



# City of Denton

City Hall  
215 E. McKinney St.  
Denton, Texas 76201  
[www.cityofdenton.com](http://www.cityofdenton.com)

## Meeting Agenda

### Economic Development Partnership Board

---

Wednesday, June 10, 2026

11:00 AM

Development Service Center

---

After determining that a quorum is present, the Economic Development Partnership Board of the City of Denton, Texas, will convene in a Regular Meeting on Wednesday, June 10, 2026, at 11:00 a.m. in the Development Service Center Training Rooms 3, 4, and 5 at 401 N. Elm Street, Denton, Texas at which the following items will be considered:

#### 1. PRESENTATIONS FROM MEMBERS OF THE PUBLIC

Citizens may complete one Request to Speak "Public Comment" card per night for the "Presentations from Members of the Public" portion of the meeting and submit it to City Staff. Presentations from Members of the Public time is reserved for citizen comments regarding item not listed on the agenda. No official action can be taken on these items. Presentation from Members of the Public is limited to five speakers per meeting with each speaker allowed a maximum of three (3) minutes.

#### 2. ITEMS FOR CONSIDERATION

- A. [EDP26-014](#) Consider approval of the minutes of the April 15, 2026 Economic Development Partnership Board Retreat Special Called Meeting.

Attachments: [Exhibit 1 - April 15, 2026 EDPB Special Called Meeting Minutes](#)

- B. [EDP26-015](#) Consider making a recommendation to City Council of the adoption of the City of Denton's Chapter 312 Tax Abatement Policy.

Attachments: [Exhibit 1 - Agenda Information Sheet](#)  
[Exhibit 2 - Draft Tax Abatement Policy Redline](#)  
[Exhibit 3 - Presentation](#)

#### 3. WORK SESSION

- A. [EDP26-016](#) Receive a report and hold a discussion regarding work plan goals from the Economic Development Partnership board retreat.

Attachments: [Exhibit 1 - Agenda Information Sheet](#)  
[Exhibit 2 - 2026-2027 Denton EDP Work Plan](#)

- B. [EDP26-017](#) Staff Reports:  
1. Future Agenda Items - Brittany Sotelo

Attachments: [Exhibit 1 - Agenda Information Sheet](#)  
[Exhibit 2 - Future Agenda Items](#)

#### 4. CONCLUDING ITEMS

A. Under Section 551.042 of the Texas Open Meetings Act, respond to inquiries from the Economic Development Partnership Board or the public with specific factual information or recitation of policy, or accept a proposal to place the matter on the agenda for an upcoming meeting AND Under Section 551.0415 of the Texas Open Meetings Act, provide reports about items of community interest regarding which no action will be taken, to include: expressions of thanks, congratulations, or condolence; information regarding holiday schedules; an honorary or salutary recognition of a public official, public employee, or other citizen; a reminder about an upcoming event organized or sponsored by the governing body; information regarding a social, ceremonial, or community event organized or sponsored by an entity other than the governing body that was attended or is scheduled to be attended by a member of the governing body or an official or employee of the municipality; or an announcement involving an imminent threat to the public health and safety of people in the municipality that has arisen after the posting of the agenda.

NOTE: The Economic Development Partnership Board reserves the right to adjourn into a Closed Meeting on any item on its open meeting agenda consistent with Chapter 551 of the Texas Government Code, as amended, or as otherwise allowed by law.

**CERTIFICATE**

I certify that the above notice of meeting was posted on the official website (<https://tx-denton.civicplus.com/242/Public-Meetings-Agendas>) and bulletin board at City Hall, 215 E. McKinney Street, Denton, Texas, on June 4, 2026, in advance of the three (3) business day posting deadline, as applicable, and in accordance with Chapter 551 of the Texas Government Code.

\_\_\_\_\_  
OFFICE OF THE CITY SECRETARY

NOTE: THE CITY OF DENTON'S DESIGNATED PUBLIC MEETING FACILITIES ARE ACCESSIBLE IN ACCORDANCE WITH THE AMERICANS WITH DISABILITIES ACT. THE CITY WILL PROVIDE ACCOMMODATION, SUCH AS SIGN LANGUAGE INTERPRETERS FOR THE HEARING IMPAIRED, IF REQUESTED AT LEAST TWO (2) BUSINESS DAYS IN ADVANCE OF THE SCHEDULED MEETING. PLEASE CALL THE CITY SECRETARY'S OFFICE AT 940-349-8309 OR USE TELECOMMUNICATIONS DEVICES FOR THE DEAF (TDD) BY CALLING 1-800-RELAY-TX SO THAT REASONABLE ACCOMMODATION CAN BE ARRANGED.

**MINUTES  
CITY OF DENTON  
ECONOMIC DEVELOPMENT PARTNERSHIP BOARD  
SPECIAL CALLED  
April 15, 2026**

After determining that a quorum was present, the Economic Development Partnership Board convened in a Special Called Meeting on Wednesday, April 15, 2026, at 11:00 a.m. in Training Rooms 3, 4, and 5 at the City of Denton Development Services Center, 401 N Elm St, Denton, Texas, 76201 at which the following items were considered:

**PRESENT:** Aimee Bissett, Vicki Byrd, Brian Danhof, Jeremy Fykes, Kim Garza Turner, Lucy Hedari, Jill Jester, Leo Morales, Lee Ramsey, and Clyde Rick Woolfolk

**ABSENT:** Erin Carney (ex-officio), Kerry Goree, Cassey Odgen (ex-officio), Susannah O’Bara (ex-officio), and Jason Tomlinson

**STAFF:** Scott Bray, Vanessa Esparza, Lindsey Grob, Clay Parker, Kristen Pulido, Brittany Sotelo, Erica Sullivan, and Matilda Weeden

**1. PRESENTATIONS FROM MEMBERS OF THE PUBLIC**

Citizens may complete one Request to Speak "Public Comment" card per night for the "Presentations from Members of the Public" portion of the meeting and submit it to City Staff. Presentations from Members of the Public time is reserved for citizen comments regarding item not listed on the agenda. No official action can be taken on these items. Presentation from Members of the Public is limited to five speakers per meeting with each speaker allowed a maximum of three (3) minutes.

No presentations from members of the public.

**2. ITEMS FOR CONSIDERATION**

**A. EDP26-008 Consider approval of the minutes of the March 11, 2026 Economic Development Partnership Board Regular Meeting.**

Woolfolk made a motion to approve the March 11, 2026, minutes as presented. Fykes seconded the motion. Motion carried (8-0-2).

AYES (8): Bissett, Byrd, Danhof, Fykes, Garza Turner, Hedari, Ramsey, and Woolfolk  
NAYS (0): None  
ABSENT (2): Jester and Morales

**B. EDP26-009 Consider approval of the minutes of the March 23, 2026 Economic Development Partnership Board Retreat Special Called Meeting.**

Hedari made a motion to approve the March 23, 2026, minutes as presented. Ramsey seconded the motion. Motion carried (8-0-2).

AYES (8):           Bissett, Byrd, Danhof, Fykes, Garza Turner, Hedari, Ramsey, and Woolfolk  
NAYS (0):           None  
ABSENT (2):        Jester and Morales

**C. EDP26-010 Consider approval of the minutes of the March 24, 2026 Economic Development Partnership Board Retreat Special Called Meeting.**

Bissett made a motion to approve the March 24, 2026, minutes as presented. Byrd seconded the motion. Motion carried (8-0-2).

