods and Plumbing stacks are to be provided by the subcontractor related to that work and provided to us prior to roof installation.
 Paint all vent stacks.
 Provide all labor and equipment necessary to complete the job in a timely and professional manner.
 Inform the owner/builder of any problems that might exist prior to installation of roofing material in that area.
 Keep jobsite clean of trash and debris brought about by roofing crew.
 Trash to be placed in container provided by General Contractor.

NOT INCLUDED:

Penetrations for other trades. (Unless penetrations have already been completed)
 Copper accessories for other trades.
 Ice and snow guards (We highly recommend the installation of ice and snow guards).
 Fascia, soffit, wall panels, window trims, awnings, etc.
 Door, Wall, or window cladding.
 Flashings, boots, bases or caps for plumbing, HVAC, or vent-a-hoods.
 Framing, decking, blocking or sub framing.
 Skylights, louvers, or framed openings.
 Chimney caps.



QUOTE #723

Item 7.

SENT ON:

Nov 12, 2025

Total

\$25,487.17

NOT INCLUDED:

- ☐ Penetrations for other trades. (Unless penetrations have already been completed)
- ☐ Copper accessories for other trades.
- ☐ Ice and snow guards (We highly recommend the installation of ice and snow guards).
- ☐ Fascia, soffit, wall panels, window trims, awnings, etc.
- ☐ Door, Wall, or window cladding.
- ☐ Flashings, boots, bases or caps for plumbing, HVAC, or vent-a-hoods.
- ☐ Framing, decking, blocking or sub framing.
- ☐ Skylights, louvers, or framed openings.
- ☐ Chimney caps.

ALTERATION OF SPECIFICATIONS

Any alteration or deviation from the specifications set forth herein which involve additional expense to the Contractor will be permitted only upon written change order signed by both Owner and Contractor and will be considered an extra cost over and above the bid price. Any details brought about during construction will result in a change order. All terms of this agreement are contingent upon accidents or delays beyond Contractor's control. If for any reason the project is delayed by Owner a back charge for labor hours and profit may be applied. If for any reason materials must be returned the restocking fee will be considered a back charge. Oil canning is not a cause of rejection of metal panels.

WARRANTY

Distinctive Roofing Systems, LLC warrants all workmanship and materials supplied by this contract by Distinctive Roofing Systems, LLC for a period of two years otherwise limited by the manufacturer of individual components. This warranty is limited to the regular use of materials and does not apply to normal wear and tear, abuse, misuse or acts of nature beyond reasonable design conditions. Warranties will not be provided until Distinctive Roofing Systems, L.L.C. has been paid in full.

HOLD HARMLESS CLAUSE

Any claims filed on this project will be the sole responsibility of Owner and Distinctive Roofing Systems, LLC will be held harmless of all claims that might be brought against them, their officers or agents. Distinctive Roofing Systems, LLC will be liable for all materials, equipment, and personnel under its care and supervision.

CANCELLATION AND OTHER CHARGES

Cancellations or changes made to prescheduled work must be made on a weekday, during regular business hours, and no less than 24 hours before work is scheduled to begin. If materials ordered in advance must be returned, owner of the project is subject to a restocking charge, if any.

COLLECTION ON CHANGE ORDERS

All change orders are to be charged and collected prior to performing the new work.

TERMINATION

Contractor may upon one-week written notice to Owner terminate this contract before the termination date herein if, through no fault of Contractor, Owner fails to make payments as required for all work completed and/or for any loss sustained to Contractor for materials, equipment, tools or machinery.

APPLICABLE LAW



QUOTE #723

SENT ON:

Nov 12, 2025

All Contract documents shall be governed by the laws of the State of Texas.

MEDIATION/ARBITRATION

Any controversy or claim arising out of or relating to this contract, or the breach thereof, shall be submitted to American Arbitration Association for mediation within 60 days after the dispute arises. If the dispute is not settled by mediation and/or one party fails to comply with mediation, the dispute shall be settled by arbitration administered by the American Arbitration Association under its Construction Industry Arbitration Rules, and judgment on the award rendered by the arbitrator(s) may be entered in any court having jurisdiction thereof.

ESCALATION CLAUSE

The price quoted in this estimate reflects today's material costs. Due to the volatile price of steel and crude oil at the date of the estimate, owner will become liable for any price increases in those materials that cause the price of this estimate to be increased. Distinctive Roofing Systems, LLC will provide documentation evidencing the increase.

EXECUTION OF AGREEMENT

This quote is for a custom roof system. Material is slit and custom made for this project only and cannot be returned. Therefore, material will not be ordered until the Proposed Estimate and Contract as well as any other contract documents are completed, signed and returned to Distinctive Roofing Systems, LLC. Other contract documents include, but are not limited to, a Job Information Form and a Color Selection Form.

RIGHT OF WITHDRAWAL OF PROPOSAL

This proposal may be withdrawn by Distinctive Roofing Systems, LLC if not accepted within 30 days.

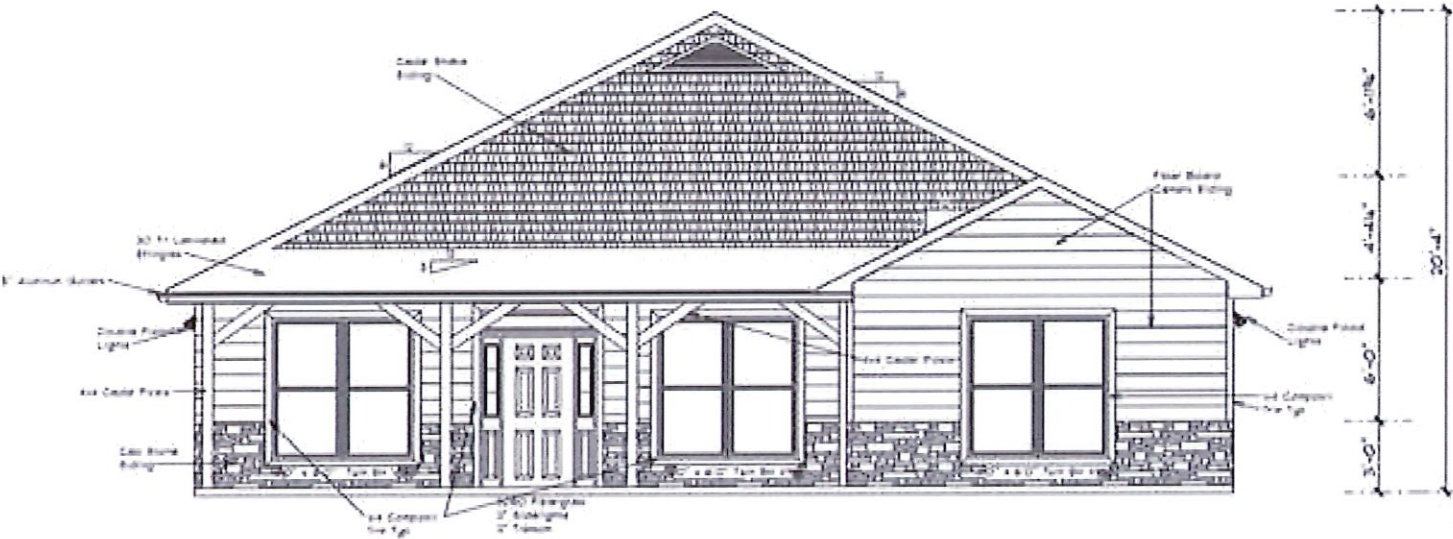
ACCEPTANCE OF PROPOSAL

The above prices, specifications and conditions are satisfactory, and are hereby accepted. Distinctive Roofing Systems, LLC is authorized to do the work as specified. Payments are to be made as follows:

Distinctive Roofing Systems, LLC[?]
By Bill E. Pinkerton, Vice President[?]

Owner/Builder

Signature: _____ Date: _____



Front Elevation

APR 16, 2026

Quality Before Profit Since 1994
Roofing, Gutters and Exterior
Residential and Commercial

tslavik@tarrantroofing.com
 (817) 480-2004

DONNY MACK

412 N Fifth St
 Sanger, TX
 76266

ROOFING

Description

Roofing Shingles

NC - Standing Seam Metal Roofing

Accessories

Max Roofing Products MaxFelt XT Synthetic Roofing Underlayment - Tarrant Roofing - 10 SQ. Roll

TRI-BUILT High Performance Polyurethane Sealant

TRI-BUILT Roof Accessory Spray Paint

Polyglass Polystick® MTS Plus Self-Adhered High Temperature Roof Underlayment

Decking

LP OSB

Labor- DFW

Labor- Shingle install >7/12 DFW

PU

Estimate subtotal	\$49,910.00
Dallas, TX (8.25%)	\$4,117.58
Total	\$54,027.58

SIGNING & UPGRADES

Roofing

\$54,027.58*

Name: Donny Mack

Address: 412 N Fifth St, Sanger, TX

*Includes taxes

Customer Comments / Notes

Donny Mack:

Date:

Mack Properties LLC
412 N 5th St, Sanger, TX
Before Update Image

Item 7.



