



AGENDA
WATAUGA ECONOMIC DEVELOPMENT CORPORATION
REGULAR MEETING
7105 WHITLEY ROAD, WATAUGA, TEXAS 76148
TUESDAY, APRIL 21, 2026
7:15 PM

CALL TO ORDER

ROLL CALL

ANNOUNCEMENTS

PRESENTATIONS

1. Presentation of a proclamation to Cotton Patch Cafe in recognition of their 25 year milestone anniversary.
2. Presentation of a proclamation to Dollar Tree in recognition of their 25 year milestone anniversary.
3. Presentation of a proclamation to Petco in recognition of their 25 year milestone anniversary.
4. Presentation of a proclamation to Sports Clips in recognition of their 25 year milestone anniversary.
5. Presentation of a proclamation to Prolific Butcher in recognition of their donation for the Denim and Diamonds Gift Basket.
6. Presentation and Update from Retail Coach.
7. Presentation on the Capp Smith Park Food Truck Park design.
Timothy Hamilton, Parks and Community Services Director

PUBLIC COMMENT

If speaking for an organization or group, the speaker should identify the group represented. If speaking during Public Comment (for matters not posted on that particular meeting's agenda), members of the Watauga Economic Development Corporation, and Staff may only provide a statement of factual information in response to the inquiry or recite existing policy in response (e.g., to correct a factual misstatement made by the citizen or provide factual information requested by the citizen). Any deliberation of or decision about the subject of the inquiry shall be limited to a proposal to place the subject on the agenda for a future meeting. If necessary, the Chair will task the City Manager to respond to the citizen and report back to the WEDC as soon as practicable. Such report to the WEDC shall not constitute a meeting called by WEDC nor shall it constitute deliberation or formal action. Individual citizens addressing the WEDC during Public Comment shall not exceed three (3) minutes in their comments; however, the Chair may extend or reduce the speaker's allotted time in order to conduct an efficient and effective public meeting. The time allotted shall not be donated to others desiring to speak. Public Comment is not established to engage in a conversation with the WEDC and no formal action will be taken.

PUBLIC TESTIMONY FOR ACTION ITEMS This is an opportunity for citizens to address the Council on current agenda action items (excludes presentations and reports). Only those persons who have submitted a proper "Request to Speak Form" will be allowed to speak. Citizens will be required to state their name and address for the record. They have up to 3 minutes to speak, and their comments must be germane to the item. If speaking for an organization or group, the speaker should identify the group represented. Council members may ask questions or discuss the item with the citizens directly.

REPORTS FROM STAFF

CONSENT AGENDA All the items on the consent agenda are considered to be self-explanatory by the Commission and will be enacted with one motion, one second, and one vote. There will be no separate discussion of these items. Any member wishing to pull an item may do so.

1. Consider approval of the Minutes for the February 17, 2026, WEDC meeting.
2. Consider approval of the Minutes for the March 24, 2026, WEDC workshop.
3. Consider approval of the Monthly Financial Report for the period ending February 28, 2026.
4. Consider approval of a resolution updating the Business Anniversary Policy to incorporate other recognition for Watauga businesses

PUBLIC HEARINGS

ACTION ITEMS

1. Consider approval and authorize the Executive Director to execute the professional services agreement between the Watauga Economic Development Corporation and The Retail Coach, LLC for the completion of a Comprehensive Retail Recruitment and Development Plan. This will be the seventh term of the contractual engagement with The Retail Coach, LLC.

Sandra Gibson, City Manager

2. Consider updates to the WEDC Strategic Plan as discussed at the Strategic Planning Workshop on March 24, 2026

Sandra Gibson, City Manager

EXECUTIVE SESSION The WEDC will recess its open meeting and reconvene in executive session to discuss the following items pursuant to the below referenced section(s) of the Texas Government Code:

RECONVENE The WEDC will return to open session in the City Council Chamber for possible discussion and action as a result of the Executive Session.

ITEMS OF EXECUTIVE SESSION DELIBERATION:

ITEMS FOR FUTURE AGENDAS

ADJOURNMENT

Meeting Notices and Reservation of Rights

The Watauga Economic Development Corporation Board of Directors may retire to executive session any time between the meeting's opening and adjournment for the purpose of consultation with legal counsel pursuant to Chapter 551.071 of the Texas Government Code; discussion of personnel matters pursuant to Chapter 551.074 of the Texas Government Code if the requisite information is otherwise posted; deliberation regarding real property pursuant to Chapter 551.072 of the Texas Government Code; deliberation regarding economic development negotiations pursuant to Chapter 551.087 of the Texas Government Code; and/or deliberation regarding the deployment, or specific occasions for implementation of security personnel or devices pursuant to Chapter 551.076 of the Texas Government Code (as applicable) when determined necessary by the [City Council/Board/Commission/Committee] to address a subject matter on the agenda. Action, if any, will be taken in open session.

Attendance by Other Elected or Appointed Officials: It is anticipated that members of other governmental bodies, and/or city council, boards, commissions and/or committees may attend the meeting in numbers that may constitute a quorum of the body, board, commission and/or committee. Notice is hereby given that the meeting, to the extent required by law, is also noticed as a possible meeting of the other body, board, commission and/or committee, whose members may be in attendance, if such numbers constitute a quorum. The members of the city council, boards, commissions and/or committees may be permitted to participate in discussions on the same items listed on the agenda which occur at the meeting, but no action will be taken by such in attendance unless such item and action is specifically provided for on an agenda for that city council, body, board, commission or committee subject to the Texas Open Meetings Act.

NOTICE

THIS FACILITY IS WHEELCHAIR ACCESSIBLE AND ACCESSIBLE PARKING SPACES ARE AVAILABLE. REQUESTS FOR ACCOMMODATIONS OR INTERPRETIVE SERVICES MUST BE MADE 48 HOURS PRIOR TO THIS MEETING. PLEASE CONTACT THE CITY SECRETARY'S OFFICE AT (817) 514-5825, OR FAX (817) 514-3625.

I, Linda Proskey, City Secretary for the City of Watauga, hereby certify that this agenda was posted on the bulletin boards at City Hall, 7105 Whitley Road, Watauga, Texas, on April 13, 2026, before 5:00 p.m., in accordance with Chapter 551 of the Texas Government Code.

/S/ Linda Proskey
City Secretary





RETAIL RECRUITMENT & DEVELOPMENT STRATEGY

Watauga, Texas





Keith Rinehart
Project Manager
The Retail Coach



The**Retail**Coach®



Aaron Farmer
President / Partner
The Retail Coach



The Retail Coach
– Your Watauga Recruitment Team

The Retail Coach

– How We Can Help You Grow Your Economy



- 1. ANALYZING THE MARKET:** Market-specific data will be gathered to determine retail trade areas, quantify demand, and identify new retail opportunities.
- 2. DETERMINING RETAIL OPPORTUNITIES:** Consumer retail demand for 70 retail categories will be quantified to aid in identifying retail recruitment targets.
- 3. PROMOTION, MARKETING & BRANDING:** Accurate and current market information, along with available site information, tailored to retailers and developers, will be provided in multiple marketing pieces.
- 4. IDENTIFY:**
 - ✓ **Retailers For Recruitment:** Current market data and retailer-specific location requirements will be used to target a mix of retailers that "fit" the community.
 - ✓ **Brokers & Developers For Recruitment:** Proactive recruitment through personal calls, electronic messaging, and networking at industry conferences is the primary measure of success.
 - ✓ **Development & Redevelopment Opportunities:** A databank of key vacancies & sites, plus development and redevelopment opportunities, will be created and used in the recruitment process.
- 5. DOWNTOWN REVITALIZATION:** Expanding and retaining downtown small businesses is critical to striking a healthy retail balance of national brands and small businesses.
- 6. COACHING & ONGOING SUPPORT:** Retail support to address questions and/or new ideas and opportunities following the project is key to assuring continued retail growth and development.



GOALS, ACCOMPLISHMENTS, & AREAS FOR GROWTH

Watauga, Texas

Goals Established

– *WEDC Meeting (June 2025)*



- 1. Internal / External Communication and Building Relationships**
- 2. Broker Outreach Campaign**
- 3. Focus on Business Recruitment**
- 4. Focus on Redevelopment / Revitalization**
- 5. Trade Show Representation**
- 6. Identify / Address Areas for Growth**



Areas for Growth & Accomplishments

– July 2025 to the present



COMMUNICATIONS, RECRUITMENT, & TRANSPARENCY:

- **Internal Communication:**
 - ✓ *Monthly Update (In-Person and Written)*
 - ✓ *Email Updates*
- **Airtable – Project Management**
- **Business Recruitment:**
 - ✓ *Recruitment list has increased from 38 to **134+**.*
 - ✓ *The Retail Coach reaches out to retailers once a month (4-5 weeks) and follows up as applicable.*
- **Marketing Materials:** *Retail Trade Area, Retail Market Profile, Demographics, Psychographic Profile, Retail Demand Outlook*
- **Tour of Watauga** – Staff provided a tour of Watauga.
- **Self-Initiated Tour of Watauga**

LIST OF AVAILABLE PROPERTIES

NEWS MEDIA PRESENCE: Community Impact News

CREATE MARKETING FLYERS FOR WEDC PROPERTIES

EXPANDING THE WATAUGA BRAND: Promoting / Marketing Watauga with Brokers and Site Selectors on a daily/weekly basis during recruitment. Representing Watauga at Retail Recruitment Conferences.

WEBSITE:

- **The Retail Coach** – [Retail 360](#)
- **Watauga EDC** – www.cowtxedc.org

GUIDANCE, CONSULTING & COACHING: Economic Development is Business Retention, Business Recruitment, New Development, Re-Development, and Communication.

****NOTE:** This was a collaborative list developed by the City of Watauga, Watauga EDC, and The Retail Coach to identify areas for growth and enhancement.



Consulting, Coaching, & Support

– *Watauga, Texas*



Honesty in the Best Policy: Tell you what you need to hear, not what you want to hear.

Be WATAUGA!

Relentless Forward Progress *(Don't sit down, just keep moving forward!)*

- The concept of making steady and continuous progress towards a goal, regardless of the challenges encountered.
- The importance of persistence and determination in achieving long-term objectives.
- Small, consistent steps can lead to significant results over time.



****FACT:** *Retail Recruitment is a Process, Not an Event.*

Consulting, Coaching, & Support

– Watauga, Texas



Economic Development Best Practices:

- **Keep the WEDC Website Updated, Current & Engaging**
- **Redevelopment / Revitalization**
- **S.W.O.T. Analysis:**
 - ✓ **Strengths, Weaknesses, Opportunities, Threats**
 - ✓ *Establish A Plan / Strategy and Move Forward!*
- **Paint an Accurate Picture of Watauga:**
 - ✓ *Retail Trade Area and Retail Market Profile*
 - ✓ *Traffic Counts, New Residential Developments*
- **Self-Recruitment of Businesses**
- **Five Pillars of Economic Development:**
 - ✓ *Business Retention, Business Recruitment, New Development, Re-Development, and Communication.*
- **Self-Promotion:**
 - ✓ *Participate, Exhibit, Be Seen, and Follow Up!*
 - ✓ *Host a “Local Business Forum”, “State of the City”, and/or “State of Economic Development.”*
 - ✓ *Host Quarterly Meetings / Roundtables with Developers, Brokers, and Landowners.*



REDEVELOPMENT & REVITALIZATION

Watauga, Texas

Focus on Redevelopment/Revitalization

– Watauga, Texas



Redevelopment (definition): *Redevelopment refers to the act or process of developing something again or differently, often involving the renovation of existing structures or areas. It can include constructing new buildings, changing land uses, and revitalizing urban spaces. This process aims to improve the physical, economic, and social fabric of an area, often focusing on blighted or underutilized regions.*

1. Seeing Your Community Through the Eyes of a Retailer:

Retailers evaluating new markets often form their first impressions as they enter a community. Redevelopment is the key to opening new retail development opportunities in Watauga.

2. Identifying Opportunities for Transformation:

Community leaders, economic development organizations, and local stakeholders should collaborate to identify these underutilized areas/

properties and begin brainstorming new possibilities. Here are some areas to consider:

- ✓ Rufe Snow (Watauga Rd. to Bursey Rd)
- ✓ Southern Highway 377 (south of Hightower Rd)
- ✓ Watauga Road

3. Engaging Property Owners:

Communities should proactively reach out to property owners or their leasing representatives to discuss long-term opportunities. Establishing open communication with property owners is a critical step towards bringing new life to underutilized retail spaces.

****FACT:** *Redevelopment is very hard and takes time, but it is worth it!*



Focus on Redevelopment/Revitalization – Watauga, Texas



New Development Opportunity

Corner Lot



Property Information

Located along one of the community's most active commercial corridors, 5650 Watauga Road offers a prime opportunity for retail, restaurant, entertainment, or hospitality concepts seeking strong visibility and steady consumer traffic. The property sits within an established mix of shopping, dining, and service destinations, drawing consistent activity from nearby neighborhoods, schools, and commuter routes. With its strategic location and proximity to major connectors like Denton Highway (US-377), the site is well-suited for destination dining, boutique retail, specialty services, or an engaging entertainment use.

Space Available

±1.63

Traffic Counts (AADT)

Watauga Road: 15,819
US - 377: 38,748



Population	Community	Retail Trade Area
2020	23,650	189,438
2025	23,287	196,230
2030	23,454	203,212

Income	Community	Retail Trade Area
Average HH	\$103,705	\$130,339
Median HH	\$90,269	\$99,117
Per Capita	\$36,051	\$44,813

Age	Community	Retail Trade Area
Median Age	37.38	36.32
Average Age	38.20	36.75

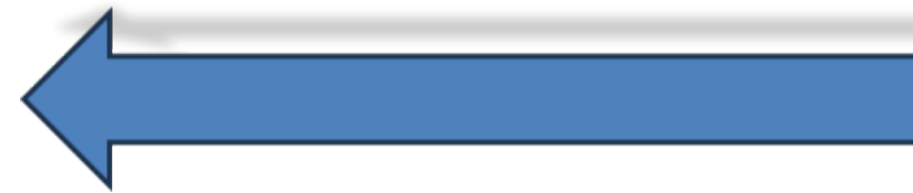


Contact

Lorenza Zavala
City of Watauga
Economic Development Specialist
817.514.5725
LZavala@WataugaTX.org

Aaron Farmer
The Retail Coach, LLC, President
662.844.2155
AFarmer@TheRetailCoach.com

www.WataugaTX.org



The Retail Coach created marketing flyers to promote WEDC/City properties along Watauga Road to help with the redevelopment in the southern sector.



New Development Opportunity

City Owned Land Available



Property Information

The City-owned property at 6200 Watauga Road sits in a highly visible, high-traffic corridor that makes it exceptionally well-suited for retail, restaurant, entertainment, or hospitality development. Surrounded by established neighborhoods, schools, and thriving commercial activity, positions it as a prime destination for concepts seeking convenience, visibility, and market reach.

With strong surrounding demographics and a community that actively supports local amenities this site stands out as an ideal setting for standout commercial destinations.

Space Available

±3.25

Traffic Counts (AADT)

Watauga Road: 15,462
Rufe Snow Drive: 21,837



Population	Community	Retail Trade Area
2020	23,650	189,438
2025	23,287	196,230
2030	23,454	203,212

Income	Community	Retail Trade Area
Average HH	\$103,705	\$130,339
Median HH	\$90,269	\$99,117
Per Capita	\$36,051	\$44,813

Age	Community	Retail Trade Area
Median Age	37.38	36.32
Average Age	38.20	36.75



Contact

Lorenza Zavala
City of Watauga
Economic Development Specialist
817.514.5725
LZavala@WataugaTX.org

Aaron Farmer
The Retail Coach, LLC, President
662.844.2155
AFarmer@TheRetailCoach.com

www.WataugaTX.org



RETAIL RECRUITMENT & BUILDING RELATIONSHIPS

Watauga, Texas

Broker Outreach Campaign

– Watauga, Texas



- ✓ The Retail Coach has developed a **Commercial Real Estate (Broker) Outreach Campaign** focused on increasing awareness of site opportunities in Watauga and the community as a whole. The goal is to use this outreach to promote Watauga in a positive light, to put Watauga in their current vernacular, and keep Watauga fresh in their minds.
- ✓ The Retail Coach contacted several commercial real estate groups to discuss and look at Watauga as a viable and growing market for expansion in the D/FW area.
- ✓ Building relationships/communicating with brokers is key to successful business recruitment and redevelopment.



****FACT:** For many retailers, brokers are the “gatekeepers” and the first stop for retail recruitment.



Trade Show Representation

– Watauga, Texas



The Retail Coach represented the City of Watauga/WEDC at the following recruitment events:

- **Retail Live – Austin** (September 4, 2025)
- **ICSC Red River – San Antonio** (February 17–18, 2026).



✓ *The Retail Coach represented Watauga at the ICSC Red River event and spoke to 17 businesses and/or brokers on Watauga’s behalf.*

- **ICSC – Las Vegas** (May 18 – 20, 2026)



Retail Recruitment Conference – FACTS:

- ✓ *You never know which handshake or conversation will change your community. Building relationships helps turn “hope” and “wishes” into real opportunities.*
- ✓ *Following up with that business, broker, or site selector after the event is the most important thing you can do.*



Focus on Business Recruitment

– Watauga, Texas



- **Casting a Wide Net for Recruitment** *(Daily / Weekly)*
 - ✓ Seeking Input / Ideas from Staff
 - ✓ Increased from 38 to **134+** (since July 2025)
 - ✓ Constant Review, Research, and Vetting
 - ✓ Establish relationships with Brokers, Site Selectors, and Directors of Real Estate.
- **Review and Update Contact List** *(Monthly)*
 - ✓ Brokers, Site Selectors, Directors of Real Estate
- **Review and Update Available Sites** *(Monthly)*
 - ✓ Review Commercial RE Sites
- **Targeted Outreach vs Generic Outreach** *(Monthly)*
 - ✓ Send sites that match the criteria.
 - ✓ Outreach to growing businesses.
 - ✓ Outreach to brokers of multiple tenant representation.
- **Painting an Accurate Picture of Watauga:** Tell your story.



