



# Board Member Handbook

May 2025

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Dear Wylie EDC Board Member,

On behalf of Wylie Economic Development Corporation, it is with great pleasure and gratitude that we extend our warmest welcome to you as a valued member of the Wylie EDC Board.

Your commitment to serve on our Board signifies your dedication to advancing the economic well-being and quality of life in and around Wylie. We are excited to have you join our team of experts who are passionate about shaping the future of our region.

This Board Member Handbook will provide you with a comprehensive understanding of your role, responsibilities, and ethical commitments as a member of our organization. It serves as a guide to help you navigate the intricate landscape of economic development, tourism, and marketing, while also upholding the highest standards of integrity and transparency.

Within these pages, you will find detailed information about your duties, obligations, and the principles that underpin our work. From the Code of Ethics to the Confidentiality Statement and Acknowledgment, this handbook lays the foundation for our collective success.

We believe that your expertise, dedication, and unwavering commitment to the best interests of our organization and the community we serve will be instrumental in achieving our goals. Your contributions are invaluable, and we look forward to witnessing the positive impact of your involvement.

Please take the time to thoroughly review this handbook and complete the Acknowledgment form to formally affirm your commitment to our mission and ethical standards.

Once again, welcome to Wylie EDC. We are excited to embark on this journey of growth and prosperity for our community together.

Best Regards,

A handwritten signature in black ink, appearing to read 'Jason Greiner', with a stylized, flowing script.

Jason Greiner  
Executive Director



## **Introduction**

Welcome to the Wylie Economic Development Corporation Board! As a member of this Board, you play a crucial role in advancing our mission to expand and diversify the local tax base, enhance employment opportunities, and improve the quality of life in Wylie, TX.

## **Welcome Message**

We recognize the time and commitment required to be an active participant on the Wylie EDC Board. Thank you in advance for your dedication to the benefit of our community.

## **History**

Since 1979, Texas law has allowed cities to form economic development corporations to attract businesses and create job opportunities. In 1989, the Legislature amended The Development Corporation Act of 1979 to allow eligible cities to adopt dedicated sales and use tax (formerly referred to as 4A sales tax; now Type A) to fund industrial development projects. Further legislation in 1991 provided cities with a second form of sales tax (formerly referred to as 4B sales tax; now Type B) to improve their appeal as places to live, work, and visit. (In 2009, the act was recodified to Local Government Code Chapters 501 through 505. With the recodification, EDCs formerly known as 4A and 4B corporations, are now referred to as Type A and Type B corporations, respectively).

In October 1990, after receiving voter approval, the City of Wylie filed the Articles of Incorporation for the “Development Corporation of Wylie, Inc.” to create a 4A (now Type A) economic development corporation in Wylie via a half-cent sales tax. In November 1990, the State of Texas issued the Certificate of Incorporation to the “Development Corporation of Wylie”. In August 1996, the Development Corporation of Wylie, Inc. amended the entity's name with the State of Texas to “Wylie Economic Development Corporation,” and amended Articles of Incorporation were received.

The Type A sales tax is primarily intended for manufacturing and industrial development. EDCs may use Type A revenue to fund land, buildings, equipment, facilities expenditures, targeted infrastructure, and improvements for projects, including:

- manufacturing and industrial facilities, recycling facilities, distribution centers, and small warehouse facilities;
- research and development facilities, regional or national corporate headquarters facilities, primary job training facilities operated by higher education institutions, job training classes, telephone call centers and career centers not located within a junior college taxing district;
- certain infrastructure improvements that promote or develop new or expanded business enterprises;
- aviation facilities;
- commuter rail, light rail, or commuter bus operations;
- port-related facilities, railports, rail switching facilities, marine ports, inland ports; and
- maintenance and operating costs associated with projects.

Per the State of Texas, the boards of directors of both Type A and Type B corporations serve at the pleasure of the City Council and may be removed and replaced at any time and without cause. All expenditures authorized by a Type A or Type B corporation also require approval by the City Council.

Board meetings of Type A and Type B corporations must be held within the corporate limits of the authorizing municipality unless the authorizing city is located in a county with a population of 30,000 or less, where meetings may be held at any location within the county. Under Type A, the City Council must appoint a board of directors with at least five members to serve terms not to exceed six years. The statute does not specify qualifications for Type A corporation board members. Type A and Type B corporations board of directors are subject to the Texas Open Meetings Act, found in Chapter 551 of the Government Code.

The Development Corporation Act requires all Type A and Type B corporations to file an annual report with the Texas Comptroller of Public Accounts by April 1 of each year. The report must include the corporation's economic development objectives, total revenues and expenditures for the preceding fiscal year, a breakdown of these expenditures, and a list of the corporation's assets. The Comptroller will use this information to compile the Economic Development Corporation Report to the Legislature in each biennium.