Mack Properties LLC
412 N 5th St, Sanger, TX
After Update Rendering – roofing update to include Berridge Medium Bronze Standing Seam Metal





4B DEVELOPMENT CORPORATION COMMUNICATION

DATE: April 28, 2026

FROM: Shani Bradshaw, Director of Economic Development

AGENDA ITEM: Consideration and possible action on Property Enhancement Incentive application for 400 Bolivar Street.

SUMMARY:

- Owner will remove and replace all rotted wood around glass windows and entry area.
- Existing wood currently painted white will be repainted black.
- New tarp will be installed on the awning over the Suite 105 entrance.
- All limestone on front and east side of building will be power washed
- Applicant has provided 2 quotes for the façade enhancements.
- Total project investment is \$15,400.
- Requested grant amount is \$7,700.
- Funding is available.

FISCAL INFORMATION:

Budgeted: Yes Amount: \$60,000 GL Account: NA

RECOMMENDED MOTION OR ACTION:

Staff recommends approval. (RECOMMENDED MOTION) – I move to approve the grant application for 400 Bolivar Street in the amount of \$7,700.

ATTACHMENTS:

- Property Enhancement Incentive Program Application – 400 Bolivar Street

Sanger, Texas
Application for Property Enhancement Incentives

Contact: Shani Bradshaw, Executive Director - (940) 458-2059 - sbradshaw@sangertexas.org

1	PROJECT INFORMATION							
A	Property Address: <u>400 Bolivar St. Sanger, TX 76266</u>							
B	Estimated Begin Work Date: <u>May 1, 2026</u>			Estimated Completion Date: <u>May 15, 2026</u>				
C	Years in business at this location: <u>12 years / owner</u>							
D	Reason for requesting grant: <u>Repair to facade of building/storefront</u>							
2	ELIGIBILITY OF PROPERTY							
	Yes/	No	Item	Notes				
A	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Within the City?	•				
B	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Commercially zoned?	•				
C	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Tax Paying entity?	•				
D	<input checked="" type="checkbox"/>	<input type="checkbox"/>	City taxes in good standing?	•				
E	<input checked="" type="checkbox"/>	<input type="checkbox"/>	No City liens existing?	•				
F	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Proof of ownership provided?	•				
G	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Outstanding code violations?	•				
H	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Frequency of Grants OK?	• In accordance with Section 3.1.8				
3	ELIGIBILITY OF BUSINESS							
	Yes/	No	Item	Notes				
A	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Business taxes in good standing?	•				
B	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Tax Paying entity?	•				
C	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Continuous operations of 6 months?	• (within the City)				
D	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	If not owner, authorization provided?	•				
4			Enhancements	Total Cost	Policy Max 50%	Policy Max \$10,000	Amount Requested	Amount Approved
A			<u>Facade: (Section 4.3)</u>	<u>15,400</u> \$	50 %	\$10,000	<u>7,525</u> <u>7,900</u>	\$
B			<u>Interior Renovation: (Section 4.4)</u>	\$	50 %	\$10,000	\$	\$
C			<u>Landscaping: (Section 4.5)</u>	\$	50 %	\$10,000	\$	\$
D			<u>Lighting: (Section 4.6)</u>	\$	50 %	\$10,000	\$	\$
E			<u>Parking / Driveways: (Section 4.7)</u>	\$	50 %	\$10,000	\$	\$
F			<u>Pedestrian Amenities: (Section 4.8)</u>	\$	50 %	\$10,000	\$	\$
G			<u>Signage: (Section 4.9)</u>	\$	50 %	\$10,000	\$	\$
H			<u>Utilities: (Section 4.10)</u>	\$	50 %	\$10,000	\$	\$
I			<u>Code Compliance: (Section 4.11)</u>	\$	50 %	\$10,000	\$	\$
J			<u>Demolition: (Section 4.12)</u>	\$	50 %	\$10,000	\$	\$
K	(Max. Grant Per Policy = \$10,000) TOTAL PROPERTY ENHANCEMENT GRANT APPROVED:							
L	Describe any planned Non-Grant Enhancements:							

5 GRANT PRIORITIES (Section 5.0)				
	Yes	No	Preferred Area?	Notes
A	✓		Downtown Sanger	•
B			Areas where greatest benefit obtained	•
	Yes	No	Preferred Business?	Notes
C			Retail	•
D	✓		Restaurant	•
E	✓		Professional Office	•
F			Sales tax generating business	•
6 ATTACHMENTS / EXHIBITS				
	Yes	No	Item	Notes
A	✓		Ownership documentation	•
B	✓		Photos of existing conditions	•
C		✓	Drawing, renderings, plans of the proposed enhancements	•
D	✓		Written description of the enhancements including building materials and color schemes	•
E	✓		Construction cost estimates from two contractors	•
F	N/A		Copy of the signed lease agreement	• If Applicant is not propertyowner
G	N/A		Written support of the grant application from the owner	• If Applicant is not propertyowner
7 CONTRACTOR INFORMATION				
A	Contractor for:			
	Company Name: <u>White Horse Painting / DEW</u>			
	Contact Person: <u>Isaac Hale</u>		Title: <u>Area Manager / Co Owner</u>	
	Address: <u>P.O. Box 685 Aledo, TX 76008</u>			
	Wk Phone: <u>817-565-3132</u>		Cell: <u>817-565-3132</u> Fax:	
	Email: <u>www.whitehorsepainting.com</u>		Website: <u>www.whitehorsepainting.com</u>	
B	Contractor for:			
	Company Name: <u>The Job Hog</u>			
	Contact Person: <u>James</u>		Title: <u>Owner</u>	
	Address: <u>2321 N. Masch Branch Rd, Ste. 313, Denton, TX 76207</u>			
	Wk Phone: <u>972-626-3104</u>		Cell: <u>972-626-3104</u> Fax:	
	Email: <u>accounting@thejobhog.com</u>		Website: <u>accounting@thejobhog.com</u>	
C	Contractor for: <u>McCain's Construction</u>			
	Company Name: <u>McCain's Construction</u>			
	Contact Person: <u>Brad McCain</u>		Title: <u>Owner</u>	
	Address: <u>14535 Metz Rd, Valley View, TX 75266</u>			
	Wk Phone: <u>940-442-3126</u>		Cell: <u>940-442-3126</u> Fax:	
	Email: <u>handymanmccain@gmail.com</u>		Website: <u>handymanmccain@gmail.com</u>	
D	Contractor for:			
	Company Name:			
	Contact Person:		Title:	
	Address:			
	Wk Phone:		Cell:	
	Email:		Fax:	
			Website:	

8	Applicant / Owner Certifications: In accordance with Resolution 11-14-20 adopting the Property Enhancement Incentives Policy, the undersigned do hereby certify the following:
A	Section 7.1 - Application Accuracy: The information provided in the Application, and all that may have been affixed thereto, is true and correct, and that the City / Board may rely on all of the information therein contained, and all that may have been affixed thereto, as being true and correct.
B	Section 7.2 - Compliance: I (we) certify that I am (we are) solely responsible for all safety conditions and compliance with all safety regulations, building codes, ordinance and other applicable regulations. Neither approval of an Application nor payment of a Property Enhancement Grant upon completion of the project shall constitute approval of the project by any City department, Board Member or Staff or a waiver by the City of any safety regulation, building code, ordinance or other applicable regulation.
C	Section 7.3 - Insurance: I (we) certify that I (we) maintain sufficient insurance coverage for property damage and personal injury liability relating to the project.
D	Section 7.4 - Maintenance: I (we) certify that the Enhancements, once approved by the City shall be maintained for a period of three (3) years from the date of payment. No changes shall be made without prior written approval from the City.
E	Section 7.5 - Discretionary Rights: I (we) certify that I (we) acknowledge that the City has the absolute right of discretion in deciding whether or not to approve a matching Grant relative to the Application, whether or not such discretion is deemed arbitrary or without basis in fact, including the right to approve or disapprove a Grant on terms and conditions that are contrary to the guidelines of this Policy.
F	Section 7.6 - Policy Promotion: I (we) authorize the City to use an approved project to promote the merits of this Policy, including but not limited to displaying a sign at the Property or Business during and within thirty (30) days after construction, and using photographs and descriptions of the project in distribution material, press releases, social media and on the City's website.
G	Section 7.7 - Indemnification: I (we) certify that I am (we are) solely responsible for overseeing the work, and will not seek to hold the City, the Board, and / or their agents, employees, officers, and / or directors liable for any property damage, personal injury, or other loss related in any way to this Policy, and by submission of an Application, agree to indemnify the City, the Board and / or their agents, employees, officers, and / or directors from any claims or damages resulting from the project, including reasonable attorney fees.
9	I (we) hereby affirm the Certifications noted above and approve this Application for Property Enhancement Incentives and the Enhancements Identified herein.