Focus on Business Recruitment

– Watauga, Texas



Things We Can't Control:

- **Instant Gratification**
- **Available Properties**
 - *Class (Level / Quality) of Properties and Location*
 - *Cost / Selling Price*
 - *2nd Generation vs New Build*
- **Cost of Construction**
- **Land / Property Owners' Actions**
- **Negotiation Process / Closing the Deal**



The**Retail**Coach[®]

Top 10 Site Selection Criteria:

1. *Availability of land & properties*
2. *Construction costs*
3. *Highway accessibility*
4. *Proximity to major markets*
5. *Availability of skilled labor*
6. *Labor costs*
7. *Energy availability and costs*
8. *Availability of telecommunications services*
9. *Tax exemptions*
10. *State and local incentives*

- **Interest and Responses from Brokers / Site Selectors / Directors of Real Estate**
 - *Some don't communicate or respond.*
 - *Not Expanding, Tariffs, Not Interested, Not Part of Future Growth Plans, Etc.*



Focus on Business Recruitment

– *Watauga, Texas*



Recruitment Activity as of Today:

- **134+** – Recruitment List (current)
 - 38 - *Recruitment List in July 2025*
- **87** – Contacted – Awaiting Response
- **2** – Interested
- **2** – Ongoing Conversations
- **7** – Reviewing Sites
- **6** – Need Franchisee
- **1** – On Hold
- **3** – Potential New / Investigating
- **3** – Opened / Letter of Intent
- **30** – Not Right Now (*Not a Bad Thing...*)



PAINTING AN ACCURATE PICTURE

Watauga, Texas

Painting an Accurate Picture

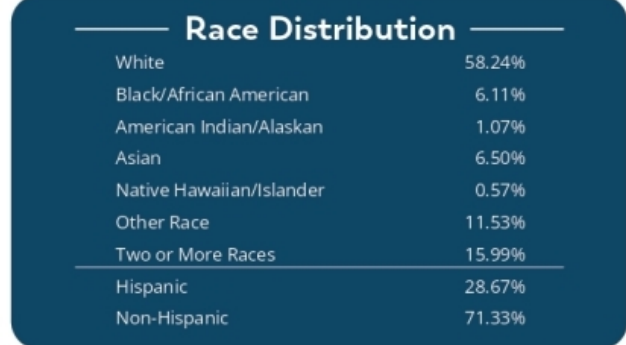
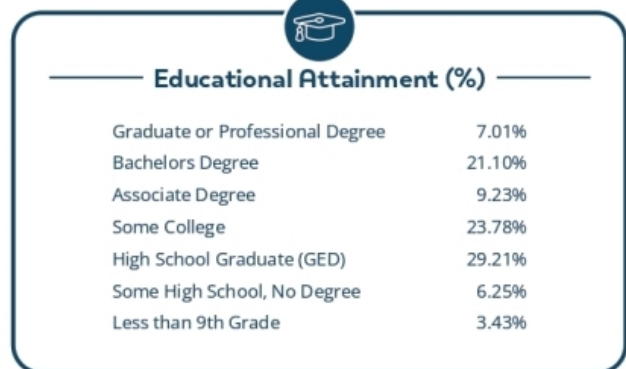
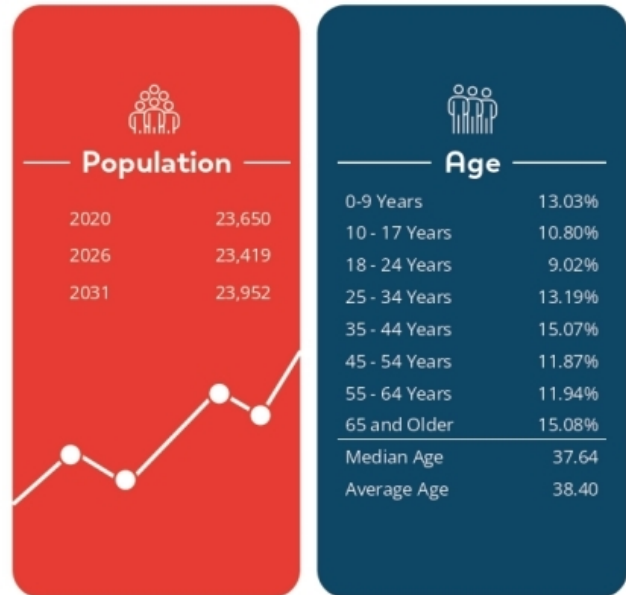
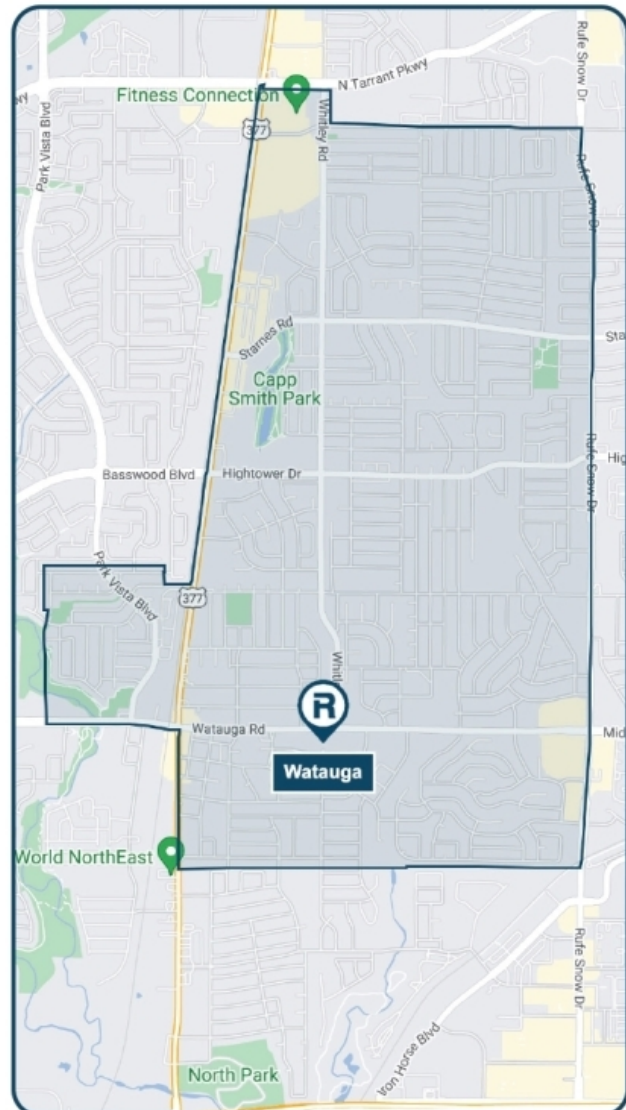
– Retail Market Profile (Watauga)



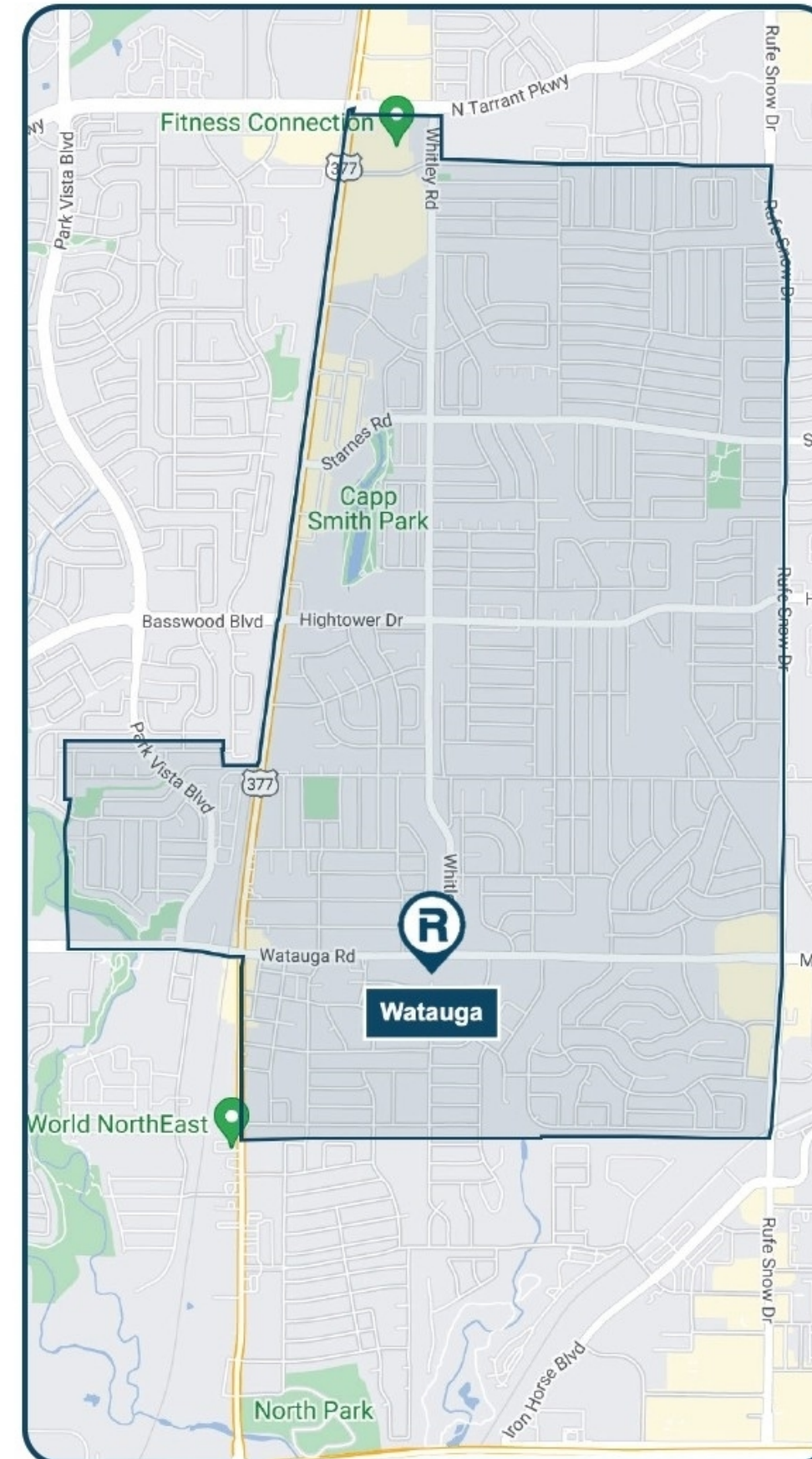
Community — Watauga, Texas

RETAIL MARKET PROFILE

Lorenza Zavala
 City of Watauga
 Economic Development Specialist
 817.514.5725
 LZavala@WataugaTX.org
 www.WataugaTX.org



2026
Watauga
Population:
23,419



Painting an Accurate Picture

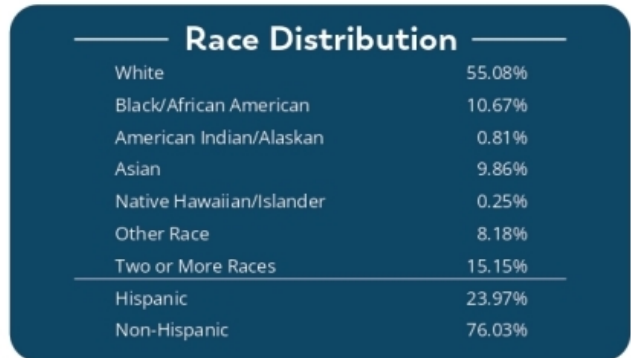
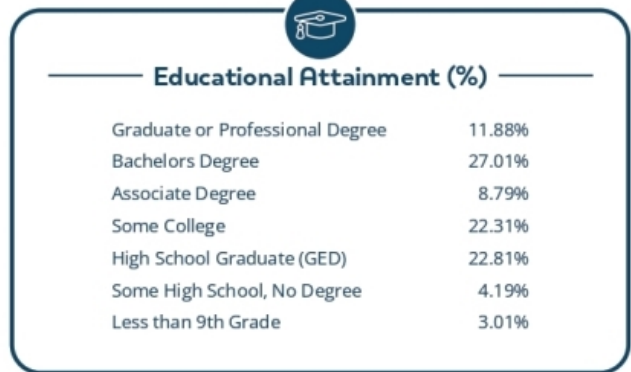
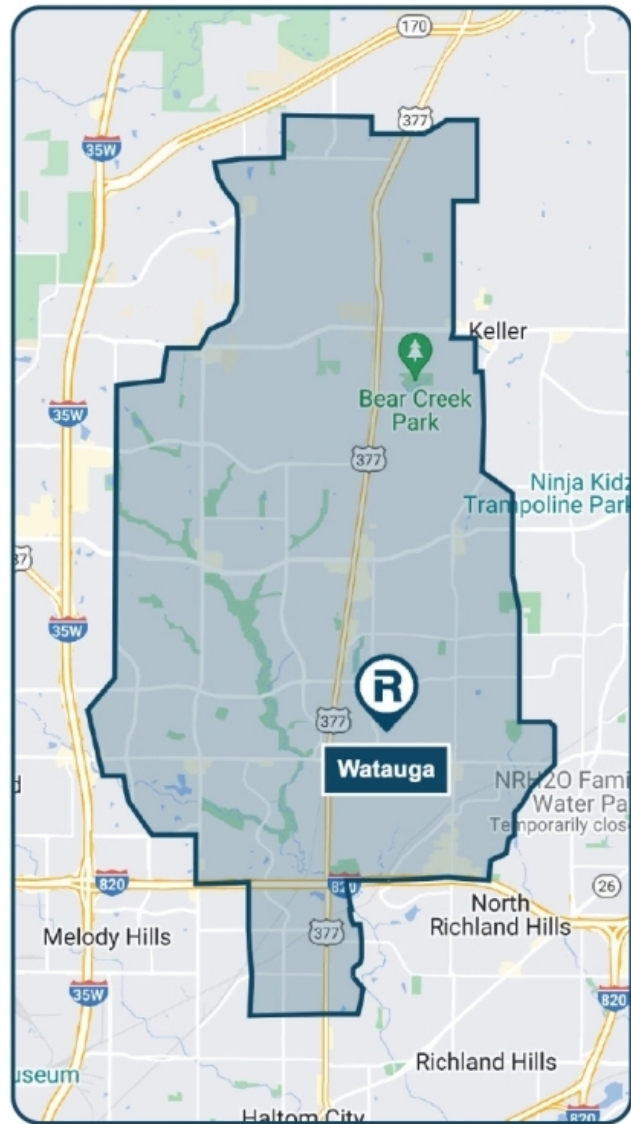
– Retail Trade Area (Where They Come From)



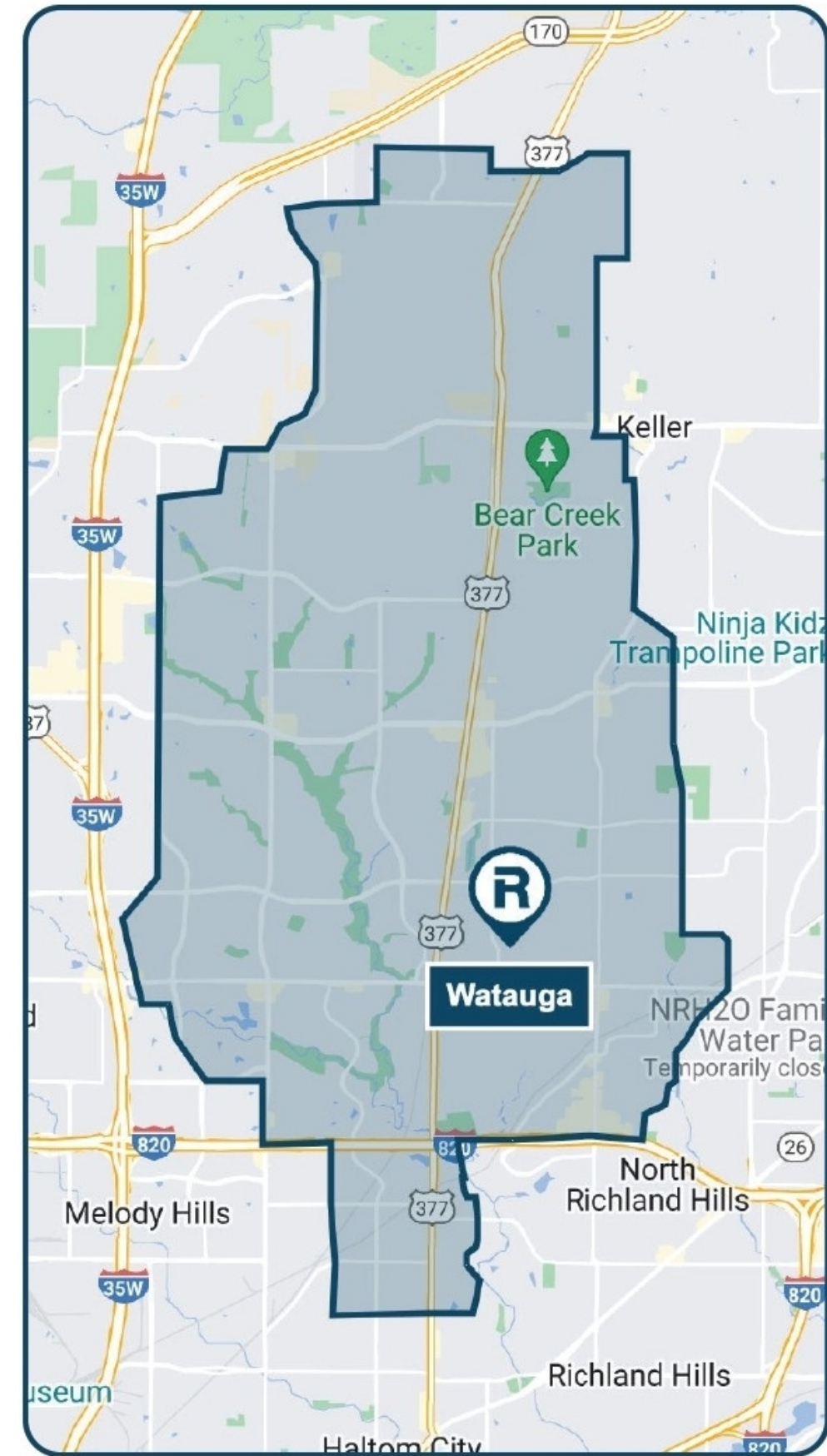
Primary Retail Trade Area — Watauga, Texas