AYES (8):           Bissett, Byrd, Danhof, Fykes, Garza Turner, Hedari, Ramsey, and Woolfolk  
NAYS (0):           None  
ABSENT (2):        Jester and Morales

**D. EDP26-011 Receive a report, hold a discussion, and consider recommending approval to City Council regarding and incentive agreement for KrateoSky for a sales tax rebate on construction materials up to \$94,500, a job-based grant up to \$227,000, an ad valorem rebate on real property improvements and business personal property up to \$498,564 and a headquarters grant up to \$50,000 under Chapter 380 of the Local Government Code.**

Jester joined at 11:06 a.m. Morales joined at 11:19 a.m.

Woolfolk made a motion to recommend approval. Garza Turner seconded the motion. Motion carried (10-0).

AYES (10):         Bissett, Byrd, Danhof, Fykes, Garza Turner, Hedari, Jester, Morales, Ramsey, and Woolfolk  
NAYS (0):           None

**3. WORK SESSION**

**A. EDP26-012 Receive a report and hold a discussion regarding the Green Business Program and recent sustainability award winners.**

Karen Boerner presented about the Green Business Program and discussion followed.

**B. EDP26-013 Staff Reports:**

1. DEDC Report – Rick Woolfolk
2. Quarterly Director’s Report – Brittany Sotelo
3. Future Agenda Items – Brittany Sotelo

Staff presented each item and discussion followed. No action was taken.

**4. CONCLUDING ITEMS**

With no further business, the meeting adjourned at 12:00 p.m.

---

**Brian Danhof, Chair**  
**Economic Development Partnership Board**

---

**Vanessa Esparza**  
**Administrative Assistant**

Minutes Approved On: \_\_\_\_\_



# City of Denton

City Hall  
215 E. McKinney Street  
Denton, Texas  
[www.cityofdenton.com](http://www.cityofdenton.com)

---

## AGENDA INFORMATION SHEET

**DEPARTMENT:** Economic Development

**ACM:** Christine Taylor

**DATE:** June 10, 2026

### **SUBJECT**

Consider making a recommendation to City Council of the adoption of the City of Denton's Chapter 312 Tax Abatement Policy.

### **BACKGROUND**

The City of Denton first adopted a Tax Abatement Policy in 1989. Chapter 312 of the Texas Tax Code requires that the Policy for Tax Abatement and Incentives must be approved by the City Council every two years. The current Tax Abatement Policy and Chapter 380 Policy were approved in May 2024. The Tax Abatement Policy expires in May 2026.

The Tax Abatement and Incentive Policy were separated into two policies in 2022: Denton Tax Abatement Policy and the Denton Chapter 380 Policy. The policies were updated to align with the City's Core Values and the 2020 Economic Development Strategic Plan. Strategic Growth Areas (SGA), identified in the strategic plan, replaced our former policy targeted industry sectors for cultivation and recruitment. An additional consideration to encourage minimum and/or living wage was added to the SGAs. An Incentive Evaluation Matrix incorporating these strategic initiatives and values was also developed.

The last update to the policies in 2024 made the following changes:

- Further the structure the policies priority considerations and public benefit factors around both the three major goals and the SGAs of the strategic plan;
- Incorporate possible underwriting of incentives into the policies;
- Update the Incentive Evaluation Matrix to match these changes; and
- Updated the Census maps

Staff has prepared draft updates to the Tax Abatement Policy, (Exhibit 2) for the Economic Development Partnership Boards's consideration and recommendation to City Council. The following changes to the Tax Abatement Policy seeks to:

- Update and align the city's core values that have changed slightly since the last policy update from Integrity, Transparency, Inclusion, Fiscal Responsibility, and Outstanding Customer Service to Inclusion, Collaboration, Quality Service, Strategic Focus and Fiscal Responsibility;
- Included a downtown consideration that addresses redevelopment in the Downtown TIRZ and projects that support the Design Downtown Plan
- Added targeted industry sectors to replace the SGAs
- Reduced the minimum job threshold of at least 90% to 75% of the jobs in the application
- General administrative clean-up of definitions not needed and other edits to shorten the policy
- Updated the Census maps

**EXHIBITS**

Exhibit 1 – Agenda Information Sheet

Exhibit 2 – Draft Tax Abatement Policy Redline

Exhibit 3 – Presentation

Submitted by:

Erica Sullivan

Economic Development Program Administrator



# Chapter 312 Tax Abatement Policy



**Office of Economic  
Development**

Denton Tax Abatement Policy

Page 1

## Statement of Policy

The City of Denton is committed to promoting economic growth and redevelopment that expands and diversifies the tax base; creates and retains quality jobs; enhances the quality of life for residents; protects human health and the environment; and secures new customers for municipal utilities. ~~The City is a national model for public power through Denton Municipal Electric (DME), which incorporates 100 percent renewable energy into its portfolio.~~ Local economic development incentives serve as a tool for the City to accomplish those objectives. To provide a framework for the consideration of the use of public resources to stimulate economic activity, the City has established this policy to align the use of tax abatement incentives with the City's strategic focus areas and ensure a positive return on investment for the community. Tax incentives, as described in this policy, will be available for new and/or existing facilities and structures and for businesses wanting to locate, expand, upgrade, or modernize existing or new facilities and structures in the City of Denton. These tax incentives, as described herein, are governed by Chapter 312 of the Texas Tax Code. This policy is adopted under the authority of the Constitution and Laws of the State of Texas and the City Charter of the City of Denton.

The City of Denton has adopted the core values of Integrity, Transparency,

- Inclusion,
- Collaboration
- Quality Service
- Strategic Focus, Fiscal Responsibility, and Outstanding Customer Service,
- Fiscal Responsibility

These values are exemplified in our operations and are considered when contemplating any request for incentives.

The 2020 Economic Development Strategic Plan has five guiding principles that provide a framework for economic development in Denton: Inclusion, Collaboration, Quality Service, Strategic Focus and Fiscal Responsibility. ~~The plan is also built around three major goals: Accelerate Recovery, Foster Growth, and Strengthen Community Inclusion.~~

Tax abatements offered by the City of Denton are not entitlement programs and While this policy is used to outline the procedures and criteria for granting incentives, the City is not under any obligation to provide an incentive to any applicant. The City considers incentives to be strategic investments in organizations, developments, or projects that benefit the community, are in alignment with the economic development strategic plan, and must comply with all program criteria, policies, and guidelines adopted by the City Council.

All applications or requests are considered on a case-by-case basis by the Economic Development Partnership Board (EDPB) and the City Council. The City will conduct significant due diligence when an application is submitted, which could include reviewing an applicant's submission, requesting information to verify any claims, reviewing any other incentives received by the

Formatted: Font: (Default) Times New Roman, 12 pt

Formatted: Font: (Default) Times New Roman, 12 pt

Formatted: Font: (Default) Times New Roman, 12 pt

Formatted: Font: (Default) Times New Roman, 12 pt

Formatted: Font: (Default) Times New Roman, 12 pt

applicant from other jurisdictions, and conducting an independent economic and fiscal analysis for any proposed project. ~~This policy is designed to help catalyze investment that would not otherwise occur at the scope or length of time without additional public investment. The following will be taken into consideration when reviewing a project requesting incentives: Applications will be excluded from consideration if incentives may be excluded. Incentives may not be considered if a building permit for new construction or alteration has been issued or, a permit for commercial alterations has been issued, or the purchase of an existing building has been executed (excluding existing businesses seeking to expand).~~

~~The Office of Economic Development has target industry sectors for recruitment that will be given priority consideration:~~