Property Owner	Applicant / Business Representative
Company: <u>The Wilfong Building</u>	Company: <u>The Wilfong Building</u>
Signed: <u>[Signature]</u>	Signed: <u>[Signature]</u>
Name: <u>Robert Cooper</u>	Name: <u>Tammi Cooper</u>
Title: <u>Building Owner</u>	Title: <u>Building Manager/Co-owner</u>
W: <u>940.368.4331</u> C: <u>940.368.4331</u>	W: <u>940.267.2146</u> C: <u>940.367.2446</u>
EM: <u>cooperbob@msn.com</u>	EM: <u>cooper.tammi@gmail.com</u>
Address: <u>400 Bolivar St., Sanger, TX 76266</u>	Address: <u>400 Bolivar St., Sanger, TX 76266</u>

FOR SEDC USE

Application Received Date: _____

Date Approved by the 4B Board: _____

Grant Payment Date: _____ Grant Payment Amount: _____

Description of Proposed Improvements for 400 Bolivar St., Sanger, Tx. 76266

Improvements at this location will include removing and then replacing all rotted wood from front facade around glass windows and entry area. All wood that is currently white will be painted black. (Tricorn Black-Sherwin Williams, paint swatch included with application). All windows on the building will be painted the same black as the new trim work.

The rotted and damaged wood (beams/soffit) under the awning at the top of the building will be replaced and painted Tricorn black as well.

The tarp only will be replaced on the awning over suite #105 entrance (music studio).

The shell of this awning is in tact and in good condition.

All limestone on front and east side of the building will be power washed to remove dirt and scum.

2026 NOTICE OF APPRAISED VALUE

This is NOT a Tax Statement

Item 8.

The appraisal district determines the value of your property. The governing body of each taxing unit in which your property is located decides whether taxes on your property will increase by adopting budgets and tax rates.

DENTON CENTRAL APPRAISAL DISTRICT
 3911 Morse Street
 Denton, TX 76208

Phone: 940-349-3800
 Date of Notice: April 10, 2026
 Protest Deadline: May 15, 2026

Property ID: 58870
Ownership %: 100.000000
Geo ID: SS0024A-000019-0000-0001-0000
DBA: WILFONG BUILDING
Legal: O T SANGER BLK 19 LOT 1(E 50')
Legal Acres: 0.1147
Situs: 400 BOLIVAR ST SANGER 76266-8961
Owner ID: 867320

Property ID: 58870



COOPER, ROBERT SHEPARD
 19 S HIGHLAND DR
 SANGER TX 76266-5780

E-File PIN: 4760
 To file a Protest on this Property go to
<https://www.dentoncad.com>

Dear Property Owner:

We have appraised the property listed above for the tax year 2026. As of January 1, our appraisal is outlined below.

A Breakdown of Your Property's Values

Appraisal Information	Last Year's - 2025	Proposed - 2026
Market Value of Building & Other Structures	693,697	816,886
Market Value of Non Ag/Timber Land	30,000	30,000
Market Value of Ag/Timber Land	0	0
Market Value of Personal Property/Minerals	0	0
Total Market Value	723,697	846,886
Productivity Value of Ag/Timber Land	0	0
Appraised Value	723,697	846,886
Homestead Value Limitation	0	0
Circuit Breaker Value excluding Homesite Value & Special Use	0	0
Net Appraised Value	723,697	846,886
Exemptions (DV - Disabled Vet; DP - Disabled Person; HS - Homestead; OV65 - Over 65)		

Taxing Unit	2026 Exemption	2026 Exemption Amount	2026 Exemption	2026 Exemption Amount	Exemption Amount Change	2026 Taxable	2026 Taxable
DENTON COUNTY		\$0		\$0	\$0	\$723,697	\$846,886
SANGER CITY OF		\$0		\$0	\$0	\$723,697	\$846,886
SANGER ISD		\$0		\$0	\$0	\$723,697	\$846,886

Taxable value is Net Appraised value minus qualified exemptions.

New USPS Mailing Standards: Due to updated USPS processing rules, placing your application, protest, or other documents in a mailbox does not guarantee a postmark for that day. To ensure a timely protest, please mail your documents early or request a hand-stamp at the post office.

**See reverse side for additional information.*



- Free Written Estimates
- Insured For Your Protection
- 3-year Written Warranty

Cell 817-565-3132

www.whitehorsepainting.com

aaron.hale@whitehorsepainting.com

PROPOSAL SUBMITTED TO: Tammi	Proposal # 032326_EXT	HIS	HERS (940) 367-2146
--	---------------------------------	-----	-------------------------------

ADDRESS 400 Bolivar St.	MAPSCO	CITY, STATE, ZIP Sanger TX 76266	DATE 3/20/2028
-----------------------------------	--------	--	--------------------------

LEAD SOURCE Old customer	EMAIL coopertammi@gmail.com	TERRITORY S	AREA MANAGER Isaac Hale
------------------------------------	---------------------------------------	-----------------------	-----------------------------------


Preparation:

<input checked="" type="checkbox"/>	Powerwash areas to be painted
<input checked="" type="checkbox"/>	Repair rotting or broken wood
<input checked="" type="checkbox"/>	Prime areas that need to be primed
<input checked="" type="checkbox"/>	Mask off brick
<input checked="" type="checkbox"/>	
<input checked="" type="checkbox"/>	
<input checked="" type="checkbox"/>	

Application:

<input checked="" type="checkbox"/>	Brush
<input checked="" type="checkbox"/>	Roll
<input checked="" type="checkbox"/>	Spray

Doors:

	Front	Back	Side
	Yes	No	YES
	1		2

Material Specifications:

<input checked="" type="checkbox"/>	Sherwin williams Paints and Primers
<input checked="" type="checkbox"/>	
<input checked="" type="checkbox"/>	

Other:

<input checked="" type="checkbox"/>			
<input checked="" type="checkbox"/>			
<input checked="" type="checkbox"/>			
<input checked="" type="checkbox"/>			

Step 1: Painting

Options	Description:	Labor only
Windows	Paint windows around building Apprimately 38 windows	\$4,700
Facia and soffit	Brown beams and facia and soffit on top of the building to be painted	\$3,500
400 Bolivar St.	Paint store front after wood repairs are completed	\$1,500
Awning	Replace awning	\$1,300

Step 2: Repairs

	Repairs Price
20 16 foot 1x4 / 1x6 hard pine wood to be replaced on 400 bolivar St.	\$1,800
12 pieces of Hard pine or hard wood plywood for front of 400 Bolivar to be replaced	\$1,400
Total	\$4,400
lift Rental	\$1,200

Comments

We hereby propose to furnish material and labor, complete in accordance with above specifications, for the total to be paid as follows: **Due upon completion.**

All material is guaranteed to be as specified. All work to be completed in a workmanlike manner according to standard practices. Any alteration or deviation from above specifications involving extra costs will become an extra charge over and above the estimate. White Horse Painting will do any necessary punch-out only once. This proposal is valid for a 30 day period and may be withdrawn by White Horse Painting at any time without reason or prior notification. ><< READ THE BACK >><

Authorized Signature *Isaac Hale* **TOTAL: \$15,400.00** ← Total h

Office Use Only	The prices, specifications and conditions shown above and on the reverse of this sheet are satisfactory and hereby accepted. You are authorized to do the work as specified. Payment will be made as outlined above and on the reverse.
Check#:	
Amount:	
Dep. Date:	

Signature _____ Date of acceptance _____

Thank you for selecting White Horse Painting to handle your new painting project! We think you'll find you've made a smart, safe, responsible decision.

Getting started (how to proceed):

1. We cannot begin your project without receiving a signed / dated copy of the work proposal we left with you or emailed to you. So take a moment to make sure everything has been listed correctly and send the signed / dated copy back to us by way of email to brad.hale@whitehorsepainting.com.
2. If you have not selected a Sherwin Williams or Pittsburgh paint color or we haven't made special arrangements, it is YOUR RESPONSIBILITY to have your color matches done at Sherwin Williams or Pittsburgh AND to verify that the match is correct prior to the start of work.
3. Note any changes or modifications directly on your proposal, such as: modifications to the scope of work for a particular room, deletion of a room from the work scope, etc.
4. If you have any date-critical events for your project, please include that information on a fax cover sheet so we can work with you to get the work done per your schedule.

Work days (When do we start):

1. Typically, the first day of your project begins at around 9:30 a.m. or so, give or take 10 minutes or so for traffic delays, etc. On subsequent days, the painters may start a little earlier.
2. Usually the crews will work until around 6:00 or 6:30 each day. If you like to have specific times in the evening with your family, please let us know and we'll do our best to honor your wishes.
3. If we are painting an empty interior, the crew may stay as late as 9:00 p.m. or so.

Project Completion / Payment:

1. When your project is complete, feel free to tour the work with the foreman to review what has been done. He will handle any final touch-up issues with you at that time if possible, or, if need be, we will schedule a time for final touch-up that works with your schedule.
2. **Payment is due immediately upon completion of work.** Your White Horse Painting proposal will serve as your invoice. **Absolutely do not send payment by mail.**
3. **All of our supervisors and foremen are authorized to accept payment by check.** All checks should be made payable to **White Horse Painting**. **If you are not able to leave a check with the painting crew, please call us right away so we can make arrangements to pick up your check. Call 817 312-9664**

Work-related costs you will incur:

1. Due to the nature of our painting environment, you will incur higher than normal heating, cooling, and water utility costs. We consider these a side-effect of the painting project and payment of abnormally high utility bills is solely your responsibility.