RETAIL MARKET PROFILE

Lorenza Zavala
 City of Watauga
 Economic Development Specialist
 817.514.5725
 LZavala@WataugaTX.org
 www.WataugaTX.org

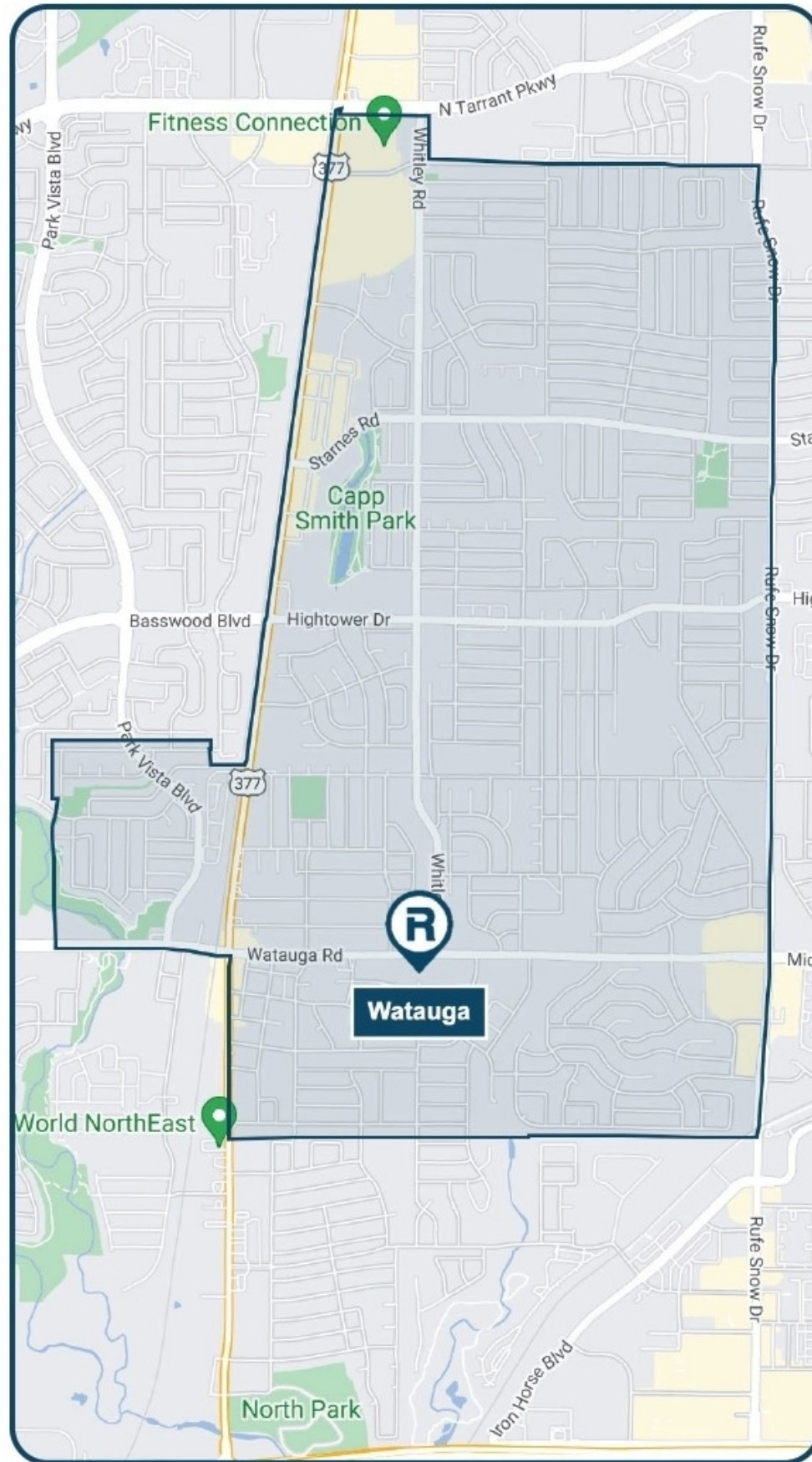


2026
Trade Area
Population:
199,442



Painting an Accurate Picture

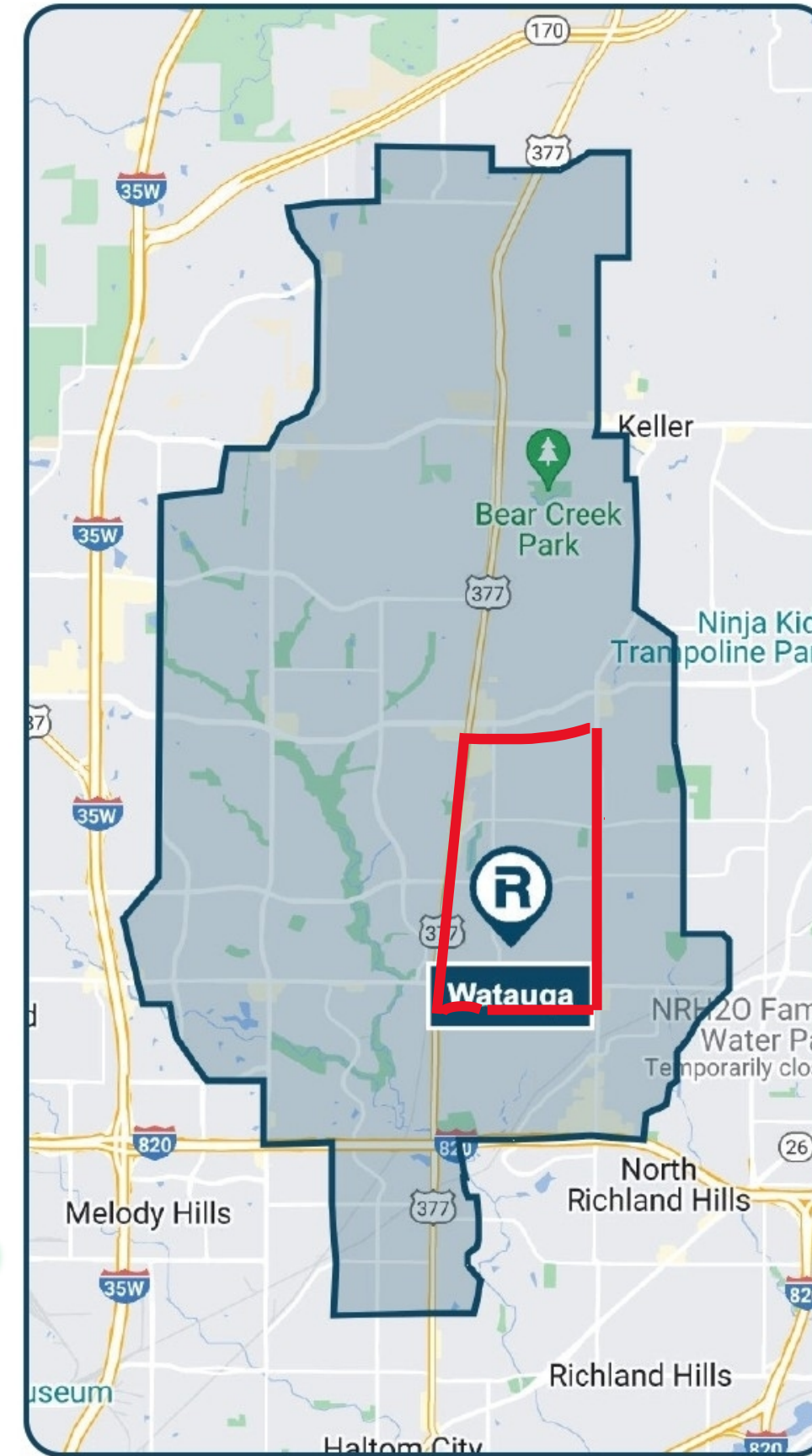
– Retail Market Profile vs. Retail Trade Area



**2026
Watauga
Population:**
← **23,419**

VS.

**2026
Trade Area
Population:**
199,442 →



Painting an Accurate Picture

– Traffic Count Survey (24-hours)



28,163 (North Bound on Denton Hwy)

6,052 (East Bound on Bursey Rd.)

30,298 (North Bound on Denton Hwy)

2,754 (East Bound on Starnes)

35,879 (North Bound on Denton Hwy)

6,443 (East Bound on Hightower)

41,094 (North Bound on Denton Hwy)

15,705 (East Bound on Watauga Rd)

12,625 (North Bound on Rufe Snow)

5,919 (West Bound on Bursey)

12,715 (North Bound on Rufe Snow)

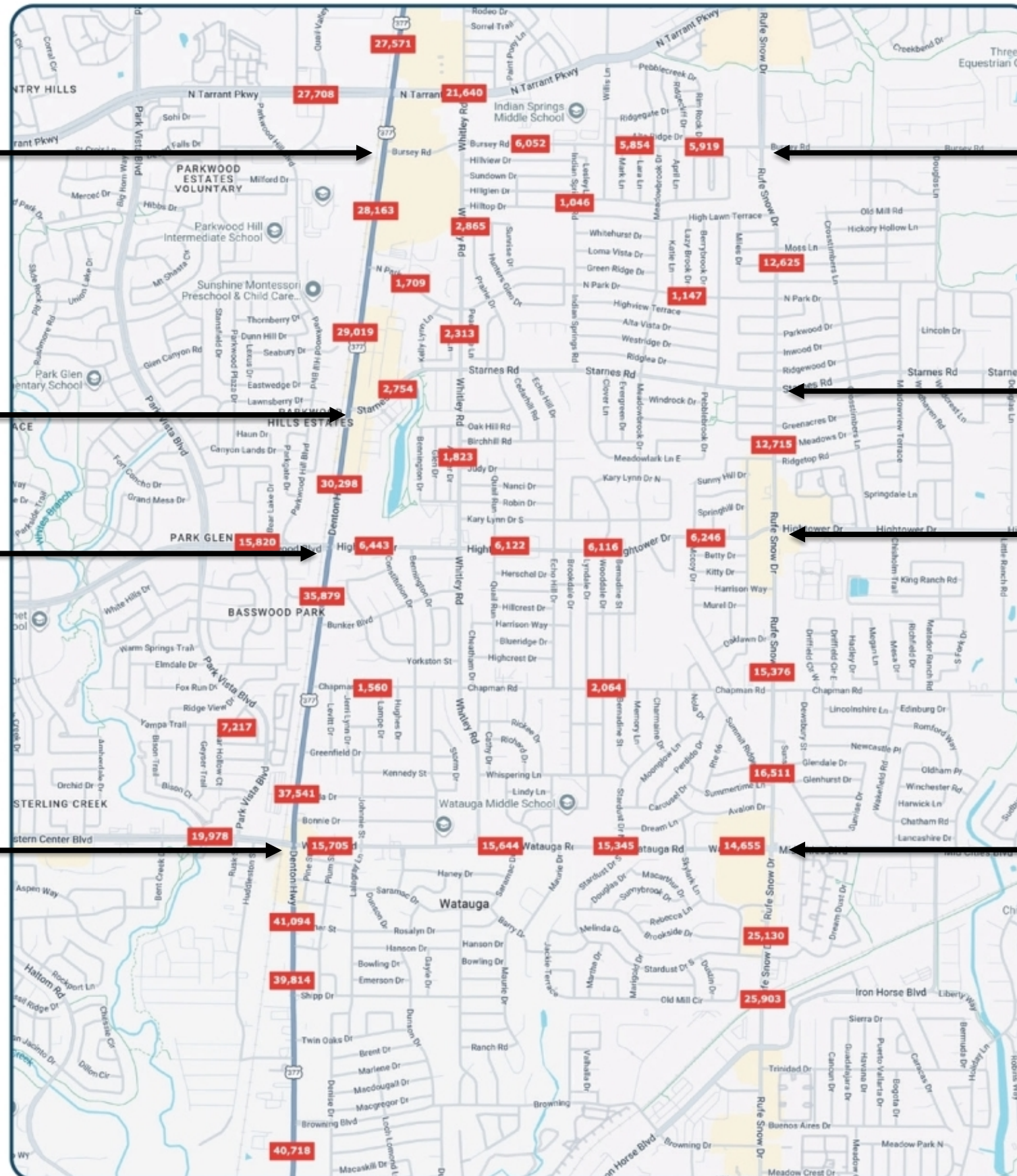
2,754 (West Bound on Starnes)

15,376 (North Bound on Rufe Snow)

6,246 (West Bound on Hightower)

25,130 (North Bound on Rufe Snow)

14,655 (West Bound on Watauga Road)



SALES TAX REVENUES

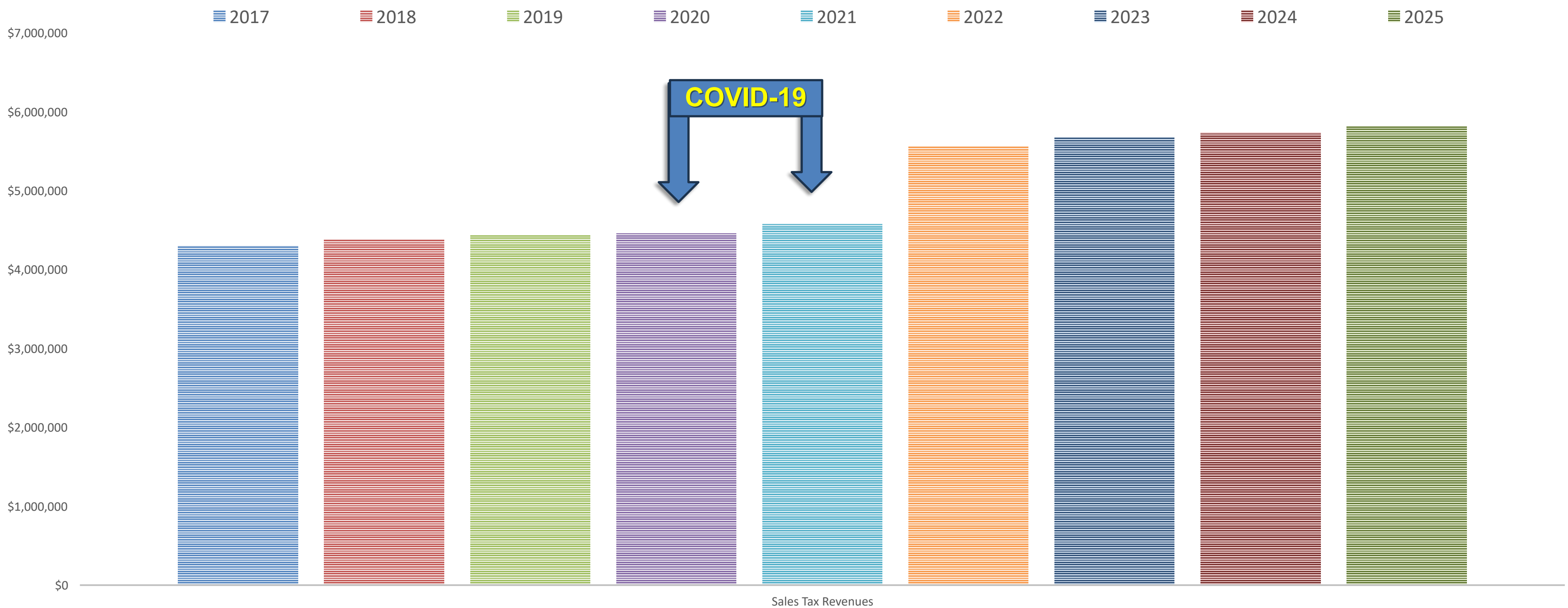
Watauga, Texas

Sales Tax Revenues (Calendar Year)

– Source: Texas Comptroller of Public Accounts



YEARLY - SALES TAX REVENUE (Calendar Year)

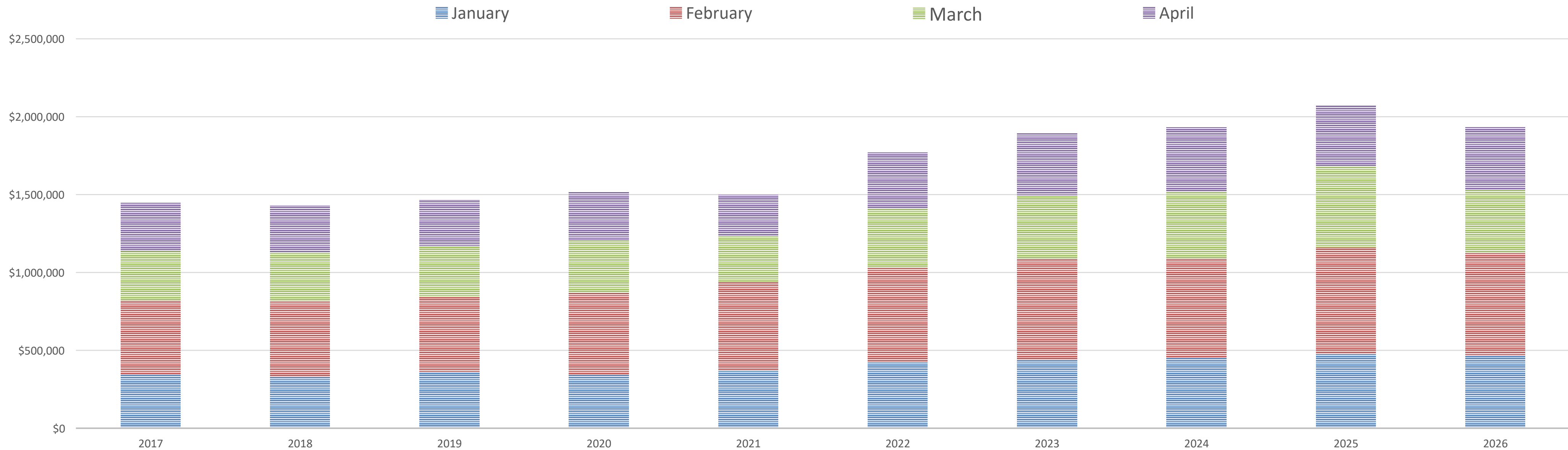


Sales Tax Revenues (Calendar Year)