- ~~• aviation/aerospace;~~
- ~~• drone and transportation applications;~~
- ~~• mobility;~~
- ~~• advanced manufacturing;~~
- ~~• biomedical/bioscience;~~
- ~~• information technology;~~
- ~~• renewable energy;~~
- ~~• research and development;~~
- ~~• supply chain and logistics for existing employers, and significant consumers of municipal utilities;~~

~~The City has also identified a Unmanned Aircraft Systems UAS Tech Ecosystem. The City has strategic growth areas and related industries, organized by North American Industry Classification System (NAICS) codes. These industries have been identified in the Strategic Plan for cultivation and recruitment and will be given priority consideration. The strategic growth areas include: Connectivity, Creativity, Sustainability, and Competitiveness. Exhibit A provides additional information on the industry by strategic growth areas. While these targeted industry sectors growth area and ecosystems will be given priority consideration, not being in a targeted industry sector strategic growth area or related industry does not disqualify a business from applying for an incentive if it meets other requirements under the policy.~~

All incentives offered will be evaluated through a cost-benefit analysis. The economic impacts evaluated may include net new jobs, wages, and contributions through property tax, sales taxes, hotel occupancy taxes, mixed beverage taxes, or other significant public benefit. Applicants for tax abatement must make specific repairs or improvements to the property that provide a benefit both to the property and City that will last beyond the expiration of a tax abatement agreement.

All agreements will be based on performance. Successful applicants must demonstrate performance with agreed-upon metrics to continue to receive funding. Failure to meet performance standards will result in recapture, reduction of abatement(s), or termination of agreement(s). Grantees will also be responsible for making periodic reports on their investments, hiring, and providing the City access to records to verify their reports.

Formatted: Font: (Default) Times New Roman, 12 pt

Formatted: Font: Expanded by 0.35 pt

Formatted: Font: (Default) Times New Roman, 12 pt

Formatted: Font: Expanded by 0.35 pt

Formatted: Font: Expanded by 0.35 pt

Formatted: Font: (Default) Times New Roman, 12 pt

Formatted: Font: Expanded by 0.35 pt

Formatted: Font: (Default) Times New Roman, 12 pt

Formatted: Font: Expanded by 0.35 pt

Formatted: Font: (Default) Times New Roman, 12 pt

Formatted: Font: Expanded by 0.35 pt

Formatted: Font: (Default) Times New Roman, 12 pt

Formatted: Font: Expanded by 0.35 pt

Formatted: Font: (Default) Times New Roman, 12 pt

Formatted: Font: Expanded by 0.35 pt

Formatted: Normal, No bullets or numbering

Formatted: Font: (Default) Times New Roman, 12 pt

Commented [PC1]: These aren't really industries, and the last one is already in this earlier

~~Guidelines for various incentive programs have been adopted by the Denton City Council. These include objectives, qualification criteria, reporting requirements, and other key program elements. Grantees are responsible for ensuring they meet the requirements of the overall policy and the program guidelines.~~

~~The Denton County Tax Abatement Policy states that applicants whose projects will be located in or are currently located in a municipality within the county must have an approved and executed Tax Abatement Agreement with that municipality prior to applying for a Denton County tax abatement. Denton County will not utilize Chapter 381 of the Texas Local Government Code to administer a community and economic development program to provide grants as a form of economic development.~~

### Definitions

“Agreement” means a contract between an Incentive recipient and the City clarifying the terms, performance measures, and obligations of the parties.

“Assessed Taxable Value” means the value of the real and business personal property, as appraised by the Denton Central Appraisal District (“DCAD”/or “District”), after any exemptions have been applied.

“Base Year Value” means the Assessed Taxable Value as of January 1 preceding the execution of the agreement, excluding land value, inventory, vehicles and supplies, as determined by the DCAD.

~~“Business Park” is defined as a multi-building, multi-tenant, master-planned complex of approximately one million square feet or more under roof, constructed to house manufacturing, distribution, assembly, and office facilities.~~

“Business Personal Property” means property associated with a Project other than Real Property and excluding inventory, vehicles and supplies.

“Capital Investment” means the total actual capital cost to grantee for the acquisition of land, development, and construction of the Project, including a reasonable capital operating reserve, and the furniture and equipment installed at the Project.

“City” means the City of Denton, Texas, and its governing and operating bodies.

“Community Support and Involvement” may include but is not limited to monetary or active investment in local nonprofits, public institutions, or community organizations.

“City Council” is the City Council of the City of Denton, Texas.

“Default” is an event in which a party to an Agreement has failed to meet Performance Measures and to perform under prescribed cures.

~~“Ecosystem” incorporates a number of elements, which include: anchor institutions, major emerging players, competitions and events, building blocks, local capital and public awareness.<sup>1</sup>~~

“Expansion” means an investment in fixed assets that will result in an increase in occupied building areas, increased employment, or higher Assessed Value of Real Property or Business Personal Property by a firm already located in the City.

~~“Facility” means combined Real and Business Personal Property Improvements that house an economically purposeful activity.~~

“Higher wage” means having an average annual wage of \$65,000 or greater for all positions or at least 25% of the positions have an annual wage of \$75,000 or greater.

“Improvement” means a building, structure, or fixture erected on or affixed to land.

“Incentive” means any inducement for economic activity given by the City such as a tax abatement or rebate or any other incentives not prohibited by state or federal law.

“Job” means a permanent, full-time employment position that has provided or will result in employment of at least 2,080 hours per position per year. Part-time positions may be aggregated to create a full-time position for consideration in this policy.

“Knowledge-based jobs” are defined as occupations which require specialized and theoretical knowledge, usually acquired through a college education or through work experience or other training which provides comparable knowledge; require some research, analysis, report writing and presentations; or require special licensing, certification, or registration to perform the job task.

~~“Leadership in Energy and Environmental Design” (LEED) certification is a voluntary, internationally recognized green building certification system, with verification by a third party that a building or community was designed and built using strategies aimed at improving performance across the following metrics: energy savings, water efficiency, CO<sub>2</sub> emissions reduction, improved indoor environmental quality, and stewardship of resources.~~

“Living Wage” is the wage necessary to provide the basic family expenses “basic needs budget” plus all relevant taxes.<sup>2</sup>

“Local Contractors” and “Local Sub-Contractors” refers to vendors that have their “principal office or place of business,” as reported to the Texas Secretary of State Office, located within Denton City Limits or Extraterritorial Jurisdiction (ETJ).

---

<sup>1</sup>~~TIP Strategies. Economic Development Strategic Plan: City of Denton Texas. 2020.~~

<sup>2</sup> Online Internet. Massachusetts Institute of Technology’s (MIT) Living Wage Calculator for Denton County <https://livingwage.mit.edu/counties/48121>.

“Modernization” means the replacement and upgrading of existing facilities which increases the productive input or output, updates the technology, or substantially lowers the unit cost of operation, and extends the economic life of the facility. Modernization may result from the construction, alteration, or installation of buildings, structures, fixed machinery, or equipment.

~~“North American Industry Classification System (NAICS)” is the standardized system utilized for the publication of statistical data by the federal government and other entities to classify businesses by the type of economic activity.<sup>3</sup>~~

~~“Performance Measures” are the performance indicators for a Project established by Agreement and reported to the City annually using a certificate of compliance provided in the Agreement or as otherwise prescribed by the Agreement.~~

“Primary Employer” refers to employers that produce products or services which are sold outside of the community or region.

“Project” means the combination of proposed investment, improvements, and economic activity that is submitted in an application for an economic incentive.