Exterior plants

We will make reasonable attempts to work around your plantings, bushes, and trees, however you should expect some limb breakage if the shrubs or bushes are close to the house. We have to move large cumbersome ladders in and around these plantings so some will receive damage. Similarly, if you have vines on or around areas that we have to paint, we will pull the vines down, or away from where we have to work to provide you the best possible paint job.

Window blind disclaimer

At White Horse Painting, we are happy to remove and re-install window blinds (not plantation shutters) when painting interior rooms. We consider it part of a professional job. However, we will not be held responsible for broken plastic valance clips, actuator rods, or for the deterioration of any functional aspect of the operation of any window blind we remove and re-install.

Unfortunately, window blinds are somewhat delicate devices that can fall when handled through no fault of our painters. We appreciate your understanding in this matter and apologize for any inconvenience. Feel free to remove and re-install any blinds in the project rooms, if you like. FYI, the valance clips are very difficult to find in retail outlets, but Velcro 'dots' or strips work wonderfully as an alternative.

New Texture In bathrooms

White Horse Painting cannot remove or re-install toilets or toilet tanks for the purpose of applying texture to wall surfaces behind the toilet. We will make every reasonable attempt to apply new texture to this area but there will be some places where texture may be missing completely or it will be inconsistent with the main wall areas. If you feel this to be unacceptable, you will need to make arrangements to have the tank or the toilet removed prior to the start of our work and have it re-installed after we leave.

Bathroom mirrors

We will review each job situation with respect to bathroom mirror removal and advise you about it for texturing purposes. In most cases we would rather leave the mirrors in place, however, if we agree that the mirrors could be removed we will not, under any circumstances, repair or replace any mirror that breaks, is chipped, or has the mirror coating on the back scratched or damaged.

By authorizing us to begin your project, you are thereby indicating that you accept the terms, conditions, and disclaimers listed above.



ESTIMATE #	DATE	EXPIRES
297	03/18/2026	

Title: 400 Bolivar St

CUSTOMER

Tammi Cooper
400, Bolivar Street
Sanger, TX 76266

SERVICE ADDRESS

400, Bolivar Street
Sanger, TX 76266

SUMMARY

This estimate has been prepared based on the current visual scope requested for Tammy's place of business in Sanger, Texas, and is intended to clearly communicate the expected repair and restoration process in a detailed and professional manner.

First Story Wood Rot Replacement, 70% Replacement Allowance	Qty	Cost/Unit	Total
<i>Option A</i>			
First Story Wood Rot Replacement, 70% Replacement Allowance	1	\$6,879.00	\$6,879.00
<p><i>We will remove and replace approximately 70% of the deteriorated wood components located on the first story of the building, based on current visual assessment and the areas showing obvious signs of failure, softness, paint breakdown, swelling, separation, and water-related deterioration. This scope is intended to address the majority of the visibly compromised wood while preserving a limited amount of wood that appears to be sheltered from direct weather exposure and currently shows signs of being potentially salvageable.</i></p> <p><i>This work is expected to include replacement of a substantial portion of the existing 1x4 and 1x6 wood trim boards, along with the deteriorated wood surrounding both front posts on the building. Replacement materials will consist of dried smooth pine in matching or closely corresponding dimensions, installed in a neat and workmanlike manner to restore the appearance and continuity of the existing wood features. All newly installed joints, seams, transitions, and connection points will be properly caulked to help reduce future moisture intrusion and to create a cleaner finished appearance prior to paint.</i></p> <p><i>Because wood rot frequently extends beyond what is visible from the surface, this line item includes a contingency notice for concealed structural framing damage. If deterioration is found in the substrate, support framing, nailers, blocking, or other concealed structural wood behind the trim once demolition begins, any required structural repairs will be reviewed with the customer and priced separately before that additional work is performed.</i></p>			

Subtotal: \$6,879.00



ESTIMATE #	DATE	EXPIRES
297	03/18/2026	

First Story Full Wood Replacement, 100% Replacement Allowance	Qty	Cost/Unit	Total
<i>Option B</i>			
First Story Full Wood Replacement, 100% Replacement Allowance	1	\$10,349.00	\$10,349.00
<p><i>This line item is provided as a full replacement option for all first story wood components, and is intended as an alternative to Line Item 1. This scope would include everything described in Line Item 1, plus the additional estimated 30% of first story wood that may currently appear serviceable, but due to age, paint buildup, hidden moisture retention, and the possibility of concealed deterioration beneath the painted surface, may ultimately be better replaced at the same time for uniformity and long-term performance.</i></p> <p><i>The purpose of this option is to provide the customer with a more complete restoration approach where all first story wood is removed and replaced rather than attempting to preserve portions that may be questionable due to the age and condition of the building materials. This can often provide a more uniform finished appearance, better paint adhesion over time, and a reduced chance of needing spot repairs in the near future after the project has been completed.</i></p> <p><i>All replacement wood under this option will also consist of dried smooth pine, installed to match the existing layout as closely as practical. All seams, butt joints, penetrations, and transitions will be caulked thoroughly in preparation for painting and weather resistance.</i></p> <p><i>Please note that this line item is intended to be an alternative option to Line Item 1 and is not to be added together with Line Item 1.</i></p>			

Subtotal: \$10,349.00

Painting of First Story Wood Replacement	Qty	Cost/Unit	Total
Painting of First Story Wood Replacement	1	\$3,115.00	\$3,115.00
<p><i>Upon completion of the wood replacement work on the first story, we will prepare and paint all newly repaired or replaced wood areas with two full coats of black paint, applied to the customer's satisfaction for coverage, consistency, and overall visual finish. This scope is intended to provide a uniform appearance across the repaired areas and help protect the new wood from exterior exposure.</i></p> <p><i>Painting will include normal brush and roller application methods, or other practical methods as needed based on location and detail. Surfaces will be addressed after caulking and basic prep work have been completed. This line item is intended to cover the painting of the first story wood replacement areas only, and does not include painting unrelated sections unless specifically described elsewhere in this estimate.</i></p>			

Subtotal: \$3,115.00

Painting of Second and Third Story Windows	Qty	Cost/Unit	Total
Painting of Second and Third Story Windows	1	\$5,278.00	\$5,278.00



ESTIMATE #	DATE	EXPIRES
297	03/18/2026	

Painting of Second and Third Story Windows	Qty	Cost/Unit	Total
<p>We will perform preparation and repainting of the second story and third story windows, including a light scraping of loose, flaking, and failing paint where accessible and necessary to promote better adhesion of the new finish. The purpose of this work is to improve the appearance of the upper level windows and help unify the color scheme with the lower level restoration work.</p> <p>After surface preparation, we will apply two coats of black paint to match the intended appearance of the first story wood and surrounding trim. Work will be performed to customer satisfaction within the limitations of existing substrate condition. This line item is for painting and surface prep only and does not include full window replacement, reglazing, sash rebuilding, or specialty historic restoration unless specifically noted elsewhere.</p>			

Subtotal: \$5,278.00

Removal and Replacement of Window Caulking, First Through Third Story	Qty	Cost/Unit	Total
Removal and Replacement of Window Caulking, First Through Third Story	1	\$3,836.00	\$3,836.00
<p>We will remove all visibly aged, cracked, separated, brittle, or failing caulking from around the windows on the first, second, and third stories in the designated work areas. Once the old material has been removed and the surfaces are prepared, we will install new black siliconized caulking from the wood windowsills upward around the window assemblies where needed to create a cleaner finish and improve weather resistance.</p> <p>This line item is intended to address sealant failure that can allow moisture intrusion, staining, air infiltration, and ongoing deterioration around window trim and adjoining wood components. Care will be taken to provide neat, consistent caulk lines where practical. This scope is limited to re-caulking and does not include replacement of hidden flashing systems or correction of internal water infiltration conditions not visible during initial inspection.</p>			

Subtotal: \$3,836.00

Power Washing of White Brick Accent Areas	Qty	Cost/Unit	Total
Power Washing of White Brick Accent Areas	1	\$2,193.00	\$2,193.00
<p>We will power wash the white brick accent areas on the building, including the sections above the windows and the decorative horizontal white brick divider areas used to contrast the darker brick for design purposes. This scope is intended to brighten the appearance of these masonry features and remove as much surface dirt, environmental staining, and buildup as reasonably possible through pressure washing alone.</p> <p>No chemical cleaners will be used under this line item. This is strictly a water-only power washing service, performed to the best achievable result based on the current age and staining condition of the brick. Because no specialty cleaning chemicals, restoration agents, or masonry brighteners are included, final whiteness may vary depending on embedded staining and the porosity of the material.</p>			

Subtotal: \$2,193.00



ESTIMATE #	DATE	EXPIRES
297	03/18/2026	

Demolition and Haul-Off	Qty	Cost/Unit	Total
Demolition and Haul-Off	1	\$1,142.00	\$1,142.00

We will perform the demolition, removal, cleanup, and haul-off of all designated rotten wood, failed caulking, loose deteriorated materials, and related debris generated by the approved scope of work. This line item is intended to clearly separate the labor and disposal cost associated with removing the damaged materials from the installation cost shown in the other repair line items.