– Source: Texas Comptroller of Public Accounts



MONTHLY - SALES TAX REVENUE (January - April)



❖ **NOTE #1:** Sales tax for the month shown is from two months prior. (Example: February 2026 is from December 2025, April 2026 is from February 2026)

❖ **NOTE #2:** Sales tax revenue increased from April 2025 to April 2026 by \$14,117 (an increase of 3.63%)



RETAIL RECRUITMENT EXPERTS



krinehart@theretailcoach.net

www.theretailcoach.net



CAPP SMITH PARK FOOD TRUCK IMPROVEMENT



APRIL 2026

SCHEMATIC DESIGN



SCOPE AND SCHEDULE

SCHEMATIC DESIGN FEB. – APRIL

- Kick-Off
- Prepare Schematic Design Layout Plan
- Prepare Preliminary Cost Opinion (OPCC)
- Review Presentation to Staff
- Prepare Boring Location Exhibit

DESIGN DEVELOPMENT APRIL – MAY

- Prepare and Submit 50% Design Development Plans, OPCC, And Table of Contents For Specification
- Review 50% Submittal with City Staff

FINAL CONSTRUCTION DOCUMENTS JUNE – JULY

- Prepare and Submit 95% Construction Documents, OPCC , And Specifications
- City Review 95% Documents and Provide Comments
- Prepare 100% Contract Documents for Bidding
- Submit to TDLR

BID & CONSTRUCTION AUG – MAY '27

- Bidding
- Construction Phase

FINAL MASTER PLAN

KEY FEATURES

- Comfort Station
- Food Truck Stalls (5 Total)
- Artificial Turf Seating Areas
- Specialized Paving at Food Trucks
- Decomposed Granite Seating Areas
- Parking Lot Improvements
 - +/- 39 Parking Spaces
- Main Allee
- Pedestrian Lighting
- Site Furniture & Seating Options



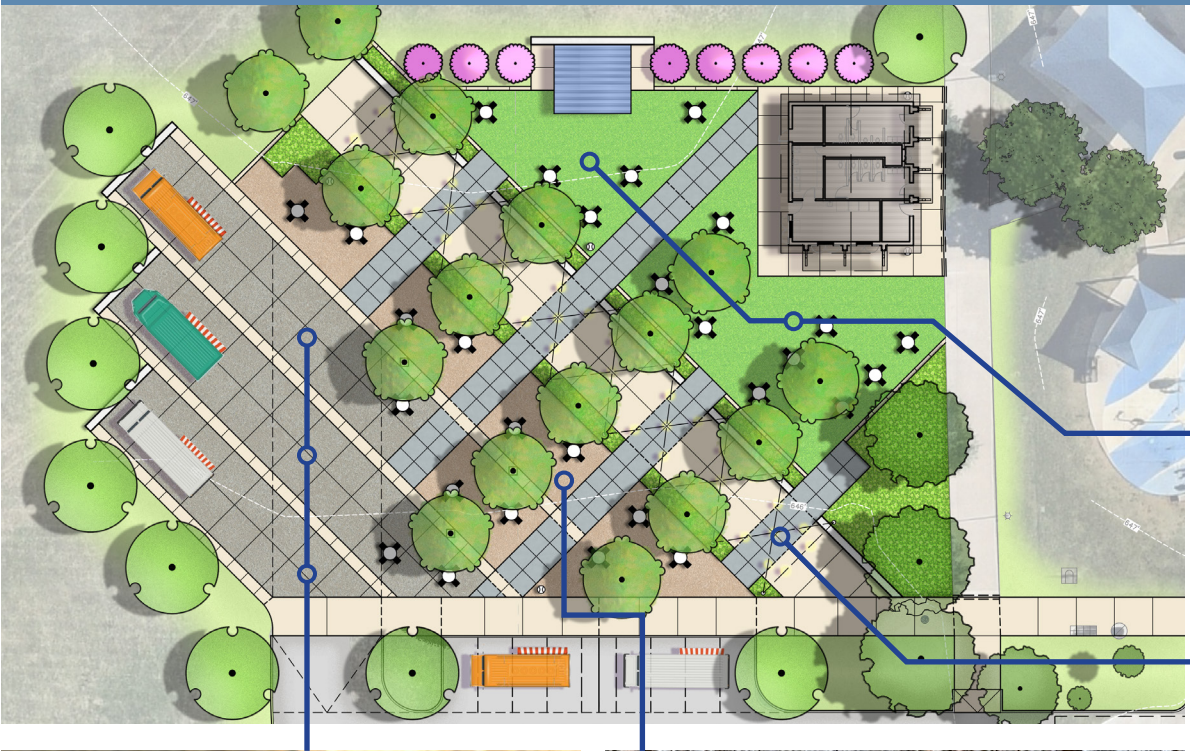
SCHEMATIC DESIGN SITE PLAN

KEY FEATURES

- Comfort Station
- Performance Stage
- Food Truck Stalls (5 Total)
- Artificial Turf Seating Areas
- Specialized Paving at Food Trucks
- Decomposed Granite Seating Areas
- Parking Lot Improvements
 - +/- 39 Parking Spaces
- Main Allee
- Pedestrian Lighting
- Site Furniture & Seating Options



FOOD TRUCK PLAZA – PAVING MATERIALS



ARTIFICIAL TURF LAWN



SPECIALIZED HEAVY DUTY PAVING



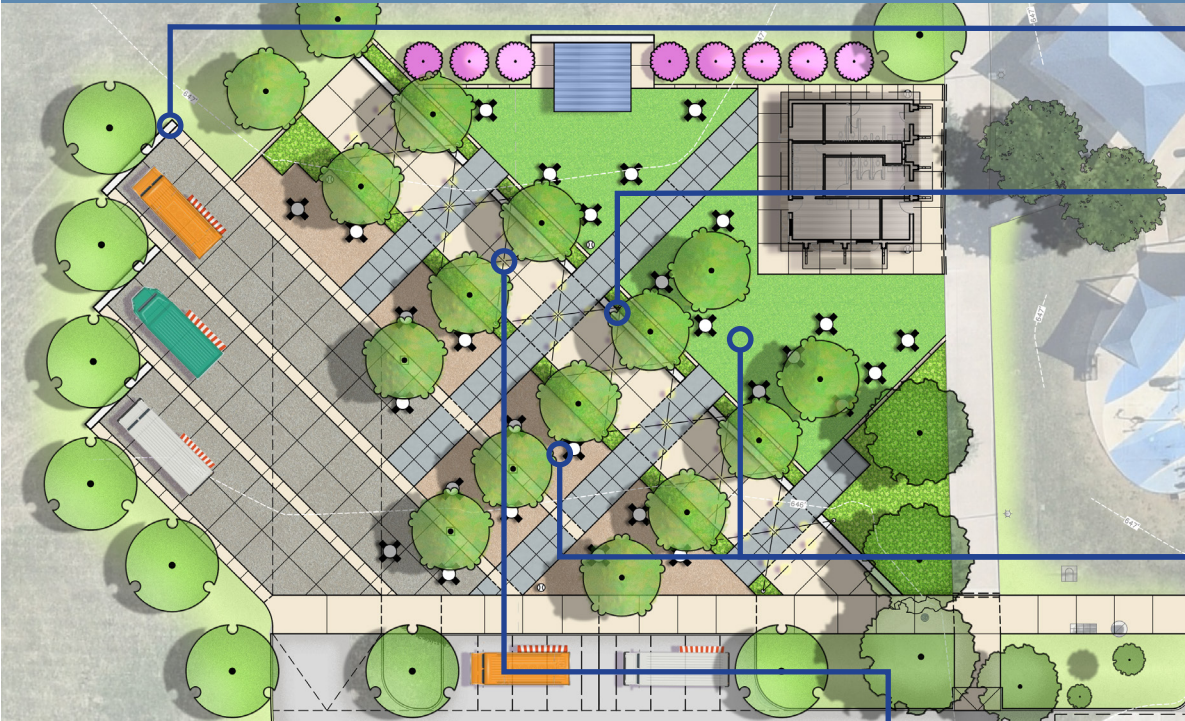
STABILIZED DG SEATING



ENHANCE PEDESTRIAN INTEGRAL COLOR CONCRETE



FOOD TRUCK PLAZA – SITE AMENITIES



ACCENT BLOCKS



ACCENT BLOCKS - ALT.



ANP - TWS ARCHITECTURAL CATENARY

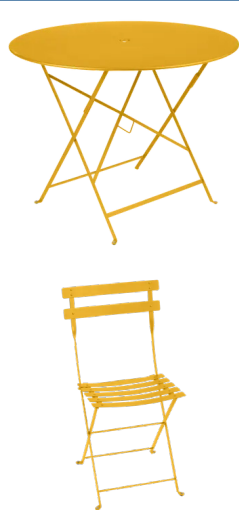


FLEXIBLE SEATING AREAS AND MOVABLE FURNISHINGS

FOOD TRUCK PLAZA – SITE FURNISHINGS



BRAVO BISTRO - LANDSCAPE FORMS



BISTRO COLLECTION - FERMOB



PRST 36R TABLE, PRSCA-8 CHAIR, AND UMBRELLA - VICTOR STANLEY



FOOD COURT AND CAFE SERIES - BELSON OUTDOORS



CANNES COLLECTION - BELSON OUTDOORS

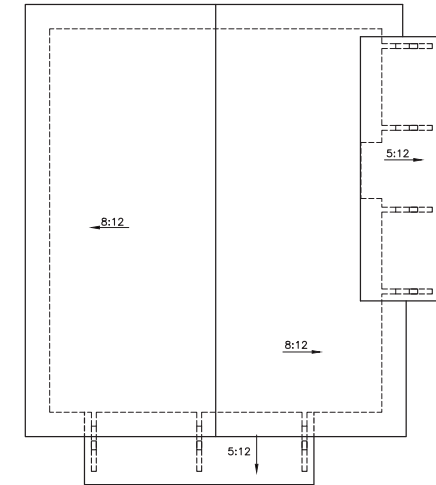
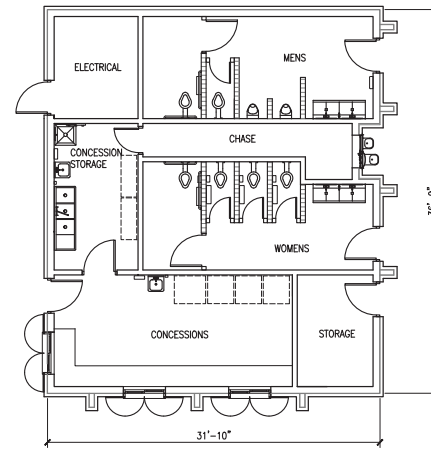
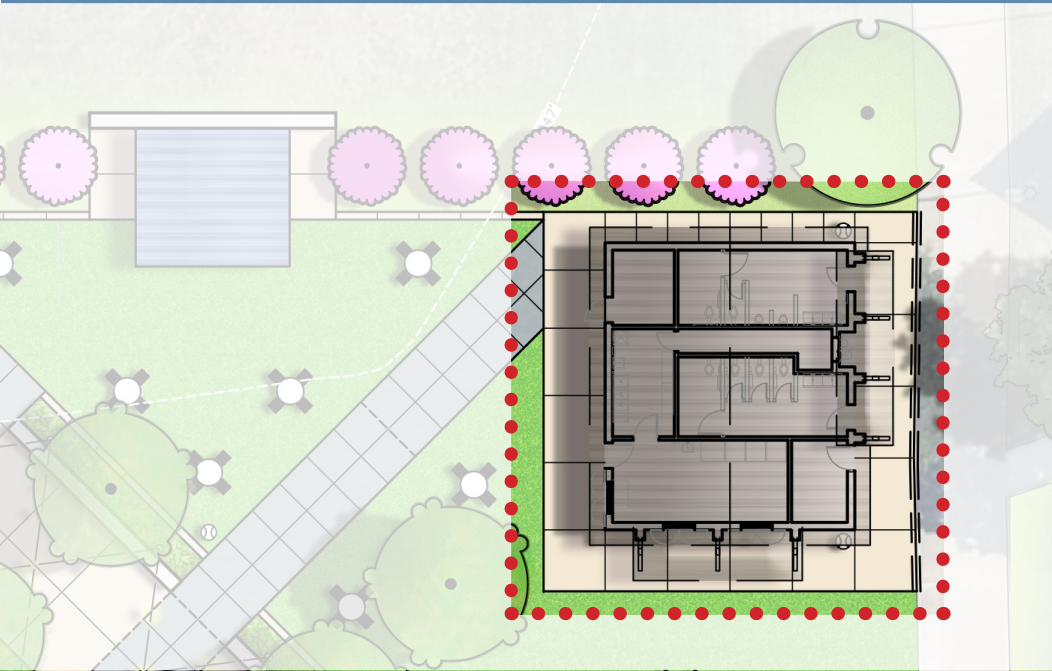


TABLE AND CHAIR 483- DUMOR

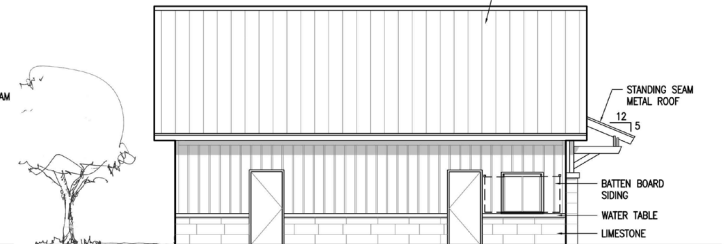


AIRI BISTRO TABLE AND CHAIR - ANOVA

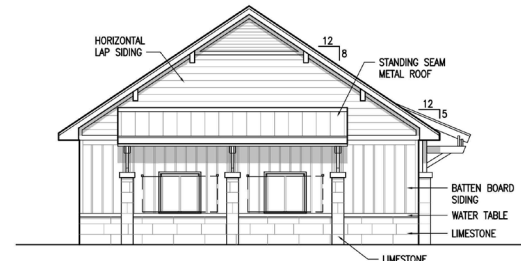
RESTROOM AND CONCESSIONS



NORTH ELEVATION



WEST ELEVATION



SOUTH ELEVATION



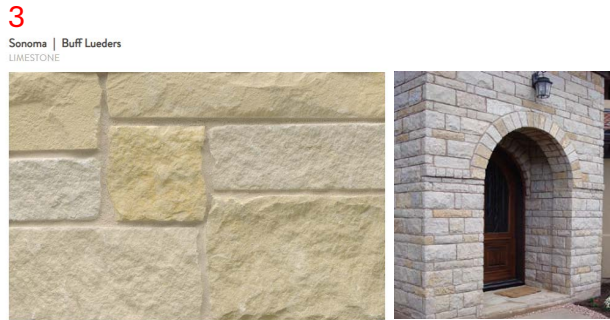
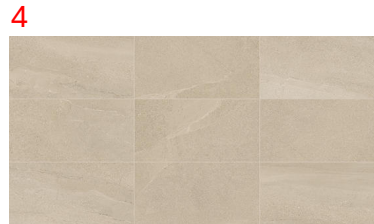
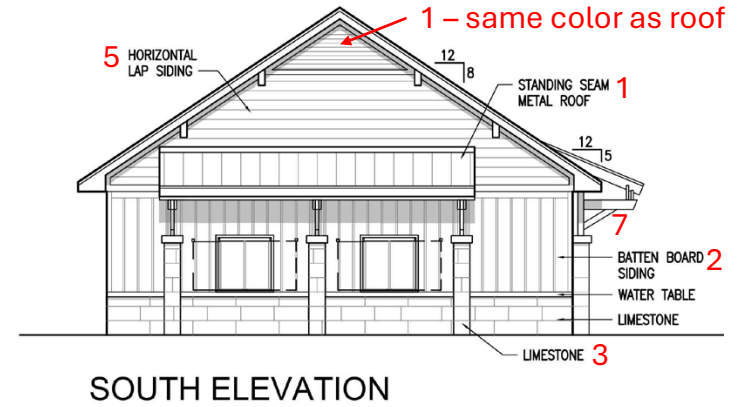
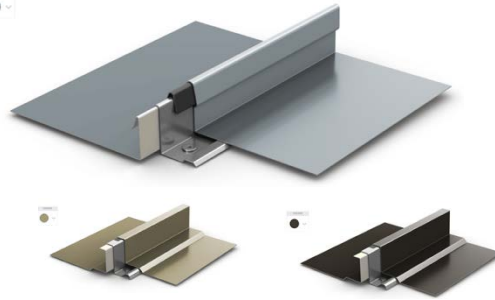
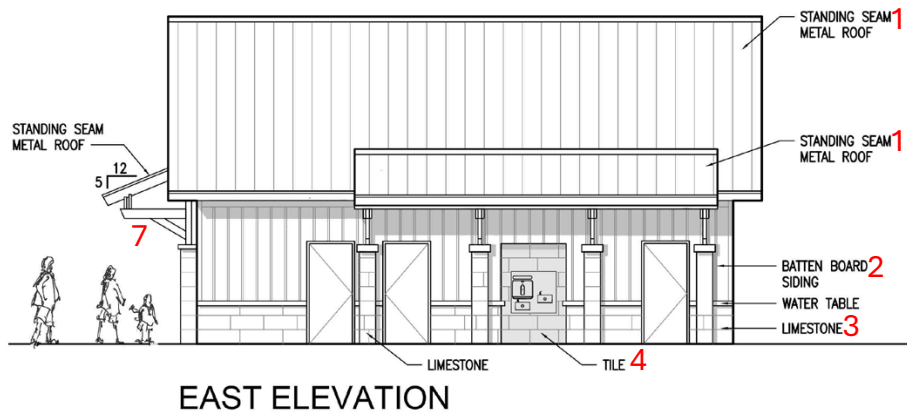
EAST ELEVATION