Formatted: Space After: 8 pt, Line spacing: Multiple 1.08 li

“Real Property” means land or an improvement affixed thereto.

“Reinvestment Zone” is a geographic area designated as blighted and in need of revitalization for the purpose of granting incentives as authorized by law.

“Tax Abatement” means the full or partial exemption of ad valorem taxes for eligible properties in a reinvestment zone designated as such for economic development purposes for new or expanded business development for a period of up to 10 years. Abatement may be granted for real property improvements and/or business personal property.

“Sustainable materials” or products related to manufacturing may include but are not limited to: biobased; recyclable; pollution reduction equipment or systems; and reclaimed goods.

Formatted: Normal, No bullets or numbering

### Application Procedure

To ensure fairness, accountability, and compliance with all applicable regulations, every incentive request must proceed through a uniform application process. Nothing within these guidelines implies or suggests that the City is under any obligation to provide an incentive to any applicant.

1. Applicant shall complete the ~~online attached~~ Incentive Application ~~Form (Exhibit B)~~. The application Form will not be considered until it is administratively complete. The Economic Development Director or the City Manager, or their designee, may amend the Application Form at their discretion from time to time. Applicant shall

<sup>3</sup>~~Online Internet. NAICS Association. 2022. NAICS.com.~~

- be responsible for obtaining and submitting the most recent Application ~~F~~form from the City.
2. Applicant shall prepare a map or other documents providing the following: precise location of the property and all roadways within 500 feet of the site; existing uses and conditions of real property; proposed improvements and uses; zoning changes; compatibility with the Denton 2040 Plan and applicable building codes and City ordinances; and a complete legal description as provided in the deed granting title to the owner of the property. This information will be submitted with the completed Incentive Application ~~F~~Form or the application may be considered incomplete.
  3. Applicant shall provide metes and bounds, legal description, and/or plat information of the property in order for staff to prepare the reinvestment zone materials required under Chapter 312 of the Texas Tax Code.
  4. Applicant shall complete a Due Diligence Form which authorizes the City to obtain and review any and all information needed to evaluate an application for an economic development incentive, including business financial statements, creation documents, and credit rating. The City may request additional information related to the creditworthiness or financial position of a business in the process of reviewing and evaluating the application for economic development incentive.
  5. Applicant shall complete all forms and information detailed in the Incentive Application ~~F~~Form and submit the Incentive Application ~~F~~Form and all additional required information ~~on the online Application Form to the Economic Development Department, City of Denton, 401 N. Elm Street, Denton, TX 76201.~~
  6. All information in the application package detailed above will be reviewed for completeness and accuracy. Additional information may be requested as needed.
  7. The application will be distributed to the appropriate City departments for internal review and comment. Additional information may be requested as needed.
  8. Fiscal agents of the City may review the application for comment and recommendation. Additional information may be requested as needed.
  9. A third-party underwriter may also be used to review the project and present possible options or recommendations. Additional information may be requested as needed.
  10. The Denton Economic Development Partnership ~~B~~Board (EDPB) serves as an advisory body, which makes recommendations to the City Council regarding whether economic development incentives should be offered in each individual case. Its recommendation shall be based upon an evaluation of information submitted in the incentive application and any additional information requested by the EDPB or presented to the EDPB. The EDPB will consider the application at a regular or special-called meeting(s). All meetings of the EDPB shall be held in compliance with the Texas Open Meetings Act, Chapter 551 of the Texas Government Code. Additional information may be requested as needed. The recommendation of the EDPB will be forwarded, with all relevant materials, to the City Council.
  11. If the City Council decides to grant a tax abatement, it shall call a public hearing to consider establishment of a tax reinvestment zone in accordance with Section 312.201 of the Texas Tax Code. The reinvestment zone must meet one or more of the criteria of Section 312.202 of the Texas Tax Code.

12. The City Council may consider adoption of an ordinance or resolution approving the terms and conditions of a contract between the City and the applicant governing the provision of the tax abatement or incentive and the commitments of the applicant, including all the terms required by Section 312.205 of the Texas Tax Code and such other terms and conditions as the City Council may require.
13. The City reserves the authority to enter into tax abatement agreements at differing percentages and/or terms as set forth in the guidelines of this Policy, consistent with the requirements of Chapter 312 of the Texas Tax Code. The City also reserves the authority to enter into incentive agreements under Chapter 380 of the Texas Local Government Code. The City has a separate policy for Chapter 380 incentive programs.

Section 312.003 of the Texas Tax Code makes confidential information provided to the City as a part of this application that describes the specific processes or business activities to be conducted or the equipment or other property to be located on the property. This information is not subject to public disclosure until the incentive agreement is executed. Section 522.131 of the Texas Government Code (Texas Public Information Act) makes confidential information which relates to economic development negotiations between the City and a business prospect that the City seeks to have locate, stay, or expand in or near the territory of the City. The information must relate to a trade secret of the business prospect or commercial or financial information which the business prospect can demonstrate based on specific factual evidence that disclosure would cause substantial competitive harm to the person from whom the information was obtained or information about a financial or other incentive being offered to the business prospect by the City or by another person. Information about a financial or other incentive being offered to the business prospect is required to be disclosed when an agreement is made with a business prospect. The City will respond to requests for disclosure as required by law and will assert exceptions to disclosure as it deems relevant. The City will make reasonable attempts to notify the applicant of the request so it may assert its own objections to the Attorney General.

Any incentive agreement will address various issues, including but not limited to, the following:

1. General description of the project
2. Amount of the incentive and percent of value to be abated each year
3. Method of calculating the value of the abatement
4. Duration of the abatement, including commencement date and termination date
5. Complete legal description of the property as provided in the deed granting title to the owner of the property
6. Kind, number, location and timetable of planned improvement
7. Specific terms and conditions to be met by applicant, which will be based on the information submitted by the applicant in the Incentive Application [Form](#) and/or other appropriate criteria
8. The proposed use of the facility and nature of construction
9. Contractual obligations in the event of default, violation of terms or conditions, delinquent taxes, recapture, any decrease in valuation, administration and assignment.

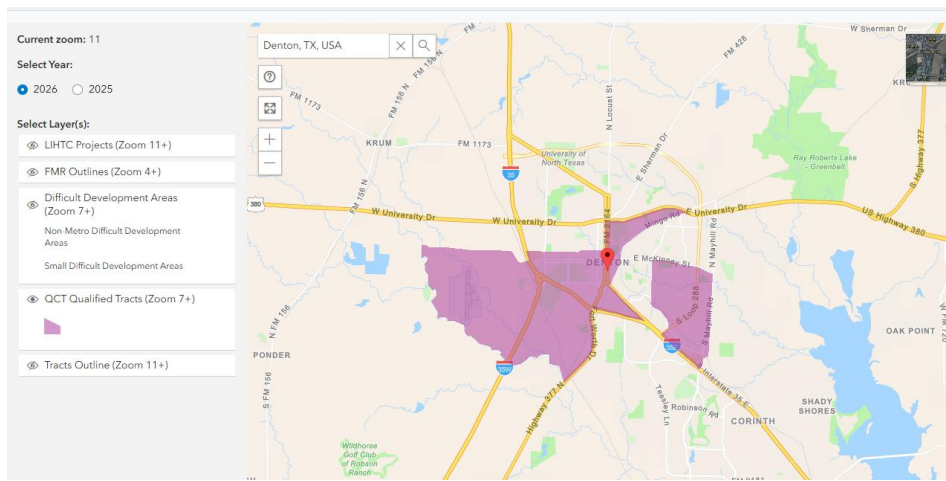
Businesses receiving an incentive are asked to use diligent efforts to purchase all goods and services from Denton businesses whenever such goods and services are comparable in availability,

quality and price. The City of Denton also encourages the use, if applicable, of qualified contractors, subcontractors and suppliers who are historically underutilized businesses based on information provided by the General Services Commission pursuant to Chapter 2161 of the Government Code. Businesses receiving an incentive are encouraged to use diligent efforts to hire local contractors and local subcontractors where possible during construction of the project.