Please note that the wood replacement pricing in the other line items does not include demolition and haul-off, which is why this portion is broken out separately for transparency. All debris resulting from the described repair work under this scope will be collected and removed from the jobsite in a professional manner.

Subtotal: \$1,142.00

Interior B-Board Paneling at First Story Window Showcase Areas	Qty	Cost/Unit	Total
Interior B-Board Paneling at First Story Window Showcase Areas	1	\$948.00	\$948.00

This line item includes repairs and repainting of the B-board paneling on the interior side of the first story, specifically in the window showcase areas. We will re-caulk selected cracked joints where needed, scrape away loose and deteriorated paint, and prepare the surface for recoating.

Once prep work is complete, we will apply two coats of flat black paint to improve the appearance and uniformity of these interior-facing display areas. This scope is intended as a cosmetic improvement and minor touch-up restoration of the paneling surfaces and joints. It does not include complete panel replacement unless later found necessary and approved as an additional repair item.

Subtotal: \$948.00

Suite 402, Rotten Wood Repair and Repaint	Qty	Cost/Unit	Total
Suite 402, Rotten Wood Repair and Repaint	1	\$1,837.00	\$1,837.00

This line item applies specifically to Suite 402 and includes repair of rotten or compromised wood components located over and under the door jamb and around the windows. We will address the visibly damaged wood in these localized areas and restore them with appropriate replacement material where needed to improve both appearance and integrity.

After repairs are completed, we will paint the affected areas with two coats of black paint to match the surrounding finish and to the customer's satisfaction. As with other rot-related areas on this project, there is a possibility that concealed damage could exist in the framing or support materials behind the visible surfaces. If additional structural repair is required after opening the area, this would be discussed with the customer as a contingency item before proceeding beyond the approved scope.

Subtotal: \$1,837.00



ESTIMATE #	DATE	EXPIRES
297	03/18/2026	

Third Story 2-Foot Awning Repair and Repaint	Qty	Cost/Unit	Total
Third Story 2-Foot Awning Repair and Repaint	1	\$8,330.00	\$8,330.00

This line item includes repair work to the third story 2-foot awning areas on both sides of the building where bird activity has caused visible damage and deterioration. We will remove and replace the bottom 1x6 cap board where needed, and we will perform sister boarding on damaged framing members at the exposed rafters in order to reinforce and visually restore the affected sections.

After reinforcing the exposed framing, we will cap off the repaired areas in a manner intended to conceal the damaged wood and provide a cleaner finished appearance. Once repairs are complete, we will paint the repaired awning areas on both sides of the building with two coats of black paint to the customer's satisfaction. This line item is intended to address the visible damage and improve the appearance and serviceability of the awning structure, but does not include full structural redesign or complete awning reconstruction unless later determined necessary and approved separately.

Subtotal: \$8,330.00

New Canvas for Metal Skeleton Awning Over Music Suite	Qty	Cost/Unit	Total
New Canvas for Metal Skeleton Awning Over Music Suite	1	\$1,296.00	\$1,296.00

We will furnish and install a new black canvas covering over the existing metal skeleton awning located above the music suite. There is currently nothing in place that requires demolition under this item. The new material will be stretched over the existing framework and fitted to provide a clean and functional finished appearance.

The canvas will be approximately 8 feet by 8 feet prior to trimming, and will be field-cut and fitted as needed to properly conform to the existing awning frame dimensions and shape. This line item includes a plain black canvas only, with no logo, wording, graphics, or printed information. Final trimming and fitting will be performed onsite for proper alignment and presentation.

Subtotal: \$1,296.00

400
 26,487
 402
 1,837.00

Subtotal	\$45,203.00
Tax: Tax (8.25%)	\$0.00
Total	\$45,203.00



ESTIMATE #	DATE	EXPIRES
297	03/18/2026	



EXCLUSIONS

This estimate does **not** include plans, engineering, architectural design, permitting, permit fees, inspections, code upgrades, structural redesign, specialty historical restoration, hidden framing repairs beyond visible scope, window replacement, masonry repair, waterproofing systems, flashing replacement not exposed in normal scope, or any work not specifically described above.

Any concealed structural deterioration, substrate failure, water intrusion damage, framing damage, or fastening issues discovered after demolition begins will be reviewed with the customer and handled only through approval of additional work if needed.



ESTIMATE #	DATE	EXPIRES
297	03/18/2026	

TERMS & CONDITIONS

Important Project Notes:

This proposal is based on visible jobsite conditions at the time of inspection and pricing. This project will **not include plans, permitting, engineering, or design services**. Any concealed damage discovered after demolition, especially structural deterioration hidden behind rotten trim, siding, fascia, window surrounds, or decorative wood components, will be brought to the customer's attention and discussed before proceeding with additional work outside the scope of this estimate. This estimate is intended to provide a thorough outline of the expected work, materials, preparation, and finishing procedures for each area discussed.

APPROVAL

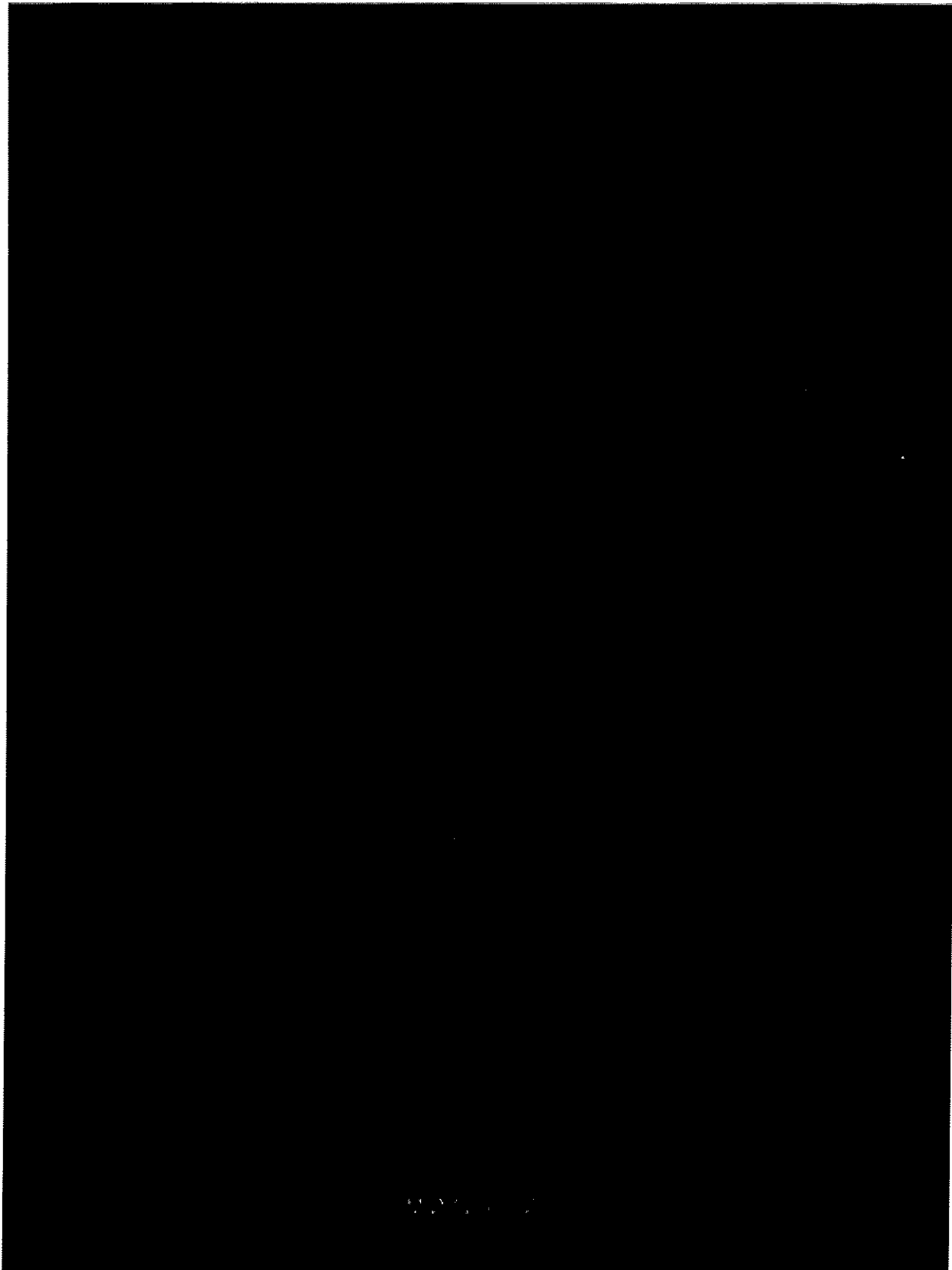
This Estimate has been accepted on _____ by _____

Signature: _____

"Tricorn Black"
Paint Swatch goes
w/ both apps (400¹/₂
402)

"1905 Green" swatch
goes w/ 402 app
only

1905 GREEN



SW 6258
Tricorn Black

251-C1



Item 8.