KEY FEATURES

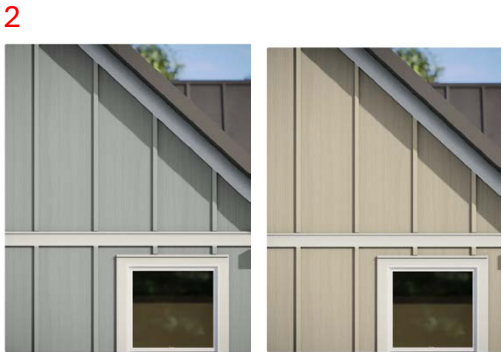
- 1,200 SF Building
- 240 SF Concessions
- 110 SF Concession storage
- 80 SF Storage Closet
- 80 SF Electrical Closet
- 4 Unit Restrooms



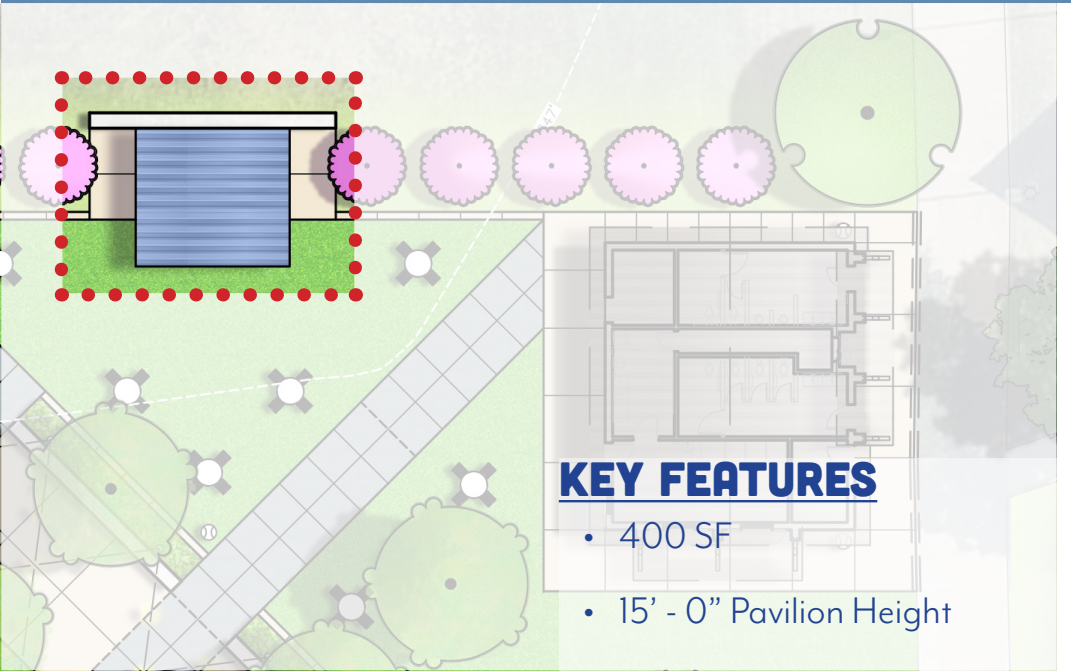
CONCESSIONS BUILDING – MATERIALS



6/7



PERFORMANCE PAVILION

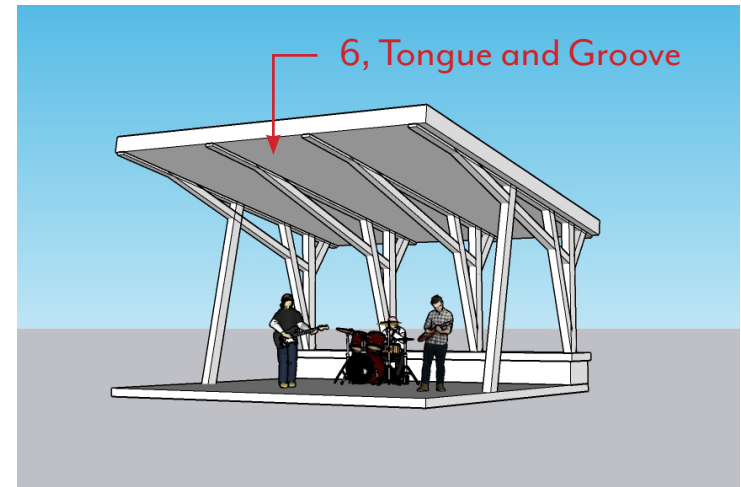
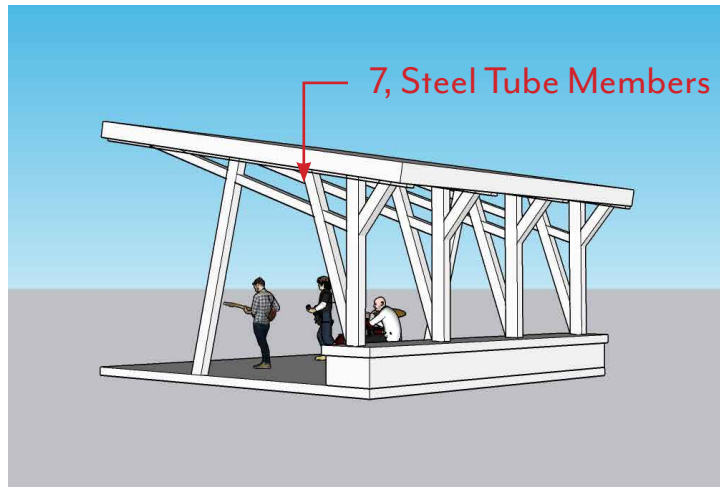


KEY FEATURES

- 400 SF
- 15' - 0" Pavilion Height



6/7



PERSPECTIVE – SOUTH WEST



PERSPECTIVE – SOUTH EAST



PERSPECTIVE – NORTH EAST



PERSPECTIVE – MAIN ALLEE



PERSPECTIVE – MAIN ALLEE



OPINION OF PROBABLE COST

General Site Items **\$375,000**

(Site Preparation, Demolition, Earthwork, and Utilities)

**Parking, Pavement,
& Food Truck Plaza** **\$920,100**

(Parking Lot Paving, Striping, Drainage Improvements, Concrete Pavement, Specialized Paving, and Site Furnishings)

**Comfort Station &
Performance Pavilion** **\$825,000**

(Custom Restroom & Concessions Building and Performance Pavilion)

Landscape & Irrigation **\$130,050**

(Site Landscape, Sod, and Irrigation Improvements)

Subtotal **\$2,250,150**

+/- 15% Contingency **\$325,000**

Construction **\$2,575,150**



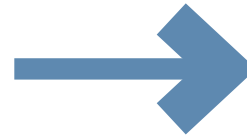


NEXT STEPS

FEB. – APRIL

SCHEMATIC DESIGN

- Kick-Off
- Prepare Schematic Design Layout Plan
- Prepare Preliminary Cost Opinion (OPCC)
- Review Presentation to Staff
- Evaluate OPCC Options
- Prepare Boring Location Exhibit



APRIL – MAY

DESIGN DEVELOPMENT

- Prepare and Submit 50% Design Development Plans, OPCC, And Table of Contents For Specification
- Review 50% Submittal with City Staff



MINUTES
WATAUGA ECONOMIC DEVELOPMENT CORPORATION
REGULAR MEETING
TUESDAY, FEBRUARY 17, 2026
7105 WHITLEY ROAD, WATAUGA, TEXAS 76148
6:30 PM

CALL TO ORDER

President Miner called the meeting to order at 6:30 p.m.

ROLL CALL

Arthur L. Miner	Place 1, President
Calvin Lewis	Place 2, Director
Jan Hill	Place 3, Director
Vacant	Place 4, Director
Stephen Welch	Place 5, Vice President
Brian Downey	Place 6, Secretary
Macy Forrester	Place 7, Director

Others present include:

Sandra Gibson	City Manager
Lorenza Zavala	Economic Development Specialist
Jennifer Calvert	Finance Director

ANNOUNCEMENTS

PRESENTATIONS

1. Presentation of a proclamation to Mattress Firm in recognition of their 25 year milestone anniversary.
2. Presentation of a proclamation to Starbucks Coffee in recognition of their 25 year milestone anniversary.
3. Presentation of a proclamation to Chase Bank in recognition of their 20 year milestone anniversary.

PUBLIC COMMENT

No requests to speak were received.

PUBLIC TESTIMONY FOR ACTION ITEMS

No requests to speak were received.

REPORTS FROM STAFF

1. Staff presentation on Open Rewards Program.

Daily users and rewards are steadily increasing. Businesses have reported continued success, and people from neighboring cities are coming into Watauga to shop.

CONSENT AGENDA

1. **Consider action to approve the minutes for the December 16, 2025 WEDC meeting.**
2. **Consider action to approve the Monthly Financial Report for the period ending December 31, 2025.**

Vice President Stephen Welch made a motion to approve the consent agenda as presented. The motion was seconded by Secretary Brian Downey.

Motion Passed 5-0-0

Ayes: Jan Hill, Calvin Lewis, Stephen Welch, Brian Downey, Macy Forrester

Nays: None

Absent: None

Abstain: None

PUBLIC HEARINGS

None at this time.

ACTION ITEMS

1. **Discuss and consider updates to the Business Anniversary Policy to incorporate other recognition for Watauga businesses.**

City Manager Sandra Gibson attached the draft policy for anyone wanting to add any input on the recognition for Watauga businesses with their community involvement. She wanted to point out the only changes on the policy are highlighted. If we are to adopt the policy, we will come back with a resolution at our next meeting.

Vice President Welch commented that he liked how this will do a lot of good for the businesses. Director Jan Hill stated that she thought it was a great idea to handle Vice

President Welch's suggestion.

2. Discuss date and time to meet to update the Watauga Economic Development Strategic Plan.

City Manager Sandra Gibson brought to our attention that the Strategic Plan has not been updated since 2019. Meeting outside of City Hall in a casual setting at Pizza Buzz on March 17, 2025, was discussed in lieu of an Official March WEDC Meeting. Backup will be at Fresco's. Would like this done before end of April.

3. Discuss and provide input on conducting a Business Satisfaction Survey.

City Manager Sandra Gibson spoke about how a citizen and employee satisfaction survey has been conducted for the city in the past. This business survey would help determine the economic climate for businesses, how satisfied they are with being in Watauga, and what services the WEDC can offer. This has not been done before.

EXECUTIVE SESSION

There was no executive session.

ITEMS FOR FUTURE AGENDAS

There were no items for future agendas.

ADJOURNMENT

President Miner adjourned the meeting at 6:59 p.m.

APPROVED: this _____ day of _____, 2026.

SIGNED: this _____ day of _____, 2026.

APPROVED:

Arthur L. Miner, President

ATTEST:

Brian Downey, Secretary

NOTE: Original Audio and Video Recording of this meeting is preserved and maintained by the City Secretary's Office



MINUTES
WATAUGA ECONOMIC DEVELOPMENT CORPORATION
REGULAR MEETING
TUESDAY, MARCH 24, 2026
7105 WHITLEY ROAD, WATAUGA, TEXAS 76148
6:30 PM

CALL TO ORDER

President Miner called the Strategic Planning Workshop meeting to order at 6:37 p.m.

ROLL CALL

Arthur L. Miner	Place 1, President
Calvin Lewis	Place 2, Director
Jan Hill	Place 3, Director
Vacant	Place 4, Director
Stephen Welch	Place 5, Vice President
Brian Downey	Place 6, Secretary
Macy Forrester	Place 7, Director

Others present include:

Sandra Gibson	City Manager
Lorenza Zavala	Economic Development Specialist
Paul Hackleman	Assistant City Manager
Andrew Neal	WEDC Liaison

City Manager Sandra Gibson started the meeting by discussing line items and categories of the Strategic Plan. These plans are looked for on City websites.

Business Retention and Expansion is WEDC bringing quality businesses to Watauga. Retail Coach will be presenting their updated report for the April Meeting. Some businesses just choose to come to a particular city without recruiting.

On the Strategic Plan, there are eighteen initiatives. Everyone agreed to combine number one and two with the initiatives from our current strategic plan. Discussed the WRAP Program and the programs we have for businesses as well as the advertising options we have in place.

Next, we go on to discuss number four on the food truck park. We are leaving that initiative since it is still in the works for design. Planning for 2027 to be open. Furthermore, we have tenants complain to the owners of the retail strips to have them update the façade and improve their retail shops. Also, discussed businesses partnering with other businesses to help with sales, offering business education seminars or

forums. Possibly quarterly forums offering coffee and pastries.

Number eight on seeking tourism opportunities was removed as we're not looking to move forward with a city DMO. There is not a funding source for this. Texas Monthly magazine was suggested as a good free source to look into for advertising. Our hopes is to further utilize Capp Smith Park. The Fod Truck Park will help with events and bringing in families.

Number nine was revised to include more training and not having more Board members at the ICSC and Retail Live conferences as those are very expensive and not productive having numerous people from the city attend these events.

Number ten is already our Shop Local campaign so we can remove this item. Numbers eleven through sixteen we will also cross off since we have completed those initiatives.

Discussed more on the vacancies and what would be great to bring in. However, due to strict leases with the neighboring businesses, there is a limit as to what can come in. Talks again about the past Farmer's Market, wishing we could host that event again.

President Miner finished off with talking about electric car charging stations. Stopping in Watauga to charge and then to shop in the area would be nice to have. There are fast chargers now but also, having them at grocery stores to shop and charge is ideal. We looked at them in the past but the cost was too high. This would be something to think about and discuss in the future.

ADJOURNMENT

President Miner closed the workshop closed at 8:15pm.

APPROVED: this _____ day of _____, 2026.

SIGNED: this _____ day of _____, 2026.

APPROVED:

Arthur L. Miner, President

ATTEST:

Brian Downey, Secretary

NOTE: Original Audio and Video Recording of this meeting is preserved and maintained by the City Secretary's Office



WATAUGA ECONOMIC DEVELOPMENT CORPORATION

STRATEGIC PLAN

FISCAL YEARS **2021-2026**

Andrea Gardner

City Manager

**Delivered:
July 20th, 2021**

Watauga Economic Development Corporation Board



Arthur L. Miner
President



Lissa Sieja
Vice-President



Jan Hill
Secretary



Malissa Minucci
Director



Mike Alexander
Director

City Staff



Andrea Gardner
City Manager/City Secretary



Sandra Gibson
Finance



Marcia Reyna
Human Resources



Shawn Fannan
Parks and Community Services



Dianely Luis
City Administration



Geroge Hyde
City Attorney



Bradley Fraley
Information Technology

Acknowledgements

The City of Watauga would like to recognize the members of the WDC Board and the following employees for contributing to the development of the WEDC's Strategic Plan.

Board Members

Arthur L. Miner—President, Place 1

Vacant—Director, Place 2

Jan Hill—Secretary, Place 3

Malissa Minucci—Director, Place 4

Mike Alexander—Director, Place 5

Vacant—Director, Place 6

Lissa Sieja—Vice President, Place 7

Members of City Staff

Andrea Gardner—City Manager/City Secretary

Sandra Gibson—Director of Finance

Sal Torres—Interim Parks & Community Services Director

Marcia Reyna—Human Resources & Civil Service Director

Bradley Fraley—Chief Information Officer

Dianely Luis—Media Specialist

*“A goal is a dream with a deadline.”
—Ken Blanchard*

Strategic planning is a systematic and continuous process where people make decisions about intended future outcomes, how those outcomes are to be accomplished and how success is measured and evaluated. This executive summary is intended to provide an overview of the Watauga Strategic Planning process.

Executive Summary

Each calendar year, the Watauga Economic Development Corporation meets to review the WEDC’s Strategic Plan that includes goals and action items for the upcoming fiscal year. Prior to the upcoming fiscal year, the WEDC Board finalizes the WEDC’s Strategic Plan by approval through a resolution. The approved Strategic Plan guides budget development and action plans for the upcoming fiscal year.

Vision

The Watauga Economic Development Corporation is committed to building an economically vibrant community by supporting our local businesses through the development of business retention programs, completion of quality of life projects and new business attraction programs.

Mission

To advance the economic strength of the Watauga community through business support programs, public education and strategic partnerships.

Strategic Initiatives

1. Maintain sound fiscal management practices, conduct an annual review of the practices, and present the annual audit.
2. Continue monthly financial reporting.
3. Develop and implement a Business Retention & Expansion Plan.
4. Develop an incentive policy for Board recommendation to the City Council.
5. Create a food business park along Hightower Drive as a component of Capp Smith Park.
6. Develop and implement an advertising/marketing campaign.
7. Develop a Small Business Academy.
8. Seek tourism opportunities.
9. Increase Board Member participation at economic development conferences (ICSC and Retail Live) and include funding in the annual budget.
10. Create a public branding campaign that supports local business.
11. Identify and implement programs that create economic development opportunities.
12. Increase awareness and conduct public education of economic development programs.
13. Celebrate the successes of the WEDC.
14. Partner with the City to ensure the Mission of the WEDC is supported.
15. Partner with the City to improve the quality-of-life for Watauga businesses and residents.
16. Attract businesses that provide career development opportunities for Watauga residents.

“A Great Place to Live”



The Capp Smith Park Splash Pad enhances the outstanding quality of life by uniting the community in a central location. Funding for the new Splash Pad was provided by the Watauga Economic Development Corporation and the City of Watauga.



AGENDA MEMORANDUM

DATE: April 7, 2026
TO: Watauga Economic Development Corporation Directors
FROM: Jennifer Calvert, Finance Director
SUBJECT: Consider approval of the Monthly Financial Report for the period ending February 28, 2026.

BACKGROUND/INFORMATION:

The Monthly Financial Report is attached for the Board's review and approval.

As of February 28, 2026, WEDC is 41.6% through the FY2025-FY2026 budget. Year-to-date revenues as of February 28, 2026, were \$405,401, or 40.8% of the budget. Year-to-date expenses as of February 28, 2026, are at \$226,131 or 32.1% of the budget.

FINANCIAL IMPLICATIONS:

N/A

RECOMMENDATION/ACTION DESIRED:

Respectfully, recommend the Board review and approve the report.