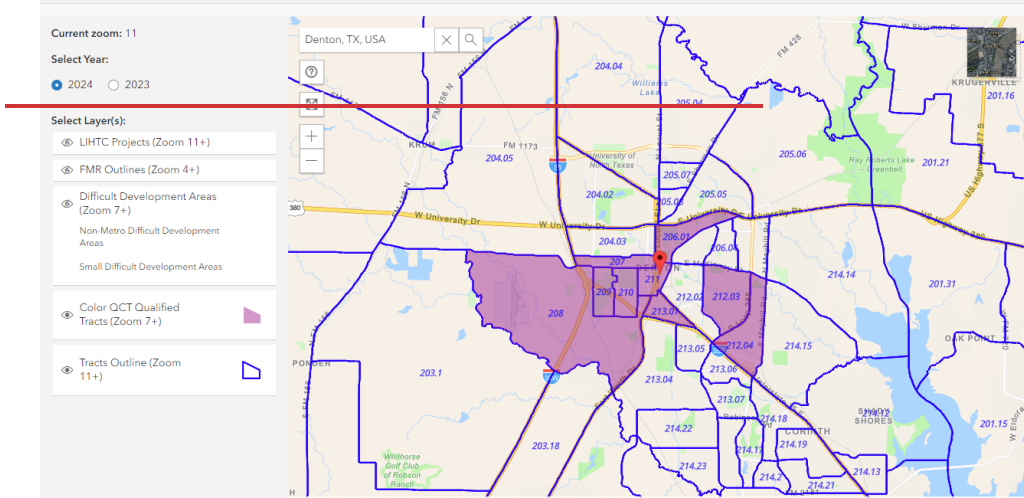
Businesses receiving incentives are asked to endeavor to make available, or endeavor to cause lessees or assignees to make available full-time or part-time employment for Denton residents. In this effort, the business, lessee or assignee is encouraged to recruit from the low-moderate income Census tracts as further defined by the U.S. Department of Housing and Urban Development’s (HUD) Qualified Census Tracts (QCT) map shown in Figure 1. HUD defines QCTs as “census tracts in which one-half or more of the households have incomes below 60 percent of the area median income or the poverty rate is 25 percent of [or] higher.

**Figure 1: 2026 Qualified Census Tracts in Denton**

The 2026 Qualified Census Tracts (QCTs) and Difficult Development Areas (DDAs) are effective January 1, 2026. The 2026 QCT designations use tract boundaries from the 2020 decennial census. The 2026 metro DDAs use ZIP Code Tabulation Area (ZCTA) boundaries from the 2020 decennial census. The designation methodology is explained in the [Federal Register notice](#) published September 30, 2025.



The 2024 Qualified Census Tracts (QCTs) and Difficult Development Areas (DDAs) are effective January 1, 2024. The 2024 QCT designations use tract boundaries from the 2020 Decennial census. The 2024 metro DDAs use ZIP Code Tabulation Area (ZCTA) boundaries from the 2010 Decennial census. The designation methodology is explained in the Federal Register notice published September 21, 2023.



Formatted: Space After: 0 pt, Line spacing: single

## Tax Abatement

New, expanding, and modernizing businesses may be considered for a tax abatement if a minimum threshold of ~~\$\$\$25~~ million in ad valorem value will be created by the project. Once a determination has been made that a project is eligible for a tax abatement, the ~~targeted industries~~ ~~strategic growth areas~~, public benefit factors, and considerations will serve as a basis for determining ~~the~~ amount and term of abatement.

To qualify to receive the ~~abatement~~ ~~grant or rebate~~, companies must meet the minimum threshold of projected tax value for the project in the first 24 months from the execution of the agreement or as specified in the tax abatement agreement. The minimum threshold is at least 75% of the incentivized projected tax value for new projects and 50% of the tax value for expansion projects. Minimum ~~job~~-related thresholds, if applicable, will be at least ~~75~~~~90~~% of the jobs in the application for that year, or as required by the agreement.

If, upon initial application, a project qualifies for tax abatement under the guidelines set forth in this Policy, the City may consider the ~~economic and fiscal impacts~~, ~~targeted industries~~, public benefit factors, and ~~the following~~ priority considerations in evaluating the project and the abatement percentage. ~~The following impacts, factors and considerations are further organized under the strategic growth areas for industries and ecosystems that have been identified in the Strategic Plan for cultivation and recruitment and will be given priority consideration. The strategic growth areas include: Connectivity, Creativity, Sustainability, and Competitiveness.~~

## **Economic and Fiscal Impacts**

- Generates new utility customers (priority consideration for larger customers);
- Encourages new business markets/suppliers and entrepreneurship (the project is from an industry not significantly represented in the local economy or is a new business startup or entrepreneurial endeavor);
- Expands the tax base through property, sales, Hotel Occupancy Tax (HOT), or other taxes to the City, County, DISD, and DCTA through the development of property, facility or by making improvements to an existing property or facility, through the development of a new business or expansion of an existing business, through the development of a new multi-tenant complex where businesses can locate, or through the addition or increase in jobs available in the City;
- Public-Private Partnerships include development of public infrastructure or public amenities that City deems beneficial, or developer assumes responsibility for development of infrastructure or other public facilities beyond what is required. Project will involve a significant relationship with a public school district or institution of higher education;
- Increases higher wage or knowledge-based jobs (includes an average annual wage of \$65,000 or greater for all positions or at least 25% of the positions have an annual wage of \$75,000 or greater or An average wage that is above the average wage in Denton County or at least 25 percent of jobs requiring a college bachelor's degree);
- ~~Creates knowledge-based jobs, as documented by the applicant (An average wage that is above the average wage in Denton County or at least 25 percent of jobs requiring a college bachelor's degree);~~
- Pays a living wage for all new employees in accordance with the current "Living Wage" from the MIT Living Wage Calculator for Denton County;
- Engages in sustainable practices (Renewable energy will be generated, stored, or utilized for the project or the project incorporates significant environmentally sustainable practices that include: Leadership in Energy and Environmental Design (LEED) certification, recycling initiatives, the manufacture of sustainable materials or products that support sustainable industries, or the incorporation of clean technology);
- Spur infill development or redevelopment (Project is to develop/redevelop a property in a manner that reduces urban sprawl and/or increases density in a desirable area; project includes property or an existing facility that has been vacant or underutilized for at least two years);
- The project is an international or national headquarters facility;
- Provides benefits to employees that may include: on-site childcare services; adult care; vouchers or other financial assistance for child or adult care; backup or temporary childcare services; flexible hours or remote work accommodations; and flexible spending accounts; 401(k) matching/pension; tuition reimbursement; or other benefits;
- The project will redevelop or create improvements in Tax Increment Reinvestment Zone Number One or it meets a community priority of the Design Downtown Plan.
- Community Investment demonstrates a commitment to community support or involvement through monetary or in-kind support of local nonprofits, public institutions, or community organizations;
- Other priorities or considerations as determined by City Council.
- 25% of local contractors used in construction or 25% of new jobs filled by Denton residents

Formatted: Not Expanded by / Condensed by

Formatted: Font:

**Connective**

- Generates new utility customers (priority consideration for larger customers);

**Creative**

- Community Investment demonstrates a commitment to community support or involvement through monetary or in-kind support of local nonprofits, public institutions, or community organizations;
- Provides benefits to employees that may include: on-site childcare services; adult care; vouchers or other financial assistance for child or adult care; backup or temporary childcare services; flexible hours or remote work accommodations; and flexible spending accounts; 401(k) matching/pension; tuition reimbursement; or other benefits;
- Encourages new business markets/suppliers and entrepreneurship (the project is from an industry not significantly represented in the local economy or is a new business startup or entrepreneurial endeavor)

**Sustainable**

- Engages in sustainable practices (Renewable energy will be generated, stored, or utilized for the project or the project incorporates significant environmentally sustainable practices that include: Leadership in Energy and Environmental Design (LEED) certification, recycling initiatives, the manufacture of sustainable materials or products that support sustainable industries, or the incorporation of clean technology);
- Spur infill development or redevelopment (Project is to develop/redevelop a property in a manner that reduces urban sprawl and and/or increases density in a desirable area; project includes use of existing facility that has been vacant for at least two years);

**Competitive**

- 25% of local contractors used in construction or 25% of new jobs filled by Denton residents  
Other priorities or considerations as determined by City Council
- The project is an international or national headquarters facility;
- Other priorities or considerations as determined by City Council.

Formatted: Indent: First line: 0.5", Space After: 0 pt, Line spacing: single

Formatted: List Paragraph, Bulleted + Level: 1 + Aligned at: 0.25" + Indent at: 0.5"

All abatements are subject to final approval of the City Council. Even though a project may meet the criteria as set forth in this Policy, an application may be denied at the discretion of the City. The incentive shall not apply to any portion of the land value of the project.

The City may consider the use of incentives to retain existing businesses, which propose to improve or redevelop property within the City limits. The City may also take into consideration the expansion/redevelopment of existing businesses that create new or additional higher wage or knowledge-based jobs. The incentive will only apply to the increased valuation of the improvements

over the appraised value of the property prior to such improvements as ~~same is established~~ determined by the Denton Central Appraisal District the year in which the tax abatement agreement is executed. The City may also consider other tax incentives authorized by law.

June 10, 2026

# Chp. 312 Tax Abatement Policy

OFFICE OF ECONOMIC DEVELOPMENT

Erica Sullivan  
Economic Development Program Administrator



EDP26-015; 6/10/2026

# Incentive Policies

History

Tax Abatement Considerations

Proposed Changes

# Tax Abatement Overview

- New & Expanded businesses
- Minimum capital investment required
- Property owner will receive exception deducted from total on tax statement from appraisal district
- Economic analysis is performed to determine project costs & ROI to the City

**Increment:** New ad valorem taxes created from real property improvements and business personal property improvements

# Policy History

## City of Denton Policy for Tax Abatement and Incentives

- First Tax Abatement Policy approved in 1989
- Updated to include green initiatives in 2010 and 2012
- Broadened to apply Chapter 380 of the Texas Local Government Code (LGC) to implement a wider range of incentive programs in 2014
- Retail addressed, definitions added, and the Investment Fund and Aircraft Incentive programs were incorporated in 2018
- Update in 2020 had no significant changes

# Policy History: Economic Development Strategic Plan

- The 2020 Strategic Plan was approved in February of 2021.
- The policies were separated and aligned with the strategic plan and the City's Core Values in 2022.

## Five Guiding Principles

Core Resiliency

Future Focused

Inclusive Growth

Entrepreneurial Spirit

Cultural Vitality

## Three Major Goals

Accelerate Recovery

Foster Growth

Strengthen Community

Inclusion

# Tax Abatement Considerations

Chapter 312 of the Texas Tax Code requires governing body to adopt guidelines and criteria governing tax abatements in order to be eligible to grant tax abatements.

- Policy is effective for 2 years after adoption
- During the 2 year period, the policy can only be amended by a three-fourths vote of the government body
- Governing body must hold a public hearing regarding the proposed policy
- Denton County generally prefers to participate in tax abatements with Cities

# Changes to Current Policies

- Included a downtown consideration that addresses redevelopment in the Downtown TIRZ and projects that support the Design Downtown Plan
- General administrative clean-up of definitions and items not needed
- Updated the Census maps

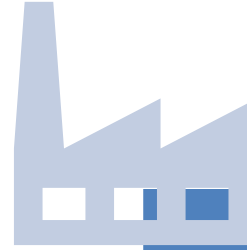
# Proposed Changes to Current Policies



## Current

### City Core Values

- Integrity
- Transparency
- Inclusion
- Fiscal Responsibility
- Outstanding Customer Service



## Proposed

### City Core Values

- Inclusion
- Collaboration
- Quality Service
- Strategic Focus
- Fiscal Responsibility

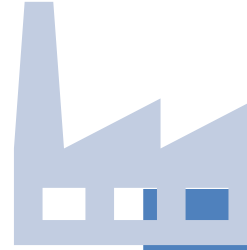
# Proposed Changes to Current Policies



## Current

### Targeted Sectors

- Strategic growth areas and related industries, organized by (NAICS) codes. These industries have been identified in the Strategic Plan.
- The strategic growth areas include: Connectivity, Creativity, Sustainability, and Competitiveness.



## Proposed

### Targeted Sectors

- Aviation/aerospace
- Drone & Transportation
- Mobility
- Advanced Manufacturing
- Biomedical/Bioscience
- Information Technology
- Renewable Energy
- Research & Development
- Supply Chain & Logistics
- Significant Consumers of Municipal Utilities
- UAS Tech Ecosystem

# Incentive Policy Considerations

- Minimum \$5M Capital Investment
- Incentives may not be considered if a building permit for new construction has been issued
- Added targeted industry sectors to replace the Strategic Growth Areas (SGAs)
- Qualified Census Tracts
- Any minimum job-related thresholds will be at least 75% of the jobs in the application
- Minimum threshold of tax value in 24 months from the execution or as specified in the agreement.
- Minimum threshold is at least:
  - 75% of the tax value for new projects
  - 50% of the tax value for expansion projects
- Increases higher wage/knowledge-based jobs (avg. annual wage of \$65,000 or greater for all jobs, 25% of the jobs have a wage of \$75,000 or greater or an avg. wage above the County avg. or 25 percent of jobs requiring a degree)
- Pays a living wage for all new employees in accordance with the current “Living Wage” from the MIT Living Wage Calculator for Denton County

# Options and Recommendations

- The board can recommend the proposed changes to the Tax Abatement Policy to the City Council
- The board can make a recommendation to include items, exclude items, or provide other direction concerning the policy in the board's recommendation to City Council

## Next Steps

- Tax Abatement Policy considered by Council on July 14, 2026
- Chapter 380 Policy to EDPB in July or August
- Chapter 380 Policy considered by Council in Aug. or Sept.

# Questions

EDP26-015; 6/10/2026



# City of Denton

City Hall  
215 E. McKinney Street  
Denton, Texas  
[www.cityofdenton.com](http://www.cityofdenton.com)

---

## AGENDA INFORMATION SHEET

**DEPARTMENT:** Economic Development

**ACM:** Christine Taylor

**DATE:** June 10, 2026

### **SUBJECT**

Receive a report and hold a discussion regarding work plan goals from the Economic Development Partnership board retreat.