4B DEVELOPMENT CORPORATION COMMUNICATION

DATE: April 28, 2026

FROM: Shani Bradshaw, Director of Economic Development

AGENDA ITEM: Consideration and possible action on Property Enhancement Incentive application for 402 Bolivar Street.

SUMMARY:

- Owner will be removing and replacing all rotted wood around windows and door frame.
- All repaired wood will be painted black.
- Front doors will be replaced with either a natural finish or painted black.
- Existing gold-colored brick will be painted a deep green.
- Applicant has provided 2 quotes for the façade enhancements.
- Total project investment is \$5,400.
- Requested grant amount is \$2,700.
- Funding is available.

FISCAL INFORMATION:

Budgeted: Yes

Amount: \$60,000

GL Account: NA

RECOMMENDED MOTION OR ACTION:

Staff recommends approval. (RECOMMENDED MOTION) – I move to approve the grant application for 402 Bolivar Street in the amount of \$2,700.

ATTACHMENTS:

- Property Enhancement Incentive Program Application – 402 Bolivar Street

Sanger, Texas

Application for Property Enhancement Incentives

Contact: Shani Bradshaw, Executive Director - (940) 458-2059 - sbradshaw@sangertexas.org

1 PROJECT INFORMATION								
A	Property Address: <u>402 Bolivar St., Sanger, TX 76210</u>							
B	Estimated Begin Work Date: <u>May 1, 2026</u>			Estimated Completion Date: <u>May 15, 2026</u>				
C	Years in business at this location: <u>12 years/owner</u>							
D	Reason for requesting grant: <u>Repair to facade of building/storefront</u>							
2 ELIGIBILITY OF PROPERTY								
	Yes	No	Item	Notes				
A	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Within the City?	•				
B	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Commercially zoned?	•				
C	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Tax Paying entity?	•				
D	<input checked="" type="checkbox"/>	<input type="checkbox"/>	City taxes in good standing?	•				
E	<input checked="" type="checkbox"/>	<input type="checkbox"/>	No City liens existing?	•				
F	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Proof of ownership provided?	•				
G	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Outstanding code violations?	•				
H	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Frequency of Grants OK?	• In accordance with Section 3.1.8				
3 ELIGIBILITY OF BUSINESS								
	Yes	No	Item	Notes				
A	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Business taxes in good standing?	•				
B	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Tax Paying entity?	•				
C	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Continuous operations of 6 months?	• (within the City)				
D	<input checked="" type="checkbox"/>	<input type="checkbox"/>	If not owner, authorization provided?	•				
4			Enhancements	Total Cost	Policy Max 50%	Policy Max \$10,000	Amount Requested	Amount Approved
A			<u>Facade:</u> (Section 4.3) •	<u>5,400</u> \$	50 %	\$10,000	<u>2,700</u> \$	\$
B			<u>Interior Renovation:</u> (Section 4.4) •	\$	50 %	\$10,000	\$	\$
C			<u>Landscaping:</u> (Section 4.5) •	\$	50 %	\$10,000	\$	\$
D			<u>Lighting:</u> (Section 4.6) •	\$	50 %	\$10,000	\$	\$
E			<u>Parking / Driveways:</u> (Section 4.7) •	\$	50 %	\$10,000	\$	\$
F			<u>Pedestrian Amenities:</u> (Section 4.8) •	\$	50 %	\$10,000	\$	\$
G			<u>Signage:</u> (Section 4.9) •	\$	50 %	\$10,000	\$	\$
H			<u>Utilities:</u> (Section 4.10) •	\$	50 %	\$10,000	\$	\$
I			<u>Code Compliance:</u> (Section 4.11) •	\$	50 %	\$10,000	\$	\$
J			<u>Demolition:</u> (Section 4.12) •	\$	50 %	\$10,000	\$	\$
K	(Max. Grant Per Policy = \$10,000) TOTAL PROPERTY ENHANCEMENT GRANT APPROVED:							
L	Describe any planned Non-Grant Enhancements:							

5 GRANT PRIORITIES (Section 5.0)				
	Yes	No	Preferred Area?	Notes
A	✓		Downtown Sanger	•
B			Areas where greatest benefit obtained	•
	Yes	No	Preferred Business?	Notes
C			Retail	•
D			Restaurant	•
E			Professional Office	•
F			Sales tax generating business	•
6 ATTACHMENTS / EXHIBITS				
	Yes	No	Item	Notes
A	✓		Ownership documentation	•
B	✓		Photos of existing conditions	•
C		✓	Drawing, renderings, plans of the proposed enhancements	•
D	✓		Written description of the enhancements including building materials and color schemes	•
E	✓		Construction cost estimates from two contractors	•
F		N/A	Copy of the signed lease agreement	• If Applicant is not propertyowner
G		N/A	Written support of the grant application from the owner	• If Applicant is not propertyowner
7 CONTRACTOR INFORMATION				
A	Contractor for:			
	Company Name: <i>White Horse Painting /DFW - will use this contractor</i>			
	Contact Person: <i>Isaac Hale</i>		Title: <i>Area Manager / Co-Owner</i>	
	Address: <i>P.O. Box 685 Aledo, TX 76008</i>			
	Wk Phone: <i>817.565.3132</i>		Cell:	Fax:
	Email: <i>www.whitehorsepainting.com</i>		Website: <i>www.whitehorsepainting.com</i>	
B	Contractor for:			
	Company Name: <i>The Job Hog</i>			
	Contact Person: <i>James</i>		Title: <i>Owner</i>	
	Address: <i>2321 N. Masch Branch Rd., Ste. 313, Denton, TX 76207</i>			
	Wk Phone: <i>972.626.3104</i>		Cell: <i>972.626.3104</i>	Fax:
	Email: <i>accounting@thejobhog.com</i>		Website: <i>accounting@thejobhog.com</i>	
C	Contractor for:			
	Company Name: <i>McCain's Construction</i>			
	Contact Person: <i>Brad McCain</i>		Title: <i>Owner</i>	
	Address: <i>14535 Metz Rd., Valley View, TX 76266</i>			
	Wk Phone: <i>940.442.3126</i>		Cell: <i>940.442.3126</i>	Fax:
	Email: <i>handymanmccain@gmail.com</i>		Website: <i>handymanmccain@gmail.com</i>	
D	Contractor for:			
	Company Name:			
	Contact Person:		Title:	
	Address:			
	Wk Phone:		Cell:	Fax:
	Email:		Website:	

* 4/22/26 - waiting on revised second quote since contractors did NOT separate the work in the original estimates for 400 Behrars. Should have revised estimates by meeting date.

8	Applicant / Owner Certifications: In accordance with Resolution 11-14-20 adopting the Property Enhancement Incentives Policy, the undersigned do hereby certify the following:
A	Section 7.1 - Application Accuracy: The information provided in the Application, and all that may have been affixed thereto, is true and correct, and that the City / Board may rely on all of the information therein contained, and all that may have been affixed thereto, as being true and correct.
B	Section 7.2 - Compliance: I (we) certify that I am (we are) solely responsible for all safety conditions and compliance with all safety regulations, building codes, ordinance and other applicable regulations. Neither approval of an Application nor payment of a Property Enhancement Grant upon completion of the project shall constitute approval of the project by any City department, Board Member or Staff or a waiver by the City of any safety regulation, building code, ordinance or other applicable regulation.
C	Section 7.3 - Insurance: I (we) certify that I (we) maintain sufficient insurance coverage for property damage and personal injury liability relating to the project.
D	Section 7.4 - Maintenance: I (we) certify that the Enhancements, once approved by the City shall be maintained for a period of three (3) years from the date of payment. No changes shall be made without prior written approval from the City.
E	Section 7.5 - Discretionary Rights: I (we) certify that I (we) acknowledge that the City has the absolute right of discretion in deciding whether or not to approve a matching Grant relative to the Application, whether or not such discretion is deemed arbitrary or without basis in fact, including the right to approve or disapprove a Grant on terms and conditions that are contrary to the guidelines of this Policy.
F	Section 7.6 - Policy Promotion: I (we) authorize the City to use an approved project to promote the merits of this Policy, including but not limited to displaying a sign at the Property or Business during and within thirty (30) days after construction, and using photographs and descriptions of the project in distribution material, press releases, social media and on the City's website.
G	Section 7.7 - Indemnification: I (we) certify that I am (we are) solely responsible for overseeing the work, and will not seek to hold the City, the Board, and / or their agents, employees, officers, and / or directors liable for any property damage, personal injury, or other loss related in any way to this Policy, and by submission of an Application, agree to indemnify the City, the Board and / or their agents, employees, officers, and / or directors from any claims or damages resulting from the project, including reasonable attorney fees.
9	I (we) hereby affirm the Certifications noted above and approve this Application for Property Enhancement Incentives and the Enhancements identified herein.