ATTACHMENTS/ SUPPORTING DOCUMENTATION:

1. EDC Monthly Financial Report February 2026

REVIEWED BY:

Lorenza Zavala, WEDC Specialist

Sandra Gibson, City Manager

Linda Proskey, City Secretary

Approved as to form for inclusion on Agenda

Approved - 4/9/2026

Approved - 4/9/2026

Final Approval - 4/13/2026



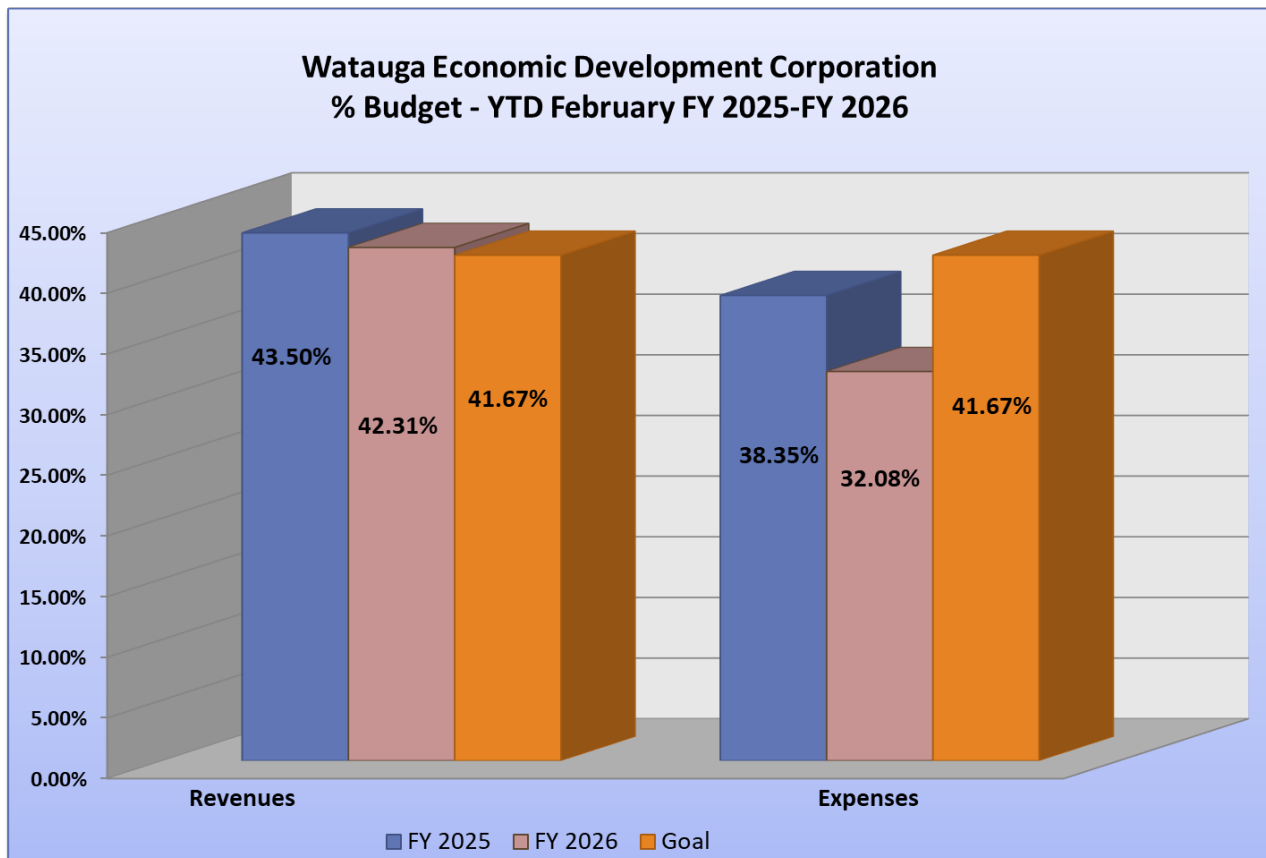
AGENDA MEMORANDUM

DATE: April 9, 2026
TO: Watauga Economic Development Corporation Board
FROM: Jennifer Calvert, Director of Finance
SUBJECT: Financial Report for the Month of February 2026

The attached report and graphs below represent the results of transactions for February 2026.

Year-to-date (YTD) revenues as of February are 42.3% of the total budget. February sales tax receipts are \$67,037, with \$405,401 YTD or 40.8% of the budget. Expenses year-to-date as of February 2026 are \$226,131, or 32.1% of the total budget.

The City will receive the distribution for March 2026 sales tax receipts on May 8, 2026.





CITY OF WATAUGA
BUDGET TO ACTUAL COMPARISON
FISCAL YEAR 2026
 For the period ending: February 28, 2026 (2nd FY Qtr.)

WATAUGA ECONOMIC DEVELOPMENT CORP - 04

	CURRENT BUDGET	2/28/2026 YTD ACTUAL	% USED	% REMAINING	2/28/2025 YTD ACTUAL	\$ CHG 25 vs 24	% CHG 25 vs 24
REVENUE:							
SALES TAX	993,000	405,401	40.83%	59.17%	406,044	(643)	-0.16%
INTEREST EARNINGS	80,000	49,108	61.39%	38.61%	49,602	(494)	-1.00%
INTEREST/ESCROW	-	-	-	-	-	-	0.00%
CONTRIBUTIONS/OTHER	2,500	725	29.00%	71.00%	938	(213)	-22.67%
TOTAL REVENUE	\$1,075,500	\$455,235	42.33%	57.67%	\$456,583	(\$1,349)	-0.30%
PERSONNEL SERVICES	-	-	-	-	-	-	0.00%
NON-DEPARTMENTAL	-	-	-	-	-	-	0.00%
SUPPLIES	1,000	101	10.13%	89.87%	71	30	42.07%
MAINTENANCE	-	-	0.00%	100.00%	-	-	0.00%
CONTRACTUAL & SUNDRY	212,700	21,364	10.04%	89.96%	34,838	(13,474)	-38.68%
TRANSFERS	491,200	204,665	41.67%	58.33%	234,017	(29,352)	-12.54%
CAPITAL OUTLAY	-	-	-	-	-	-	0.00%
TOTAL EXPENDITURES	\$704,900	\$226,131	32.08%	67.92%	\$268,926	(\$42,796)	-15.91%
EXCESS REVENUE OVER (UNDER) EXPENDITURES	\$370,600	\$229,104			\$187,657	\$41,447	



AGENDA MEMORANDUM

DATE: April 9, 2026
TO: Watauga Economic Development Corporation Directors
FROM: Sandra Gibson, City Manager
SUBJECT: Consider approval of a resolution updating the Business Anniversary Policy to incorporate other recognition for Watauga businesses

BACKGROUND/INFORMATION:

At the December meeting, the WEDC Board provided staff with guidance to draft a policy recognizing and appreciating businesses that donate food or services to City events and/or programs. Staff has updated the previously adopted Business Anniversary Policy to include recognition for businesses that are involved in the community and have provided food and/or services.

The draft policy was provided at the February Board meeting. The attached resolution is attached for the Board to review and formally adopt.

FINANCIAL IMPLICATIONS:

None

RECOMMENDATION/ACTION DESIRED:

Recommend the Board approve the resolution to update the policy.

ATTACHMENTS/ SUPPORTING DOCUMENTATION:

1. Resolution WEDC Business Anniversary Policy [leg] (1)
2. DRAFT Business Recognition & Anniversary Policy Jan 2026 (1)

REVIEWED BY:

Lorenza Zavala, WEDC Specialist

David Berman, City Attorney

Sandra Gibson, City Manager

Linda Proskey, City Secretary

Approved as to form for inclusion on Agenda

Approved - 4/10/2026

Approved - 4/10/2026

Approved - 4/13/2026

Final Approval - 4/13/2026

WATAUGA ECONOMIC DEVELOPMENT CORPORATION
RESOLUTION NO. 2026-_____

A RESOLUTION OF THE WATAUGA ECONOMIC DEVELOPMENT CORPORATION BOARD OF DIRECTORS APPROVING A BUSINESS ANNIVERSARY AND RECOGNITION POLICY; PROVIDING FOR REPEAL; PROVIDING FOR SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the Watauga Economic Development Corporation (“WEDC”) is a Type B sales tax corporation and is authorized to expend funds that are found by the WEDC Board of Directors (“WEDC Board”) to be required or suitable for business retention projects; and

WHEREAS, the WEDC Board previously approved a business retention project to promote local businesses and to authorize the establishment of a Business Anniversary Recognition Program and complied with all laws regarding the establishment of same; and

WHEREAS, the WEDC Board approved the Business Anniversary Policy on August 17, 2021, to provide protocols for the implementation of the Business Anniversary Recognition Program; and

WHEREAS, the Executive Director has recommended changes to the policy; and

WHEREAS, the WEDC Board is of the opinion that the Business Anniversary Policy should be amended to incorporate other business recognition opportunities.

NOW, THEREFORE, BE IT RESOLVED by the Watauga Economic Development Corporation Board of Directors that:

I.

The statements set forth in the recitals of this resolution are true and correct and are hereby incorporated as a part of this resolution.

II.

The Watauga Economic Development Corporation Business Anniversary and Recognition Policy is approved in the same, or substantially similar form, as shown in **Exhibit “A”**, which is attached hereto and incorporated herein for all purposes.

III.

This resolution shall be and is hereby cumulative of all other resolutions of the WEDC, and this resolution shall not operate to repeal or affect any such other resolutions except insofar as the provisions thereof might be inconsistent or in conflict with the provisions of this resolution, in which event such conflicting provisions, if any, in such other resolution or resolutions are hereby repealed.

IV.

If any section, subsection, sentence, clause, or phrase of this resolution shall for any reason be held to be invalid, such decision shall not affect the validity of the remaining portions of this resolution.

V.

This resolution shall become effective and be in full force and effect from and after the date of passage and adoption by the Board of Directors of the WEDC, and upon all subsequent approvals thereof as prescribed by law.

PASSED AND ADOPTED by the Watauga Economic Development Corporation on this 21st day of April 2026.

APPROVED

ARTHUR L. MINER, PRESIDENT

ATTEST:

BRIAN DOWNEY, SECRETARY

APPROVED AS TO FORM AND LEGALITY:

DAVID BERMAN, CITY ATTORNEY

EXHIBIT "A"

BUSINESS ANNIVERSARY AND RECOGNITION POLICY



Business Anniversary and Recognition Policy

Policy purpose

The Watauga Economic Development Corporation (WEDC) and the City of Watauga appreciate the value local businesses provide to our community. To express appreciation for the many contributions our local businesses make, the WEDC Board intends to recognize them monthly on the month the business opened in Watauga. This policy outlines the criteria for recognizing local businesses in the City of Watauga that reach milestone anniversaries in 5-year increments.

The policy also provides guidance on recognizing businesses for community involvement and food and service donations to local programs and/or events.

Anniversary

Procedures

All businesses celebrating an anniversary will receive a congratulatory letter or personal note from the WEDC President or Executive Director.

The Watauga businesses have been identified by tiers based on tenure as a Watauga business.

Each business will be presented with the recognition based on the tier reached, a congratulatory letter or personal note from the WEDC President or Executive Director, a recognition post on the Shop Watauga Facebook page, mentioned in the City's Monthly Newsletter and on the City's digital media located in the City Hall Lobby.

The tiers are as follows:

Tier 1 - Five (5) Year Anniversary

Tier 2 - Ten (10) Year Anniversary

Tier 3 - Fifteen (15) Year Anniversary

Tier 4 - Twenty (20) Plus Year Anniversary

Recognition Tiers:

Tier 1 - Businesses in this tier are to be presented with a Congratulations Certificate from the President or Executive Director of the WEDC and delivered by a staff

member assigned to perform economic development duties or as designated by the City Manager.

Tier 2 – All of the recognition listed for Tier 1 plus these businesses will be presented with an award to be delivered by a staff member assigned to perform economic development duties or as designated by the City Manager.

Tier 3 – All of the recognition listed for Tiers 1 and 2 plus these businesses will be presented with a Proclamation from the City of Watauga to be presented at a City Council Meeting, a WEDC Board Meeting or at the business location.

Tier 4 – All of the recognition listed for Tiers 1-3 plus these businesses are to be presented with a wall plaque from the WEDC during a business anniversary celebration visit.

Celebration Visits

Tier 1-4 businesses will be offered the opportunity to participate in the production of a Business Spotlight video. The videos are designed to introduce the business, business owners or managers to the community and promote your operation(s). Videos must be scheduled through the WEDC Executive Director to ensure that the proper equipment and staff are reserved. The videos will be placed on the WEDC's website, Shop Watauga Facebook page and the City's YouTube Channel.

Other Recognition

The WEDC may recognize businesses for achievements on its website and in publications, as well as for involvement in local community events and programs.

Many businesses are active in the community and make donations to local programs and events. The WEDC may recognize and thank these businesses through appreciation letters, certificates, awards, business spotlight videos, or other recognition deemed appropriate by the WEDC Executive Director. The WEDC Executive Director will provide a quarterly report to the WEDC, or as needed.



AGENDA MEMORANDUM

DATE: April 9, 2026

TO: Watauga Economic Development Corporation Directors

FROM: Sandra Gibson, City Manager

SUBJECT: Consider approval and authorize the Executive Director to execute the professional services agreement between the Watauga Economic Development Corporation and The Retail Coach, LLC for the completion of a Comprehensive Retail Recruitment and Development Plan. This will be the seventh term of the contractual engagement with The Retail Coach, LLC.

BACKGROUND/INFORMATION:

The attached agreement provides for the continuation of services with The Retail Coach, LLC to assist the WEDC in completing a Comprehensive Retail Recruitment and Development Plan. This will be the seventh year of the agreement and is for the remaining 6 months of FY2025-2026. The continuation of services was planned and budgeted for in the WEDC 2025-2026 Budget.

FINANCIAL IMPLICATIONS:

Contract terms are \$10,000 for 6-month period.

RECOMMENDATION/ACTION DESIRED:

Staff recommends approval and authorization for the Executive Director to execute the Retail Coach agreement.

ATTACHMENTS/ SUPPORTING DOCUMENTATION:

1. WataugaContract4_22_2026

REVIEWED BY:

Sandra Gibson, City Manager

Linda Proskey, City Secretary

Approved as to form for inclusion on Agenda

Approved - 4/13/2026

Final Approval - 4/13/2026

PROFESSIONAL SERVICES AGREEMENT

This Agreement for Professional Services (“Agreement”) is made by and between the Watauga Economic Development Corporation (“Client”) and The Retail Coach, LLC, a limited liability company (“Professional”) (each a “Party” and collectively the “Parties”), acting by and through their authorized representatives.

RECITALS:

WHEREAS, Client desires to engage the services of the Professional as an independent contractor, and not as an employee, to provide the services described in Exhibit “A” (the “Scope of Services”) to assist Client in completing a Comprehensive Retail Recruitment and Development Plan (the “Project”); and

WHEREAS, the Professional desires to render professional services for Client on the terms and conditions set forth in this Agreement;

NOW THEREFORE, in exchange for the mutual covenants set forth herein, and other valuable consideration, the sufficiency and receipt of which are hereby acknowledged, the Parties agree as follows:

Article I Term

1.1 This Agreement shall commence on April 22, 2026 (“Effective Date”) and continue for twelve months, unless sooner terminated as provided herein.

1.2 Either Party may terminate this Agreement by giving thirty (30) days prior written notice to the other Party. In the event of such termination the Professional shall deliver to Client all finished and unfinished documents, data, studies, surveys, drawings, maps, reports, photographs or other items prepared by the Professional in connection with this Agreement. Professional shall be entitled to compensation for any services completed to the reasonable satisfaction of the Client in accordance with this Agreement prior to such termination.

Article II Scope of Service

2.1 The Professional shall perform the services in connection with the Project as set forth in the Scope of Services.

2.2 The Parties acknowledge and agree that any and all opinions provided by the Professional in connection with the Scope of Services represent the professional judgment of the

Professional, in accordance with the professional standard of care applicable by law to the services performed hereunder.

Article III Schedule of Work

The Professional agrees to complete the required services in accordance with the Scope of Services outlined in Exhibit "A".

Article IV Compensation and Method of Payment

4.1 Professional will be compensated in accordance with the payment schedule and amounts set forth in the Scope of Services, not to exceed a total amount of twenty thousand dollars (\$20,000).

Article V Devotion of Time; Personnel; and Equipment

5.1 The Professional shall devote such time as reasonably necessary for the satisfactory performance of the services under this Agreement. Should Client require additional services not included under this Agreement, the Professional shall make reasonable effort to provide such additional services within the time schedule without decreasing the effectiveness of the performance of services required under this Agreement, and shall be compensated for such additional services as agreed between the Parties.

5.2 The Professional shall furnish the facilities, equipment and personnel necessary to perform the services required under this Agreement unless otherwise provided herein.

Article VI Miscellaneous

6.1 Entire Agreement. This Agreement constitutes the sole and only agreement between the Parties and supersedes any prior understandings written or oral agreements between the Parties with respect to this subject matter.

6.2 Assignment. The Professional may not assign this Agreement without the prior written consent of Client. In the event of an assignment by the Professional to which the Client has consented, the assignee shall agree in writing with Client to personally assume, perform, and be bound by all the covenants, and obligations contained in this Agreement.

6.3 Successors and Assigns. Subject to the provisions regarding assignment, this Agreement shall be binding on and inure to the benefit of the Parties to it and their respective heirs, executors, administrators, legal representatives, successors and assigns.

6.4 Governing Law. The laws of the State of Texas shall govern this Agreement.

6.5 Amendments. This Agreement may be amended by the mutual written agreement of the Parties.

6.6 Severability. In the event any one or more of the provisions contained in this Agreement shall for any reason be held to be invalid, illegal, or unenforceable in any respect, such invalidity, illegality or unenforceability shall not affect any other provisions, and the Agreement shall be construed as if such invalid, illegal, or unenforceable provision had never been contained in it.

6.7 Independent Contractor. It is understood and agreed by and between the Parties that the Professional, in satisfying the conditions of this Agreement, is acting independently, and that Client assumes no responsibility or liabilities to any third party in connection with these actions. All services to be performed by Professional pursuant to this Agreement shall be in the capacity of an independent contractor, and not as an agent or employee of Client. Professional shall supervise the performance of its services and shall be entitled to control the manner and means by which its services are to be performed, subject to the terms of this Agreement.