### **BACKGROUND**

On March 23-24, 2026, the City of Denton Economic Development Partnership Board met at the Denton Civic Center for a two-day Strategic Work Plan Retreat. Alysia A. Cook, PCED, IOM of Opportunity Strategies LLC served as the facilitator throughout the process.

The retreat began with a celebration of the organization's 2025-2026 successes, followed by a discussion of priorities and opportunities looking ahead to 2026-2027. Participants then introduced themselves and shared their expectations for the retreat.

The facilitator guided the group through a discussion of pre-work results to identify key themes, challenges, and opportunities that would shape the planning process.

Following the pre-work review, participants focused on defining desired outcomes and reviewing the organization's existing strategic priorities. Special attention was given to the previous plan's goals of Foster Growth (Recruitment and Business Retention & Expansion), which focused on attracting long-term economic growth aligned with community priorities, and Strengthen Local Inclusion, which emphasized aligning economic, workforce, and community development efforts to meet critical community needs and strengthen community inclusion.

The remainder of Day One was dedicated to the development of the FY 2026-2027 Work Plan, where participants began identifying priority actions and areas of focus.

On Day Two, the group continued refining the FY 2026-2027 Work Plan and developing specific strategies to support each goal. Following strategy development, participants established metrics and key performance indicators (KPIs) to measure success and track progress.

Finally, the group identified timelines and accountability measures to support implementation and ensure progress toward the organization's strategic priorities.

### **RECOMMENDATION**

Review and finalize work plan goals to be reviewed and considered by City Council.

**PRIOR ACTION/REVIEW**

On March 23-24, 2026, the City of Denton Economic Development Partnership Board met at the Denton Civic Center for a two-day Strategic Work Plan Retreat.

**EXHIBITS**

Exhibit 1 – Agenda Information Sheet

Exhibit 2 – 2026-2027 Denton EDP Work Plan

Respectfully submitted:  
Brittany Sotelo  
Economic Development Director

# Denton Economic Development Partnership

## 2026-2027 Work Plan

### **Process**

In March 2026, the Denton Economic Development Partnership Board began a strategic planning process to establish priorities and develop a focused work plan for FY 2026-2027. The following outlines the process used to reach the conclusions for the Strategic Work Plan.

On March 23-24, 2026, the City of Denton Economic Development Partnership Board met at the Denton Civic Center in Denton, Texas for a two-day Strategic Work Plan Retreat. Alysia A. Cook, PCED, IOM of Opportunity Strategies LLC served as the facilitator throughout the process.

The retreat began with a celebration of the organization's 2025-2026 successes, followed by a discussion of priorities and opportunities looking ahead to 2026-2027. Participants then introduced themselves and shared their expectations for the retreat.

The facilitator guided the group through a discussion of pre-work results to identify key themes, challenges, and opportunities that would shape the planning process.

Following the pre-work review, participants focused on defining desired outcomes and reviewing the organization's existing strategic priorities. Special attention was given to the previous plan's goals of Foster Growth (Recruitment and Business Retention & Expansion), which focused on attracting long-term economic growth aligned with community priorities, and Strengthen Local Inclusion, which emphasized aligning economic, workforce, and community development efforts to meet critical community needs and strengthen community inclusion.

The remainder of Day One was dedicated to the development of the FY 2026-2027 Work Plan, where participants began identifying priority actions and areas of focus.

On Day Two, the group continued refining the FY 2026-2027 Work Plan and developing specific strategies to support each goal. Following strategy development, participants established metrics and key performance indicators (KPIs) to measure success and track progress.

Finally, the group identified timelines and accountability measures to support implementation and ensure progress toward the organization's strategic priorities.

The following is the Denton Economic Development Partnership 2026-2027 Strategic Work Plan.

## **Goal #1: Workforce Development**

*To establish a task force of Denton stakeholders to cultivate resilient, future-ready talent.*

The Denton Economic Development Partnership's Workforce Development goal centers on building a coordinated, community-wide effort to prepare Denton's workforce for current and future labor market demands. To accomplish this, the organization will convene a broad-based task force that brings together universities, independent school districts, employers, nonprofits, career and technical education programs, the United Way, and workforce development entities.

The task force will be organized into industry-specific working committees covering key sectors including aviation, media, logistics, defense, and manufacturing.

Complementing this structure, the EDP will catalog existing programs, resources, and messaging campaigns from partners such as the Texas Workforce Commission, DISD, Goodwill Industries, and North Central Texas College, mapping them across entry-level, professional, and advanced or executive skill levels.

Young professional development, with a focus on soft skills and problem-solving, will also be embedded in the initiative. Benchmarking from models such as the City of Fort Worth and Texas Industry Association will help shape the task force's structure and approach.

## **Goal #2: Business Retention and Expansion**

*To grow and strengthen existing businesses in Denton by identifying and addressing local business needs, providing quality assistance, and ensuring access to resources that support business retention and expansion.*

The Business Retention and Expansion goal reflects the EDP's commitment to understanding and responding to the evolving needs of Denton's existing business community. Central to this effort is the selection and implementation of a shared BRE software platform that will be used collaboratively with the City of Denton and the local chamber, enabling coordinated outreach and data management across partners. The EDP will solicit direct feedback from businesses on their current goals, challenges, and opportunities, using carefully crafted questions designed to surface actual problems rather than surface-level responses, and will improve data reporting and metrics accordingly.

Recognizing the wave of baby boomer business owners approaching retirement, the EDP will connect with the Small Business Development Center and chamber to host workshops focused on succession planning, including reverse job fair formats and industry-specific business transition guidance.

An advisory board council or potential task force will be explored to deepen business engagement, and commercial real estate brokers will be included in post-transaction debriefs to capture additional market intelligence.

### **Goal #3: Business Recruitment**

*To develop a robust plan to utilize available research for recruitment targets while achieving site readiness and availability and develop new businesses through pilot programs and technology ecosystem support.*

The Business Recruitment goal positions the EDP to pursue a targeted, data-informed approach to attracting new businesses and investment to Denton. A certified site readiness program will be developed to support proactive development efforts and ensure available properties are prepared to meet prospect requirements. Target industries will be reviewed and updated in collaboration with University of North Texas data, with explicit attention to community priorities and regulatory considerations.

The EDP will also leverage relationships with existing local and countywide business leaders to recruit suppliers and complementary businesses into the Denton market. On the innovation side, the organization will establish programs and policies to attract pilot programs and start-ups, particularly in mobility and the broader technology ecosystem.

To close infrastructure and readiness gaps, the EDP will conduct quarterly cross-departmental meetings to cross-reference comprehensive and master plans across city departments, identifying gaps before they become barriers to recruitment.

### **Goal #4: Customer Service Excellence**

*To prioritize top-down streamlining of customer-facing efficiency throughout the development process to achieve regional and statewide recognition.*

The Customer Service Excellence goal reflects the EDP's recognition that the development process itself is a key factor in business attraction and retention, and that a streamlined, responsive experience can distinguish Denton in a competitive market.

This goal calls for building understanding and commitment from city leadership around the connection between development services processes and economic development outcomes. The EDP will advocate for fast-tracking policies and procedures within

development services to reduce friction for businesses navigating the permitting and approval process.

Quarterly interdepartmental meetings will be used to maintain a sustained focus on the customer-facing impact of the development experience, ensuring that progress is tracked and that accountability is shared across departments. The long-term aspiration is for Denton to earn regional and statewide recognition for the quality and efficiency of its development process.

### **Goal #5: Fostering Relationships**

*To connect existing entities in intentional ways to foster economic prosperity.*

The Fostering Relationships goal acknowledges that economic development in Denton is a team effort, and that intentional, sustained relationship-building among key stakeholders is essential to long-term success.