Property Owner		Applicant / Business Representative	
Company:	The Wilfong Building	Company:	The Wilfong Building
Signed:	<i>Robert Cooper</i>	Signed:	<i>Tammi Cooper</i>
Name:	Robert Cooper	Name:	Tammi Cooper
Title:	Building Owner	Title:	Building Manager/Co-Owner
W:	940.368.4331	W:	940.367.2144
C:	940.368.4331	C:	940.367.2144
EM:	cooperb@msn.com	EM:	cooper tammi@gmail.com
Address:		Address:	

FOR SEDC USE

Application Received Date: _____

Date Approved by the 4B Board: _____

Grant Payment Date: _____ Grant Payment Amount: _____

Description of Proposed Improvements for 402 Bolivar St., Sanger, Tx. 76266

Improvements at this location will include replacing all of the rotted wood around windows and door frame. All wood will be painted black. (Tricorn Black-Sherwin Williams, paint swatch included with application). The front doors will be replaced and will be a natural finish or painted black.

The brick on 402 will be painted a deep green (1905 Green-Magnolia Home, paint swatch included with application). This color will only cover the existing gold colored brick.

(Stops approximately halfway up the building).

2026 NOTICE OF APPRAISED VALUE

This is NOT a Tax Statement


Item 9.

The appraisal district determines the value of your property. The governing body of each taxing unit in which your property is located decides whether taxes on your property will increase by adopting budgets and tax rates.

DENTON CENTRAL APPRAISAL DISTRICT
 3911 Morse Street
 Denton, TX 76208

Phone: 940-349-3800
 Date of Notice: April 10, 2026
 Protest Deadline: May 15, 2026

Property ID: 58864
Ownership %: 100.000000
Geo ID: SS0024A-000019-0000-0000-0002
DBA: SANGER GOLD AND SILVER
Legal: O T SANGER BLK 19 LOT 1(W25' OF E75')
Legal Acres: 0.0574
Situs: 402 BOLIVAR ST SANGER 76266-8961
Owner ID: 867320

Property ID: 58864
 238625 1 AV 0.593*****AUTO**5-DIGIT 76247 5IXS 2 FT 830

 COOPER, ROBERT SHEPARD
 19 S HIGHLAND DR
 SANGER TX 76266-5780



E-File PIN: a76c
 To File a Protest on this Property go to
<https://www.dentoncad.com>

Dear Property Owner:

We have appraised the property listed above for the tax year 2026. As of January 1, our appraisal is outlined below.

A Breakdown of Your Property's Values

Appraisal Information	Last Year's - 2025	Proposed - 2026
Market Value of Building & Other Structures	123,696	278,220
Market Value of Non Ag/Timber Land	15,000	15,000
Market Value of Ag/Timber Land	0	0
Market Value of Personal Property/Minerals	0	0
Total Market Value	138,696	293,220
Productivity Value of Ag/Timber Land	0	0
Appraised Value	138,696	112,313
Homestead Value Limitation	0	0
Circuit Breaker Value excluding Homesite Value & Special Use	45,102	180,907
Net Appraised Value	93,594	112,313
Exemptions (DV - Disabled Vet; DP - Disabled Person; HS - Homestead; OV65 - Over 65)		

Taxing Unit	2025 Exemption	2026 Exemption Amount	2026 Exemption	2026 Exemption Amount	Exemption Amount Change	2025 Taxable	2026 Taxable
DENTON COUNTY		\$0		\$0	\$0	\$93,594	\$112,313
SANGER CITY OF		\$0		\$0	\$0	\$93,594	\$112,313
SANGER ISD		\$0		\$0	\$0	\$93,594	\$112,313

Taxable value is Net Appraised value minus qualified exemptions.

New USPS Mailing Standards: Due to updated USPS processing rules, placing your application, protest, or other documents in a mailbox does not guarantee a postmark for that day. To ensure a timely protest, please mail your documents early or request a hand-stamp at the post office.

*See reverse side for additional information.



- Free Written Estimates
- Insured For Your Protection
- 3-year Written Warranty

Cell 817-565-3132

www.whitehorsepainting.com

aaron.hale@whitehorsepainting.com


PROPOSAL SUBMITTED TO: Tammi	Proposal # 032326_EXT	HIS	HERS (940) 367-2146
--	---------------------------------	-----	-------------------------------

ADDRESS 402 Bolivar St.	MAPSCO	CITY, STATE, ZIP Sanger TX 76266	DATE 3/20/2028
-----------------------------------	--------	--	--------------------------

LEAD SOURCE Old customer	EMAIL coopertammi@gmail.com	TERRITORY S	AREA MANAGER Isaac Hale
------------------------------------	---	-----------------------	-----------------------------------

Preparation:	
<input checked="" type="checkbox"/>	Powerwash areas to be painted
<input checked="" type="checkbox"/>	Repair rotting or broken wood
<input checked="" type="checkbox"/>	Prime areas that need to be primed
<input checked="" type="checkbox"/>	Mask off brick
<input checked="" type="checkbox"/>	
<input checked="" type="checkbox"/>	
<input checked="" type="checkbox"/>	

Application:	
<input checked="" type="checkbox"/>	Brush
<input checked="" type="checkbox"/>	Roll
<input checked="" type="checkbox"/>	Spray

Doors:	Front	Back	Side
	Replace		

Material Specifications:	
<input checked="" type="checkbox"/>	Sherwin williams Paints and Primers
<input checked="" type="checkbox"/>	
<input checked="" type="checkbox"/>	

Other:	
<input checked="" type="checkbox"/>	
<input checked="" type="checkbox"/>	
<input checked="" type="checkbox"/>	
<input checked="" type="checkbox"/>	

Step 1: Painting		
Options	Description:	Labor only
Doors	Installation of doors	\$1,200
Door Cost	Doors are fiberglass. If you want to have custom wood doors they will have to be made and take 4-6 weeks to be done.	\$1,500
Brick painting	Paint the brick at the storefront	\$1,400
Wood	Paint the wood at the storefront	\$650

Step 2: Repairs		Repairs Price
4 16 foot 1x4 /1x6 hard pine to be replaced	\$650	\$650

Comments

We hereby propose to furnish material and labor, complete in accordance with above specifications, for the total to be paid as follows: **Due upon completion.**

All material is guaranteed to be as specified. All work to be completed in a workmanlike manner according to standard practices. Any alteration or deviation from above specifications involving extra costs will become an extra charge over and above the estimate. White Horse Painting will do any necessary punch-out only once. This proposal is valid for a 30 day period and may be withdrawn by White Horse Painting at any time without reason or prior notification. >>> READ THE BACK >>>

Authorized Signature *Isaac Hale* **TOTAL: \$5,400.00** ← Total h

Office Use Only

Check#: _____ The prices, specifications and conditions shown above and on the reverse of this sheet are satisfactory and hereby accepted. You are authorized to do the work as specified. Payment will be made as outlined above and on the reverse.

Amount: _____

Dep. Date: _____ Signature _____ Date of acceptance _____

Thank you for selecting White Horse Painting to handle your new painting project! We think you'll find you've made a smart, safe, responsible decision.

Getting started (how to proceed):

1. We cannot begin your project without receiving a signed / dated copy of the work proposal we left with you or emailed to you. So take a moment to make sure everything has been listed correctly and send the signed / dated copy back to us by way of email to brad.hale@whitehorsepainting.com.
2. If you have not selected a Sherwin Williams or Pittsburgh paint color or we haven't made special arrangements, it is YOUR RESPONSIBILITY to have your color matches done at Sherwin Williams or Pittsburgh AND to verify that the match is correct prior to the start of work.
3. Note any changes or modifications directly on your proposal, such as: modifications to the scope of work for a particular room, deletion of a room from the work scope, etc.
4. If you have any date-critical events for your project, please include that information on a fax cover sheet so we can work with you to get the work done per your schedule.

Work days (When do we start):

1. Typically, the first day of your project begins at around 9:30 a.m. or so, give or take 10 minutes or so for traffic delays, etc. On subsequent days, the painters may start a little earlier.
2. Usually the crews will work until around 6:00 or 6:30 each day. If you like to have specific times in the evening with your family, please let us know and we'll do our best to honor your wishes.
3. If we are painting an empty interior, the crew may stay as late as 9:00 p.m. or so.

Project Completion / Payment:

1. When your project is complete, feel free to tour the work with the foreman to review what has been done. He will handle any final touch-up issues with you at that time if possible, or, if need be, we will schedule a time for final touch-up that works with your schedule.
2. **Payment is due immediately upon completion of work.** Your White Horse Painting proposal will serve as your invoice. **Absolutely do not send payment by mail.**
3. **All of our supervisors and foremen are authorized to accept payment by check.** All checks should be made payable to **White Horse Painting**. **If you are not able to leave a check with the painting crew, please call us right away so we can make arrangements to pick up your check. Call 817 312-9664**

Work-related costs you will incur:

1. Due to the nature of our painting environment, you will incur higher than normal heating, cooling, and water utility costs. We consider these a side-effect of the painting project and payment of abnormally high utility bills is solely your responsibility.