6.8 Notice. Any notice required or permitted to be delivered hereunder may be sent by first class mail, overnight courier or by confirmed telefax or facsimile to the address specified below, or to such other Party or address as either Party may designate in writing, and shall be deemed received three (3) days after delivery set forth herein:

If intended for Client:

Attn: Sandra Gibson
City of Watauga
7105 Whitley Rd.
Watauga, Texas 76148

If intended for Professional:

Attn: Aaron Farmer
The Retail Coach, LLC
PO Box 7272
Tupelo, MS 38802

6.9 Insurance.

- (a) Professional shall during the term hereof maintain in full force and effect the following insurance: (i) a comprehensive general liability policy of insurance for bodily injury, death and property damage insuring against all claims, demands or actions relating to the Professional's performance of services pursuant to this Agreement with a minimum combined single limit of not less than \$1,000,000.00 per occurrence for injury to persons (including death), and for property damage; (ii) statutory Worker's Compensation Insurance at the statutory limits and Employers Liability covering all of Professional's employees involved in the provision of services under this Agreement with policy limit of not less than \$500,000.00; and (iii) Professional Liability covering negligent acts, errors and omissions in the performance of professional services with policy limit of not less than \$1,000,000.00 per claim and \$1,000,000.00 in the aggregate.

- (b) A certificate of insurance evidencing the required insurance shall be submitted prior to commencement of services and upon request by Client.

6.10 Indemnification. CLIENT SHALL NOT BE LIABLE FOR ANY LOSS, DAMAGE, OR INJURY OF ANY KIND OR CHARACTER TO ANY PERSON OR PROPERTY ARISING FROM THE SERVICES OF THE PROFESSIONAL PURSUANT TO THIS AGREEMENT. PROFESSIONAL HEREBY WAIVES ALL CLAIMS AGAINST CLIENT, ITS OFFICERS, AGENTS AND EMPLOYEES (COLLECTIVELY REFERRED TO IN THIS SECTION AS "CLIENT") FOR DAMAGE TO ANY PROPERTY OR INJURY TO, OR DEATH OF, ANY PERSON ARISING AT ANY TIME AND FROM ANY CAUSE OTHER THAN THE NEGLIGENCE OR WILLFUL MISCONDUCT OF CLIENT OR BREACH OF CLIENT'S OBLIGATIONS HEREUNDER. PROFESSIONAL AGREES TO INDEMNIFY AND SAVE HARMLESS CLIENT FROM AND AGAINST ANY AND ALL LIABILITIES, DAMAGES, CLAIMS, SUITS, COSTS (INCLUDING COURT COSTS, ATTORNEYS' FEES AND COSTS OF INVESTIGATION) AND ACTIONS OF ANY KIND BY REASON OF INJURY TO OR DEATH OF ANY PERSON OR DAMAGE TO OR LOSS OF PROPERTY TO THE EXTENT CAUSED BY THE PROFESSIONAL'S NEGLIGENT PERFORMANCE OF SERVICES UNDER THIS AGREEMENT OR BY REASON OF ANY NEGLIGENT ACT OR OMISSION ON THE PART OF PROFESSIONAL, ITS OFFICERS, DIRECTORS, SERVANTS, EMPLOYEES, REPRESENTATIVES, CONSULTANTS, LICENSEES, SUCCESSORS OR PERMITTED ASSIGNS (EXCEPT WHEN SUCH LIABILITY, CLAIMS, SUITS, COSTS, INJURIES, DEATHS OR DAMAGES ARISE FROM OR ARE ATTRIBUTED TO NEGLIGENCE OF THE CLIENT, IN WHOLE OR IN PART, IN WHICH CASE PROFESSIONAL SHALL INDEMNIFY CLIENT ONLY TO THE EXTENT OR PROPORTION OF NEGLIGENCE ATTRIBUTED TO PROFESSIONAL AS DETERMINED BY A COURT OR OTHER FORUM OF COMPETENT JURISDICTION). THE PROFESSIONAL'S OBLIGATIONS UNDER THIS SECTION SHALL NOT BE LIMITED TO THE LIMITS OF COVERAGE OF INSURANCE MAINTAINED OR

REQUIRED TO BE MAINTAINED BY PROFESSIONAL UNDER THIS AGREEMENT.
THIS PROVISION SHALL SURVIVE THE TERMINATION OF THIS AGREEMENT.

6.11 Counterparts. This Agreement may be executed by the Parties hereto in separate counterparts, each of which when so executed and delivered shall be an original, but all such counterparts shall together constitute one and the same instrument. Each counterpart may consist of any number of copies hereof each signed by less than all, but together signed by all of the Parties hereto.

6.12 Exhibits. The exhibits attached hereto are incorporated herein and made a part hereof for all purposes.

[Signature Page to Follow]

EXECUTED this _____ day of _____, 2026.

Watauga Economic Development Corporation

By: _____

Name: _____

Title: _____

EXECUTED this _____ day of _____, 2026.

The Retail Coach, LLC

By: _____

Name: _____

Title: _____

EXHIBIT "A"
Scope of Services



Exhibit A - Scope of Work:

Retail Recruitment & Development Strategy

Watauga Economic Development Corporation

PREPARED BY:

Aaron Farmer
President
662.231.0608
afarmer@theretailcoach.net

We Recruit Retail.

We Recruit Retail.

Table of Contents	2
Recruitment Successes	3-4
About The Retail Coach	5-7
Project Deliverables	8
Scope of Work	9-21
Project Pricing & Timeline	22

More Than 6 Million SF of New Retail Recruited in the Last 5 Years

Our proven Retail:360® Process has been instrumental in recruiting new retailers and developers to our client communities.

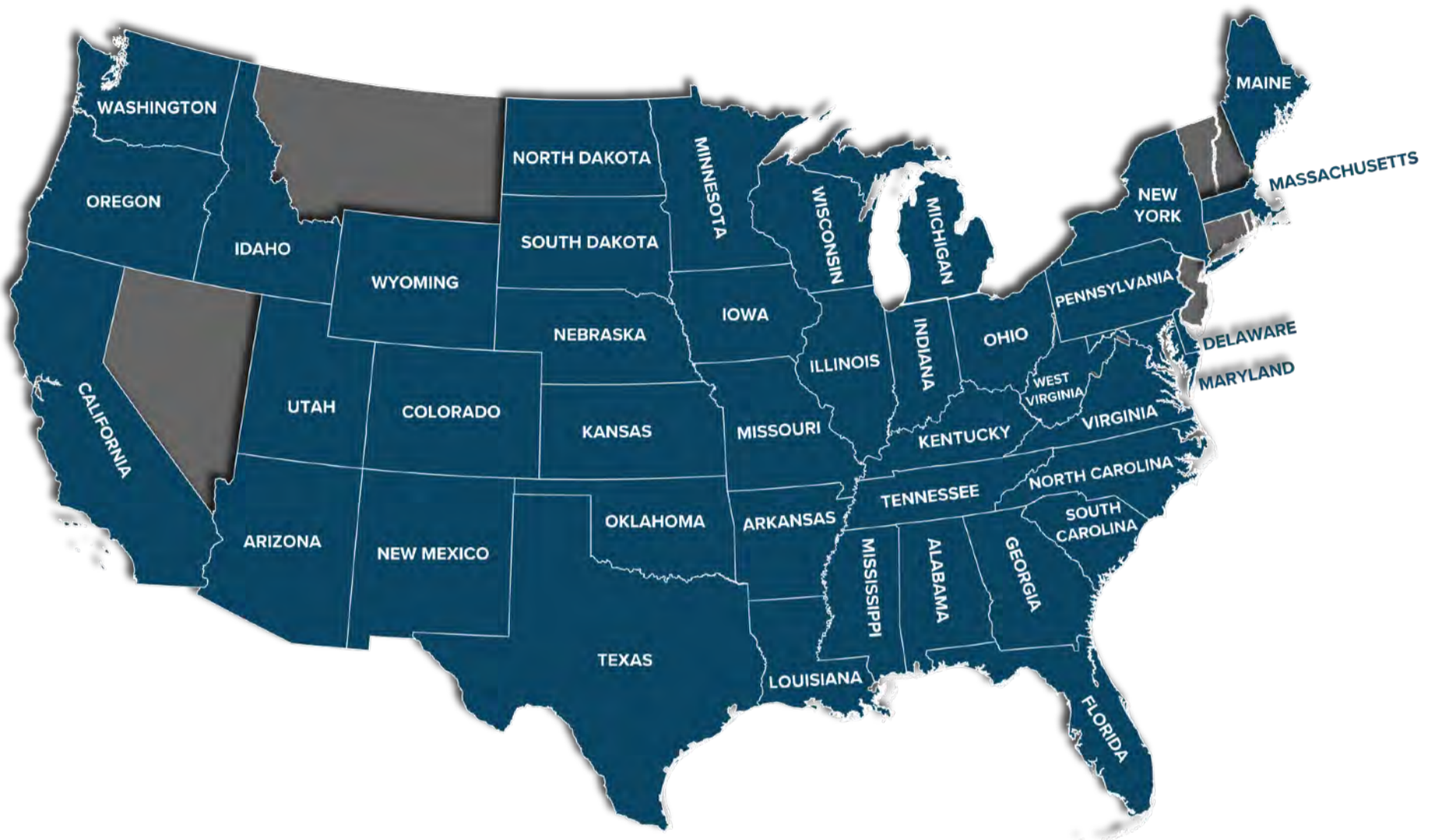


More Than 6 Million SF of New Retail Recruited in the Last 5 Years

From Bass Pro Shops to Dollar General - we recruit the retail and retailers that fit our clients' markets.



COMPANY PROFILE



National Expertise. Local Focus.

Our work throughout the country allows our team to stay current on retail trends and deepen our relationships with national and regional brands.

These relationships create unique opportunities for our client communities. When brands begin planning to expand into new markets, we are often one of the first to know and retailers/brokers will often look to our client list or ask our team for prospective markets to consider.

850+
COMMUNITIES
SERVED

43
STATES WE'VE
WORKED IN

90%+
REPEAT CLIENT RATE



An Entire Team Dedicated to Growing Retail in Watauga

What Makes Us Different?

Experienced & Connected

We pioneered the retail recruitment industry more than 24 years ago and leverage more than two decades of experience and relationships to help drive retail growth in your community.

Our Team is Your Team

We take a partnership approach and become an extension of your team. Our clients are invited to participate in the recruitment process, allowing you to learn and expand your network.

Full Transparency

We track recruitment activity and prospect feedback in your custom retail recruitment dashboard and host monthly calls with your team to keep you updated on progress.

We are Consultants. Not Brokers.

We pride ourselves on being consultants, not brokers.

We only do what is in the best interest of our client communities and their future growth. We don't take shortcuts or go with the path of least resistance to fill retail spaces.

Retail Recruitment is a Process, Not an Event.

Through our proprietary **Retail 360® Process**, we offer a dynamic system of products and services that enable communities to expand their retail base and generate additional sales tax revenue.

Our Retail 360® Process identifies **strengths, weaknesses, opportunities, and threats** to your community's ability to attract retail and highlights your community's advantage over competing cities. Through our multi-phase approach to recruiting new retailers, we are able to help communities build a long-term retail economic development plan.



MARKET-BASED SOLUTIONS

We understand that every client community has its own unique set of development needs.

That's why we work with our clients to determine those needs and offer custom, tailored, data-driven solutions.

ON-THE-GROUND ANALYSIS

Just as each client has their own set of needs, we know that each client has a unique position in the marketplace as it competes to recruit new retailers.

We spend time in your community with leaders and stakeholders, which enables us to determine your market position and identify retailers that fit your community.

ACTION PLAN FOR GROWTH

We analyze, recommend, and execute aggressive strategies for pursuing the ideal retailers, as well as coaching our clients through the recruitment and development process.

This partnership typically produces best results when, together, we derive short-term and long-term strategies based on market data and opportunities.

Project Deliverables

Analyzing the Market

Competing Communities Analysis
Custom Retail Trade Area Map
Mobile Data Studies As Needed
Retail Trade Area Demographic Profile
Retail Trade Area Psychographic Profile
Community Demographic Profile
Discussions with Key Community and Business Stakeholders

Determining Retail Opportunities

Retail Demand Analysis
Retail Void Analyses for Key Vacancies and Available Retail Sites

Identifying Development & Redevelopment Opportunities

Analysis of Development/Redevelopment Sites
Retail Site Profiles for Available Retail Sites

Identify Retailers & Developers

Target List of Retailers (and Restaurants)

Marketing & Branding

Retail Market Profile
Customized Retailer Feasibility Packages
Developer Opportunity Package
Online Retail Dashboard (Retail 360® Website)

Recruitment of Retailers & Developers

Retail Recruitment Plan
Retailer & Developer Recruitment Status Dashboard (AirTable)
Recruitment

Ongoing Recruitment & Coaching

Ongoing Coaching and Support from The Retail Coach Team
Representation of the City at Regional and National Retail Industry Events

Analyzing the Market

The Retail Coach will perform extensive market research and analysis to evaluate the Watauga community and surrounding area. This “macro to micro” approach enables The Retail Coach to analyze competitive and economic forces that may impact Alton's retail recruitment and development plan.

Competing Community Analysis

It is important to monitor what is occurring in area communities from a retail economic development perspective. What are their advantages and/or challenges? Are they experiencing positive or negative growth? What are their current retail offerings?

The Retail Coach will look at competing communities to identify competitive advantages, through economic and market forces, that have a direct impact on retail recruitment and development in Watauga.

Custom Retail Trade Area Determination

The Retail Trade Area is the geographical area from which the community's retailers derive a majority of their business. It is the foundational piece of the retail plan and its accuracy is critical.

High-Impact Mobile Data Analysis

The Retail Coach will utilize mobile location technology that analyzes location and behavioral data collected from mobile devices to determine consumer visits to Watauga. This high-confidence data is used to determine Retail Trade Areas and validate retail site selection decisions.

The Retail Coach will hand draw the Retail Trade Area map for Watauga based on mobile phone data from consumers, as well as on-the-ground analysis from The Retail Coach Team.

Understanding your true customer base is critical to quantifying the demand for new retail and restaurant development.

We use real data collected from actual customers in your community to analyze trade area boundaries, competitive markets, and leakage. This high confidence data allows our team to tell your community's story and show potential investors why they need to be in your market.



Analyzing the Market

Demographic Profiling

A community must be able to instantaneously provide information and data sets required by retailers during the site evaluation and site selection process. The data must be accurate, current, and readily available.

The Retail Coach will create comprehensive 2020 Census and 2025 and 2030 demographic profiles for the Retail Trade Area and Watauga community. The comprehensive profile includes population and projected population growth, ethnicities, average and median household incomes, median age, households and household growth, and educational attainment.

Psychographic Profiling

As retail site selection has evolved from an art to a science, psychographic lifestyle segmentation has become an essential element of retailers' preferred location criteria. Understanding a consumer's propensity to purchase certain retail goods and services—as well as specific retail brands—is valuable to national, regional, and local retailers. Knowing the retail sectors and products that consumers demand removes a great deal of risk for businesses.

The Retail Coach will develop a Segmentation Profile of the households in the Retail Trade Area. This is done by using the most advanced socioeconomic and demographic data to measure consumer attitudes, values, lifestyles, and purchasing behaviors, to understand the sectors and brands of retailers that may be of interest.

Determining Retail Opportunities

Retail Demand Analysis

A community is able to quantify its retail demand through a Retail Demand Analysis, which provides a summary of the projected retail demand growth — or opportunities — for 68 retail sectors. The analysis is ultimately used to identify specific recruitment targets for the community.

The Retail Demand Analysis will:

- Identify retail demand growth opportunities for more than 68 retail sectors
- Distinguish retail sectors with the highest propensity for success and qualify their ultimate potential

The Retail Coach will determine the level of retail demand for the Retail Trade Area and use projected demand to help identify opportunity areas and prioritize retail market sectors for recruitment.

Identifying Development & Redevelopment Opportunities

Identifying & Marketing Available Sites

Retailers are not only interested in market data on your community, but also interested in evaluating all available property vacancies and sites that fit their location preferences. A community must create and maintain a database of prime available properties along with accurate and current market information. Successful retail recruitment begins with the introduction of available sites.

The Retail Coach will identify priority retail vacancies and development/redevelopment sites to market. Factors influencing site selection for priority sites will include:

- Existing market conditions
- Retail Trade Area population
- Traffic counts and traffic patterns
- Site-line visibility from primary & secondary traffic arteries
- Ingress/egress
- Adequate parking
- Site characteristics
- Proximity to retail clusters

Identifying Retailers & Developers for Recruitment

The Retail Coach has been successful in recruiting leading retail brands to our client communities for more than 24 years. Our process is driven by providing accurate and current data sets, as well as site-specific information, to retailers that “fit” the community.

Identifying Potential Retailers

The Retail Coach will target national and regional brands that are a “good fit” for Watauga. This means that the Retail Trade Area population, ethnicities, incomes, ages, and educational levels meet the retailers’ ideal location criteria.

Identifying Potential Developers

Much of our recruitment success comes from establishing a network of regional and national retail developers over the past 24 years. Developer networking and recruitment have become key components in a community’s retail recruitment and development/redevelopment success. If a retailer were to express interest in the community, and there was not ready-to-lease properties matching their needs and brand requirements, a developer must be identified to build the interested retailer a suitable property.

The Retail Coach will utilize its network to identify retail real estate developers active in Watauga and the region for recruitment.

Marketing & Branding

To attract targeted retailers, a critical step is to provide accurate and current community and Retail Trade Area data and information. It is important that this marketing information positively reflects the community's positive attributes and brand to corporate site selectors, real estate brokers, and developers. This information is essential for them in making initial decisions about locating in the community.

Retail Market Profile

The Retail Coach will develop a Retail Market Profile tailored to the specific needs of targeted retailers' essential site selection and location criteria for Watauga. The profile serves as a community introduction, and includes:

- Retail Trade Area Map
- Location Map
- Demographic Profile Summary
- Appropriate logo and contact information

Specialized Recruitment Packages & Reports

Retail economic development enjoys a broad definition throughout the industry and, oftentimes, highly specialized reports are needed. These reports are developed to address the specific needs of our clients, retailers and/or developers.