The EDP will begin by identifying the full range of players who need to be represented and engaged, ensuring that the right voices are at the table. A formal onboarding process will be developed to orient new partners, board members, and stakeholders to the EDP's work and priorities. Contracted partners will participate in monthly check-in calls to maintain active relationships, and quarterly interdepartmental city meetings will create consistent touchpoints across municipal functions.

The EDP will also work directly with city leadership to align on shared goals, particularly between Development Services and Economic Development. University and ISD partners will be engaged through listening sessions designed to surface opportunities and identify synergies between institutional priorities and community economic development needs.

### **Goal #6: Storytelling**

*To create a strong story that encourages visitors, businesses, and citizens to live, work, and invest (time, talent, treasure) in our unique community.*

The Storytelling goal recognizes that Denton's economic development work is only as powerful as the community's ability to articulate and share it.

The EDP will develop three to four concise elevator pitches tailored to different economic development contexts, such as explaining the Westpark TIRZ and similar initiatives to varied audiences. A core economic development narrative will be crafted around the concept of the Denton triangle, illustrating how the tax burden is shared among residents, businesses, and visitors in ways that benefit the whole community.

The organization's existing tagline, "Where Creativity Meets Commerce," will be woven into consistent, compelling stories that reinforce Denton's identity and value proposition. An onboarding component will ensure that board members and partners are equipped with aligned messaging from the outset. A living inventory of success stories will be developed and maintained, with assignments distributed across the team by category, and all messaging will be built to foster trust through consistency and alignment across channels and audiences.

### **Goal #1: Workforce Development**

*To establish a task force of Denton stakeholders to cultivate resilient, future-ready talent.*

#### **Strategies**

1.1 Create a task force by building relationships that include universities, ISDs, employers, and nonprofits

1.1.1 CTE included in task force and United Way, DCWSLT

1.1.2 Young Professionals - build soft skills and problem-solving

1.1.3 Template from City of Fort Worth and TIA

1.2 Identify programs, resources, and messaging/campaigns from TWC, DISD, Goodwill Industries, NCTC, et al., by level (entry-level, professional, and advanced/executive)

1.3 Establish and activate working committees from the task force based on industry

1.3.1 Aviation

1.3.2 Media

1.3.3 Logistics

1.3.4 Defense

1.3.5 Manufacturing

## **Goal #2: Business Retention and Expansion**

*To grow and strengthen existing businesses in Denton by identifying and addressing local business needs, providing quality assistance, and ensuring access to resources that support business retention and expansion.*

### **Strategies**

2.1 Advisory board council - potential task force

2.2 Silver Tsunami connection to host small business workshops:

- Review and connect with small business resource partners
- Develop plan.
- Identify by industry and include finance
- Reverse job fair
- Succession planning for small businesses

2.3 Decide on BRE software that is shared with the City and Chamber (within Chamber work plan)

2.4 Solicit feedback from businesses on current and future goals, challenges, opportunities, and supplies

2.5 Improve data reporting and metrics

2.6 Craft concise questions to obtain actual problems

2.7 Include brokers in post-transaction debrief

### **Goal #3: Business Recruitment**

*To develop a robust plan to utilize available research for recruitment targets while achieving site readiness and availability and develop new businesses through pilot programs and technology ecosystem support.*

#### **Strategies**

- 3.1 Facilitate site readiness through a certified site program for proactive development efforts
- 3.2 Review and update target industries through collaboration with UNT data, excluding regulatory prohibited businesses and community priorities (business community and citizens)
- 3.3 Utilize connections with existing local and countywide business leaders to recruit suppliers to Denton
- 3.4 Establish programs and policies for pilot programs and start-up recruitment related to mobility and the technology ecosystem
- 3.5 Identify site readiness gaps through cross-reference of comprehensive and master plans across departments (quarterly meeting)

### **Goal #4: Customer Service Excellence**

*To prioritize top-down streamlining of customer-facing efficiency throughout the development process to achieve regional and statewide recognition.*

#### **Strategies**

- 4.1 Develop recognition/comprehension from leadership regarding connection between development services processes and economic development
- 4.2 Advocate for fast-tracking policies and processes within development services
- 4.3 Prioritize understanding the customer-facing impact of the development experience through interdepartmental actions and planning (quarterly meetings)

## **Goal #5: Fostering Relationships**

*To connect existing entities in intentional ways to foster economic prosperity.*

### **Strategies**

- 5.1 Identify the players. Who needs to be at the table and wants to participate?
- 5.2 Develop an Onboarding 101
- 5.3 Contracted partners monthly check-in - relationship building
- 5.4 Quarterly city interdepartmental meetings
- 5.5 Work with city leadership on shared goals and impacts (i.e. Development Services and Economic Development)
- 5.6 University/ISD - Ihost Listening Sessions to identify opportunities and synergies

## **Goal #6: Storytelling**

*To create a strong story that encourages visitors, businesses, and citizens to live, work, and invest (time, talent, treasure) in our unique community.*

### **Strategies**

- 6.1 Develop 3-4 elevator pitches for economic development (i.e. Westpark TIRZ)
- 6.2 Tell the triangle story economic development 101 (that taxes are burdens shared by residents, tourists, and businesses)
- 6.3 Utilize our existing/new taglines/phrases "Where Creativity Meets Commerce" into stories
- 6.4 Onboarding - develop onboarding material
- 6.5 Assign success stories by category
- 6.6 Create inventory of success stories (ongoing) - split assignment
- 6.7 Build consistent/aligned messaging (trust)



# City of Denton

City Hall  
215 E. McKinney Street  
Denton, Texas  
www.cityofdenton.com

---

## AGENDA INFORMATION SHEET

**DEPARTMENT:** Economic Development

**ACM:** Christine Taylor

**DATE:** June 10, 2026

### **SUBJECT**

Staff Reports:

1. Future Agenda Items – Brittany Sotelo

### **BACKGROUND**

#### **Future Agenda Items:**

Receive a report and hold a discussion regarding an overview of current items in the Agenda Queue and discussion of possible future agenda items.

### **EXHIBITS**

Exhibit 1 – Agenda Information Sheet

Exhibit 2 – Future Agenda Items

Respectfully Submitted:  
Brittany Sotelo  
Economic Development Director

## Economic Development Partnership Board

<b>Wednesday, July 8, 2026</b>			
IC - Items for Consideration	June 10, 2026 Minutes	Chair	5
IC - Items for Consideration	Project Circuit	Brittany Sotelo	15
WS - Work Session	Guest Speaker - Ben Magill UNT	Brittany (introduction) & Ben Magill	10
WS - Staff Report	Quarterly Director's Report (Apr, May, Jun)	Brittany Sotelo	15
WS - Staff Report	Future Agenda Items	Brittany Sotelo	5
		<b>Total Time</b>	<b>50</b>
<b>Wednesday, August 12, 2026</b>			
IC - Items for Consideration	July 8, 2026 Minutes	Chair	5
IC - Items for Consideration	Stoke Contract	Brittany Sotelo & Heather Gregory	
WS - Staff Report	EDP Report	Jamie Adams	10
WS - Staff Report	Future Agenda Items	Brittany Sotelo	5
		<b>Total Time</b>	<b>20</b>
<b>Wednesday, September 9, 2026</b>			
IC - Items for Consideration	August 12, 2026 Minutes	Chair	5
WS - Staff Report	Future Agenda Items	Brittany Sotelo	5
		<b>Total Time</b>	<b>10</b>