### **Current Overview of Wylie, TX**

Wylie is an emerging community with a vibrant growth trajectory. Our city, nestled in the heart of North Texas, has seen remarkable population growth, increasing from 43,395 in 2010 to an estimated 62,256 in 2024 and projected to reach nearly 64,335 by 2029. This expansion reflects our commitment to fostering a dynamic environment conducive to personal and professional growth.

Our community's median household income and home values are steadily rising, indicating a robust and prosperous economy. With a median income of approximately \$112,029 in 2024, expected to climb to \$129,191 by 2029, and median home values projected to rise from \$399,805 in 2024 to \$464,618 in 2029, Wylie is a promising land of opportunity.

Wylie's demographic profile is diverse, with a median age of 35.5 years as of 2024. The community comprises various age groups and ethnic backgrounds, fostering an inclusive and vibrant environment. Educational attainment is notable, with 75% of residents having completed some college or higher education.

The average household size in Wylie is 3.12, with a slight projected decrease to 3.09 by 2029, aligning with broader demographic trends. This stable household size reflects the city's family-friendly atmosphere and the availability of amenities that cater to residents' needs.

Wylie's strategic location, economic growth, and commitment to community development make it an attractive place for individuals and businesses seeking opportunities in North Texas.

Education and workforce development are at the forefront of our priorities. We focus on nurturing a well-educated and skilled labor force, pivotal for driving economic growth and innovation. Our commitment to quality education is evident in the growing number of residents with higher education degrees.

In Wylie, we understand the importance of a balanced lifestyle. Our city offers a range of amenities and recreational activities, ensuring a high quality of life for our residents. From thriving local businesses to picturesque parks, Wylie is not just a place to work; it's a place to live, grow, and thrive.

Our strategic location in North Texas positions us as a key player in the region's economic landscape. With excellent connectivity and infrastructure, Wylie is an ideal destination for businesses and families alike. We continuously invest in our city's development, ensuring that Wylie remains at the forefront of economic growth and innovation.

Wylie, Texas, is not just a city; it's a community with a vision—to cultivate an environment that supports growth, diversity, and prosperity. In Wylie, opportunities flourish, and the future is bright.

## **Economic Landscape in Wylie**

Wylie boasts a thriving workforce and a diverse range of industries, reflecting a pro-business environment that welcomes new enterprises to our community. The Wylie Economic Development Corporation is committed to supporting businesses in their endeavors, whether relocating to our community or expanding operations.

### **Key Industry Sectors**

Wylie's business landscape primarily encompasses the following industry sectors:

1. **Supply Chain, Logistics, and Warehousing:** Wylie is home to the CPKC Wylie Intermodal Terminal, spanning 500 acres, providing exceptional connectivity to national and international supply chains. We have ample space for further expansion, offering opportunities for warehousing, assembly, and distribution, totaling approximately 2 million square feet, customizable to meet the specific needs of businesses. Our strategic location near U.S. Route 75 and Interstate 30 offers convenient access to markets within Texas and across the nation.
2. **Precision Manufacturing:** Our city serves various industries, from automotive to defense sectors, accommodating large corporations and small businesses that cater to diverse engineering needs. Whether manufacturing U.S. military aircraft components or producing customized electronics, Wylie's skilled workforce contributes to technological advancements.
3. **Window and Door Manufacturing:** Wylie is the base for several enterprises specializing in the distribution of windows and doors. We are also home to businesses engaged in metal extrusion and die manufacturing. Our unique manufacturing capabilities and proximity to major distribution hubs attract companies and foster collective growth within the industry.

### **Major Employers**

Major employers play a crucial role in a community's economic landscape and overall well-being. They provide jobs and income for residents and contribute significantly to the local economy, infrastructure, and community development. Our major employers provide these benefits to our community:

1. **Job Opportunities:** These employers offer a wide range of employment opportunities across various sectors and skill levels, creating a more robust local job market and reducing unemployment rates.
2. **Economic Impact:** These employers contribute substantially to the local economy through payroll, taxes, and local business partnerships. The income generated by employees circulates within the community, supporting local businesses and services.

3. **Community Investment:** Major employers often invest in community development projects, infrastructure improvements, and educational initiatives. Their contributions can enhance the overall quality of life for residents.
4. **Stability and Growth:** The presence of major employers can provide stability to a community's economy, reducing economic volatility. Additionally, they may encourage other businesses to establish themselves in the area, promoting further economic growth.
5. **Skilled Workforce:** Major employers often attract a skilled and diverse workforce to the area. This influx of talent can raise the overall skill level of the local labor pool, benefiting both the employers and the community.