Marketing & Branding

Developer Package

The Retail Coach will create a marketing package for retail developers active in the community and region to generate their interest in retail development opportunities.

The Retail Coach will create a Developer Package to highlight development and redevelopment opportunities in Watauga. This package may include:

- Community Overview & Location Map
- Retail Trade Area & Demographic Trends
- Aerial Imagery & Traffic Counts
- Site-line visibility from major and secondary traffic arteries
- Ingress/egress for primary and secondary traffic arteries
- Median cuts or possibilities
- Traffic signal existence or possibilities
- Site characteristics and topography
- Area Retail & Zoning
- Residential clustering and support
- Proximity to “anchor” retailers
- Top Employers & Workplace Population
- Interested retailers

Marketing & Branding

Online Retail Dashboard

Being able to quickly and easily access and share retail opportunity information greatly increases a community's opportunity for success. To assist with this, we develop a custom online retail dashboard that can be accessed anytime through a branded Retail360® link. With a few clicks, retailers, brokers and developers can learn about your community's retail potential like never before.

MURRIETA, CALIFORNIA
HIGHLY DESIRABLE, FAST GROWING COMMUNITY IN THE SOUTHWEST RIVERSIDE COUNTY, CALIFORNIA

- ◆ Murrieta has been ranked the #1 City to live in Southwest Riverside County by The Press-Enterprise
- ◆ 2nd Safest city in the U.S. 2018 (Source FBI, Cities over 100k residents)
- ◆ Murrieta Valley Unified School District (MVUSD) is one of only 22 exemplary rated districts in the state of California.

COMMUNITY SUMMARY
MURRIETA,

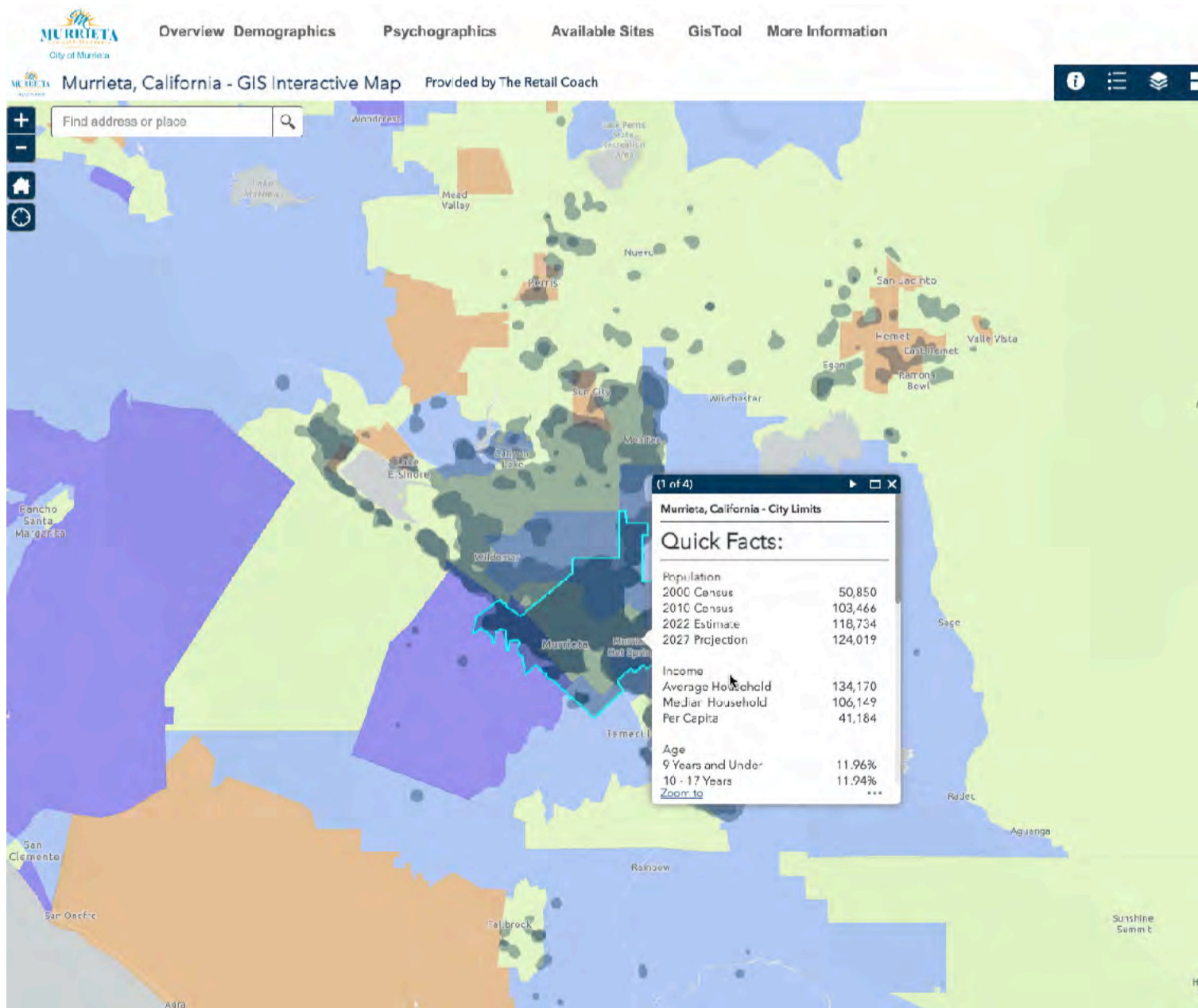
All documents are in PDF format and will open in a new window.

Marketing & Branding

Interactive Site Mapping

Retail site selectors do much of their research while in hotel rooms and in airports, so a visual GIS platform that streamlines data and sites into one interactive and centralized location is a powerful tool.

We will develop a concise, easy-to-access, interactive site mapping platform for Watauga, along with the preloaded prime vacancies and development/redevelopment sites that we will be marketing. Data can be presented by demographic, socioeconomic, psychographic, and retail spending layers that are detailed down to the block level, to meet the needs of each individual user — whether they be a retailer, developer, or even a local entrepreneur.



Recruiting Retailers & Developers

Recruitment of Retailers

We were the first national retail recruitment firm to introduce retailer and developer recruitment specifically for communities. More than 25 years and 850 projects later, the recruitment of retailers remains one of our primary metrics of success. Today, our success has proven that a community must move beyond just gathering data sets, and proactively recruit retail.

The Retail Coach will actively recruit retailers to Watauga. Our process includes:

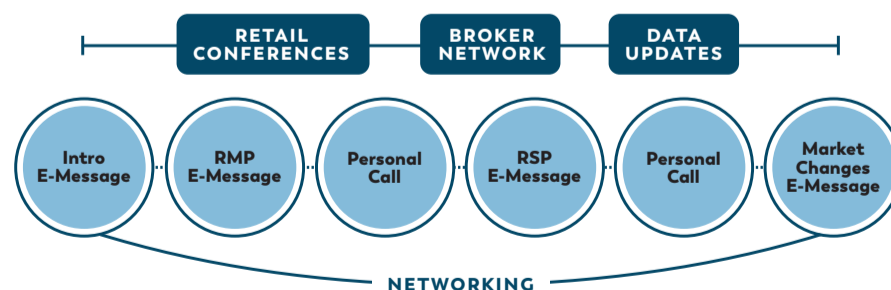
- Introductory emails and retail market profile are sent to each targeted retailer.
- Personal calls are placed to measure interest level.
- Personal emails and retailer feasibility packages are sent to each targeted retailer.
- Personal emails and retail site profiles for prime vacancies are sent to the appropriate targeted retailers.
- Personal emails are sent to inform targeted retailers of significant market changes.
- Personal emails are sent to decision markers once per quarter to continue seeking responses regarding their interest level in the community.
- A retailer status report is provided with each retailer's complete contact information and comments resulting from recruitment activities.

Recruitment of Developers

Much of our recruitment success comes from having established a network of retail real estate developers over the past 25 years. Oftentimes, a retailer or retailers may have interest in a community, only to find that suitable properties do not exist.

The Retail Coach will actively recruit developers for Watauga, if an opportunity is identified. Our process includes:

- Introductory emails and opportunity packages are sent to developers.
- Personal calls are placed to measure interest level.
- Personal emails are sent to inform developers of the status of interested retailers, and any significant market changes.
- A developer status report is provided with each developer's complete contact information and comments resulting from recruitment activities.



Recruiting Retailers & Developers

Retail Conferences

The Retail Coach helps communities connect with retailers and developers at retail conferences such as Retail Live!, the annual ICSC RECon and other regional events attended.

The Retail Coach will assist in marketing Watauga at industry trade shows.

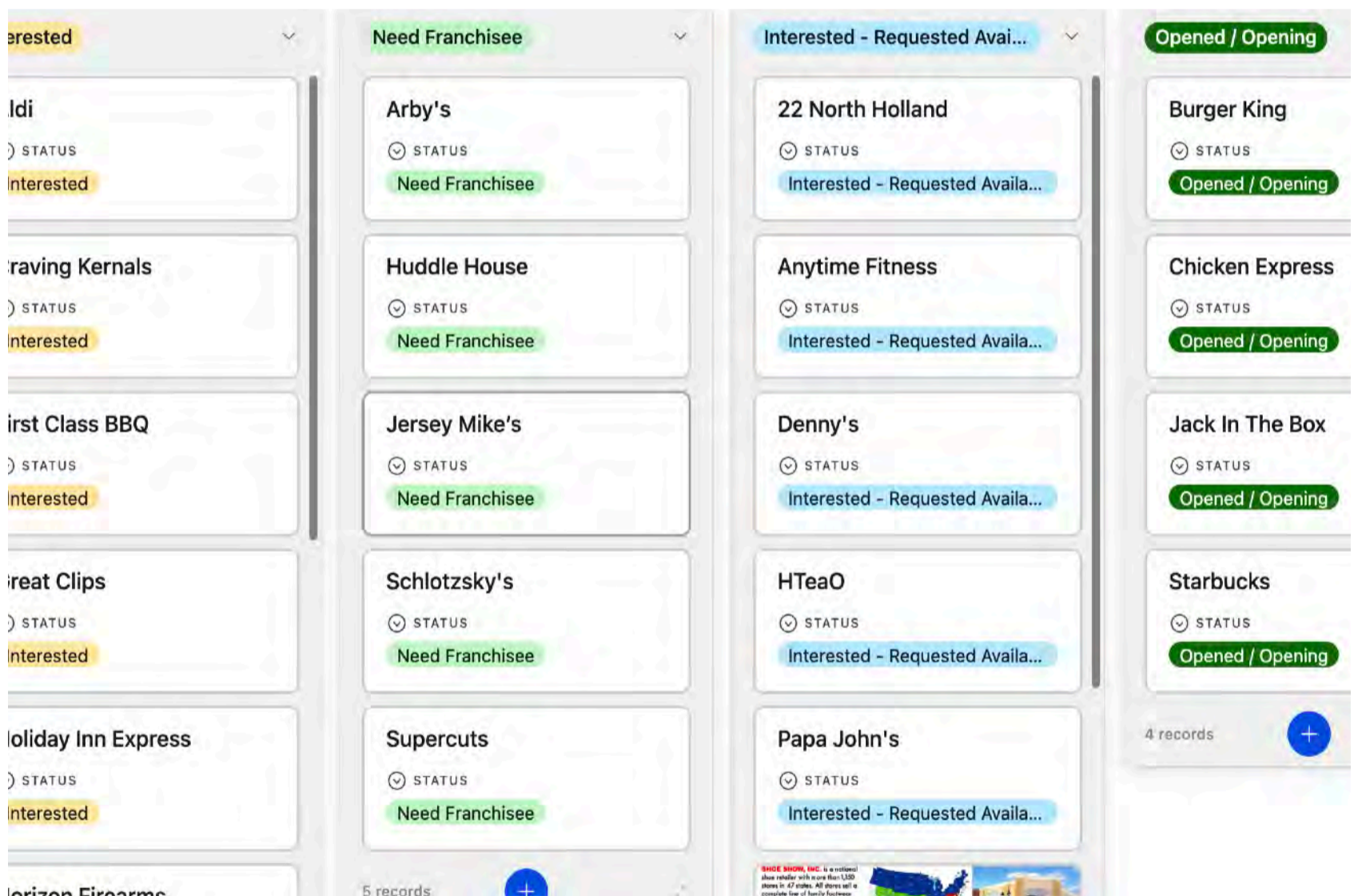


Recruiting Retailers & Developers

Retail Recruitment Accountability Dashboard

As part of our recruitment process, we provide access to a real-time recruitment dashboard where Watauga staff can see which retailers are being recruited, the latest touch points with each, and contacts we are actively communicating with along with their interest level in the community.

The Retail Coach will set up a recurring monthly meeting with staff to review on-going recruitment activity, feedback received from prospects, and any additional next steps or follow up items needed to advance recruitment with interested retailers.



Project Timeline & Pricing

Project Communication

At a minimum, The Retail Coach will schedule monthly updates with staff to provide progress reports and feedback.

Community Visits

The Retail Coach team will make multiple visits to Watauga to help get a better understanding of the opportunities there.

Project Timeline

The Retail Coach is available to begin work immediately with a project duration of 12 months.

Pricing

The total fee for completion of this work is **\$20,000** payable in two installments:

- a) **\$10,000** due upon execution
- b) **\$10,000** to be invoiced in 90 days



PREPARED BY:

Aaron Farmer
President
662.231.0608
afarmer@theretailcoach.net

We Recruit Retail.

TheRetailCoach.net | 800.851.0962 | Austin, TX | Dallas, TX | Tupelo, MS



AGENDA MEMORANDUM

DATE: April 9, 2026
TO: Watauga Economic Development Corporation Directors
FROM: Sandra Gibson, City Manager
SUBJECT: Consider updates to the WEDC Strategic Plan as discussed at the Strategic Planning Workshop on March 24, 2026

BACKGROUND/INFORMATION:

On March 24, 2026, the WEDC Board met to discuss and consider updates to the WEDC Strategic Plan. Attached is a draft of the changes discussed at this meeting for the Board's input and review.

FINANCIAL IMPLICATIONS:

None

RECOMMENDATION/ACTION DESIRED:

Review and provide input on the Strategic Plan updates.

ATTACHMENTS/ SUPPORTING DOCUMENTATION:

1. EDC Workshop - 3-24 Workshop meeting updates

REVIEWED BY:

Sandra Gibson, City Manager
Linda Proskey, City Secretary

Approved - 4/13/2026
Final Approval - 4/13/2026

Approved as to form for inclusion on Agenda



STRATEGIC PLAN DRAFT UPDATES FROM 3/24 WORKSHOP MEETING 2026–2031

Executive Summary

The Watauga Economic Development Corporation (WEDC) Strategic Plan for 2026–2031 establishes a forward-looking framework to guide economic development initiatives that strengthen the local economy and enhance community vitality.

Economic development plays a critical role in sustaining municipal services, supporting local businesses, and improving the quality of life for residents. Through this strategic plan, the WEDC will focus on strengthening existing businesses, attracting new investment, and developing destination amenities that generate economic activity.

Vision

The Watauga Economic Development Corporation is committed to building an economically vibrant community by supporting our local businesses through business retention and attraction programs, area revitalization, and quality-of-life projects.

Mission

To foster and advance the economic growth and stability of the Watauga community through business support programs, public education, and strategic partnerships.



The WEDC Strategic Plan is built upon seven strategic focus areas and related initiatives that guide economic development initiatives and investment decisions.

1. Maintain best fiscal management practices

Sound fiscal management is characterized by accountability, transparency, and adherence to state-mandated audit recommendations.

Key Initiatives

- External accountability: Annual year-end audit review
- Transparency and reporting: Monthly financial reporting to the Board and availability on the website.

2. Business Retention and Expansion

Existing businesses represent the foundation of Watauga's local economy. Supporting these businesses and encouraging their continued growth is a primary priority of the WEDC.

Key Initiatives

- Enhance Business Retention and Expansion (BRE) program
 - Create a Small Business Forum to assist businesses and provide the desired information
- Continue visits with major employers and local businesses
- Conduct a business satisfaction survey every 2 years

Desired Outcomes

- Retention of jobs within the community
 - Strengthened relationships with local employers
-



3. Targeted Business Attraction

Watauga will pursue strategic recruitment of businesses that complement the existing economic base and strengthen the community's tax base.

Key Initiatives

- Promote available commercial properties to regional developers and investors
- Strengthen relationships with commercial brokers and development partners
- Participate in regional economic development recruitment opportunities

Desired Outcomes

- Increased commercial occupancy
 - Expanded retail and service options for residents
 - Increased sales tax revenue
 - Job creation within the community
-

4. Destination and Placemaking Development

Destination amenities and gathering spaces play an important role in strengthening community identity while generating economic activity.

Key Initiatives

- Development of a Food Truck Park at Capp Smith (est. Summer 2027)
- Support for festivals and community events that attract visitors

Desired Outcomes

- Greater community engagement
 - Enhanced quality of life amenities
-

5. Marketing and Brand Identity

Effective marketing and branding are essential to promoting Watauga as a business-friendly community and a regional destination.

Key Initiatives



- Continue support of the Shop Local campaign to promote local businesses
- Develop an EDC Communications Strategy in partnership with the City
 - Highlight business success stories in the community
 - Promote available commercial development sites

Desired Outcomes

- Increased awareness of Watauga businesses
 - Improved perception of the community as a destination
 - Greater visibility among investors and developers
-

6. Strategic Investment and Incentives

Economic development incentives should be strategic, transparent, and focused on projects that produce measurable economic returns.

Key Initiatives

- Research and update economic development incentive policies with focus on revitalization in aging corridors
- Evaluate potential land acquisition opportunities for future development

Desired Outcomes

- Increased tax revenue generation
- Successful recruitment of strategic development projects

7. Continued Training for WEDC Board Members

Training for the WEDC Board is critical to ensuring effective governance, ensuring compliance, and maximizing the impact of economic development initiatives.

Key Initiatives

- City staff will provide regular updates on training opportunities throughout the year and include funding in the annual budget.
-
-