Exterior plants

We will make reasonable attempts to work around your plantings, bushes, and trees, however you should expect some limb breakage if the shrubs or bushes are close to the house. We have to move large cumbersome ladders in and around these plantings so some will receive damage. Similarly, if you have vines on or around areas that we have to paint, we will pull the vines down, or away from where we have to work to provide you the best possible paint job.

Window blind disclaimer

At White Horse Painting, we are happy to remove and re-install window blinds (not plantation shutters) when painting interior rooms. We consider it part of a professional job. However, we will not be held responsible for broken plastic valance clips, actuator rods, or for the deterioration of any functional aspect of the operation of any window blind we remove and re-install.

Unfortunately, window blinds are somewhat delicate devices that can fall when handled through no fault of our painters. We appreciate your understanding in this matter and apologize for any inconvenience. Feel free to remove and re-install any blinds in the project rooms, if you like. FYI, the valance clips are very difficult to find in retail outlets, but Velcro 'dots' or strips work wonderfully as an alternative.

New Texture in bathrooms

White Horse Painting cannot remove or re-install toilets or toilet tanks for the purpose of applying texture to wall surfaces behind the toilet. We will make every reasonable attempt to apply new texture to this area but there will be some places where texture may be missing completely or it will be inconsistent with the main wall areas. If you feel this to be unacceptable, you will need to make arrangements to have the tank or the toilet removed prior to the start of our work and have it re-installed after we leave.

Bathroom mirrors

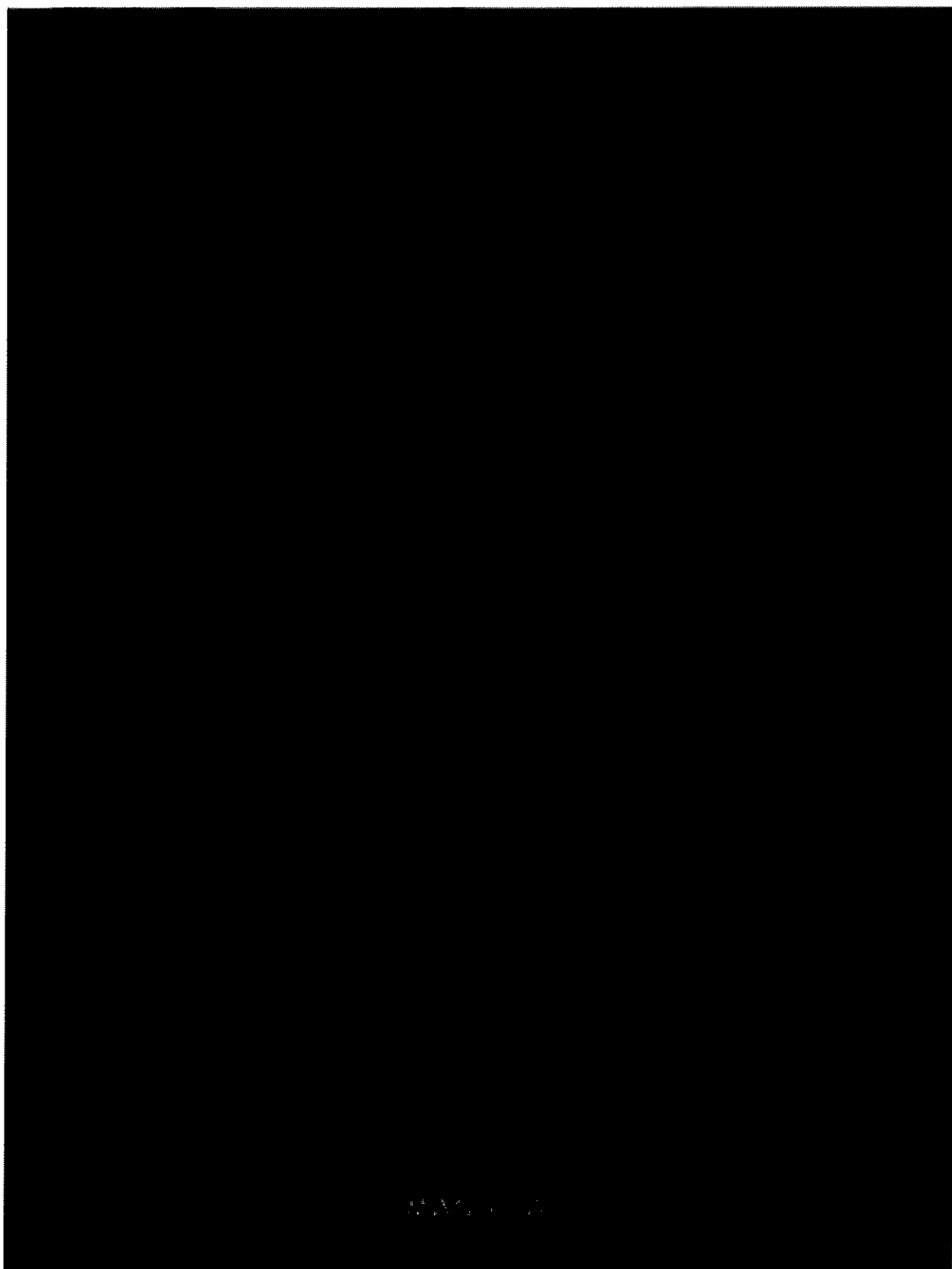
We will review each job situation with respect to bathroom mirror removal and advise you about it for texturing purposes. In most cases we would rather leave the mirrors in place, however, if we agree that the mirrors could be removed we will not, under any circumstances, repair or replace any mirror that breaks, is chipped, or has the mirror coating on the back scratched or damaged.

By authorizing us to begin your project, you are thereby indicating that you accept the terms, conditions, and disclaimers listed above.

"Tricorn Black"
Paint Swatch goes
w/ both apps (400¹/₂
402)

"1905 Green" swatch
goes w/ 402 app
only

1905 GREEN







4B DEVELOPMENT CORPORATION BOARD COMMUNICATION

DATE: April 28, 2026
FROM: Shani Bradshaw, Director of Economic Development
AGENDA ITEM: Financial Reports.

SUMMARY:

- Financial Report for the period ending February 28, 2026.
- Sales Tax collections for March 31, 2026.

FISCAL INFORMATION:

Budgeted: NA Amount: NA GL Account: NA

RECOMMENDED MOTION OR ACTION:

NA

ATTACHMENTS:

- Monthly Financial Report – February 28, 2026.
- Sales Tax Report – March 31, 2026

Sanger Texas Development Corporation
Fund 4B
February 28, 2026

	Budget	Actual	Percent of Budget
Revenue			
Sales Tax	962,500	444,599	46%
Interest Income	44,000	23,541	54%
Grants			
Total Revenue	<u>1,006,500</u>	<u>468,139</u>	<u>47%</u>
Expenditures			
Salaries and Benefits	123,500	48,978	40%
Transfers	195,000	195,000	100%
Supplies and Materials	62,000	12,380	20%
Maintenance and Operation	1,900	309	16%
Contract Services	51,000	44,038	86%
Utilities	-	105	#DIV/0!
Grant Expenses	1,060,000	1,000,000	94%
Capital Outlay	-		
Total Expenditures	<u>1,493,400</u>	<u>1,300,808</u>	<u>87%</u>
Revenues Over Expenditures	<u>(486,900)</u>	<u>(832,669)</u>	
Cash in Bank - Checking			215,810
Certificate of Deposit			314,273
Claim on Cash			<u>2,068,049</u>
Total Cash			<u>2,598,132</u>

Sales Tax Report - March 2026

Month	2021-2022	Total	2022-2023	Total	2023-2024	Total	2024-2025	Total	2025-2026	Total
October	50,303	55,222	65,621	65,621	84,045	84,045	67,307	67,307	76,566	76,566
November	55,222	105,525	61,751	127,372	72,499	156,544	76,909	144,216	81,754	158,319
December	48,145	153,670	72,220	199,591	62,317	218,861	71,117	215,333	88,514	246,834
January	56,155	209,825	61,974	261,565	78,147	297,009	76,821	292,154	91,371	338,204
February	76,753	286,579	71,749	333,314	69,257	366,266	96,830	388,984	106,394	444,599
March	57,471	344,049	52,565	385,879	61,032	427,298	60,873	449,857	77,689	522,288
April	44,446	388,495	54,627	440,506	45,186	472,483	59,146	509,003		
May	64,395	452,890	67,275	507,780	67,969	540,452	69,680	578,683		
June	65,968	518,858	60,186	567,966	73,838	614,290	71,869	650,552		
July	56,987	575,845	61,729	629,695	68,028	682,319	70,915	721,467		
August	68,209	644,054	62,807	692,502	72,940	755,259	81,656	803,123		
September	51,911	695,965	63,730	756,232	70,492	825,750	92,493	895,615		
TOTAL	695,965	695,965	756,232	756,232	825,750	825,750	895,615	895,615	522,288	522,288
BUDGET	600,000	95,965	800,000	(43,768)	875,000	(49,250)	962,500	(66,885)	962,500	

Sales Tax Collection	Mar-26		
	Actual	Actual	%
	2026	2025	Change
	\$ 77,689	\$ 60,873	28%