#### **Major Employers in Wylie:**

- Wylie Independent School District
- North Texas Municipal Water District
- City of Wylie
- Walmart Supercenter & Neighborhood Market
- Tower Extrusions- Hensley
- Home Depot
- Kroger
- Target
- Sanden International
- Tower Extrusions- Martinez
- Avanti Windows & Doors
- Garnett Hill Skilled Nursing
- Carlisle Coatings & Weatherproofing
- SAF Holland
- Tom Thumb
- Founders Plaza Nursing & Rehab
- DFW Electric

## **Mission & Vision of the Organization**

### **Mission Statement**

"The Wylie Economic Development Corporation strives to increase local employment opportunities while diversifying and strengthening the local tax base through the financial support of business relocation and expansion."

### **Objective**

This five-member Board develops an overall economic development plan for the City of Wylie and makes recommendations to City Council regarding funding priorities to assist new, prospective, and existing businesses. Prior to appointment, each member must have lived within the City limits or operated a business within the City limits for a minimum of one (1) year and live within the City limits during the tenure of office.

Each member shall meet at least one (1) of the following qualifications:

- serve, or have served, as Chief Executive Officer of a company
- serve, or have served, in a position of executive management of a company
- serve, or have served, in a professional capacity

### **Process for Appointment to Board of Directors**

This process begins with soliciting applicants to fill expiring or vacant terms on the Board of Directors. Current Board Members, whose terms are expiring, may reapply for their position on the Board and will participate in a reappointment process, similar to new applicants. The application may be found at: [Apply or Reapply for a Board/Commission](#)

Beginning in late May/early June, or as any vacancies require, a three-member City Council panel will meet all new applicants before making their appointment nominations. This is an opportunity for both the City Council and the applicant to visit about the community and potential board appointments. The City Council will then make all nominations and appointments in open session at a City Council meeting. All applicants will be contacted after the appointments are official.

### **Professional Skills Associated**

Our organization values a diverse range of skills and industry-related experiences among our board members. While not all of these skills are mandatory, possessing components of these skills can greatly contribute to the effectiveness and dynamism of our Board in fulfilling our mission.

#### **Skills:**

1. **Leadership:** Strong leadership skills are essential for guiding the organization's strategic direction and decision-making processes.
2. **Strategic Planning:** Board Members should be adept at strategic thinking and planning to help shape the organization's long-term vision and goals.
3. **Financial Acumen:** An understanding of financial management, budgeting, and fiscal responsibility is crucial for effective governance.
4. **Legal and Regulatory Knowledge:** Familiarity with relevant laws, regulations, and compliance matters is important to ensure the organization operates within legal boundaries.

5. **Communication:** Effective communication skills, both written and verbal, are essential for conveying the organization's mission and engaging with stakeholders.
6. **Networking:** The ability to build and leverage professional networks can be valuable for partnerships and community engagement.
7. **Problem-Solving:** Board Members should possess strong problem-solving skills to address challenges and opportunities effectively.
8. **Conflict Resolution:** The ability to navigate and resolve conflicts within the Board or with external stakeholders is important for maintaining a harmonious working environment.

#### **Industry-Related Experience:**

1. **Economic Development:** Experience in economic development, site selection, or related fields can provide valuable insights into local growth and prosperity strategies.
2. **Tourism and Marketing:** Expertise in tourism and marketing can be beneficial for promoting the local area and attracting visitors and businesses.
3. **Finance and Accounting:** Individuals with financial expertise can contribute to budget oversight, financial planning, and investment decisions.
4. **Government Relations:** Experience in local government or public policy can help navigate regulatory processes and enhance collaboration with government entities.
5. **Supply Chain and Logistics:** Supply chain management and logistics knowledge can be valuable for industries focused on these areas.
6. **Manufacturing and Production:** Experience in manufacturing, production, or related industries can provide insights into the needs of local businesses.
7. **Retail and Distribution:** Expertise in retail, distribution, or e-commerce can be relevant for understanding consumer trends and market dynamics.
8. **Technology and Innovation:** In today's digital age, familiarity with technology trends and innovation can be crucial for adapting to changing market conditions.
9. **Workforce Development:** Those with experience in workforce development can contribute to talent acquisition, training, and retention strategies.
10. **Business Retention and Expansion:** Knowledge of strategies to retain and grow existing businesses in the community is valuable for economic development efforts.

#### **Term of Service**

Directors will be elected to serve terms of three (3) years, and Directors may serve for an unlimited number of consecutive terms.

## **Board Expectations**

### **Role of a Board Member**

As a voting member of the Wylie Economic Development Corporation Board of Directors, your primary role is to provide strategic leadership and guidance to the organization. You will actively participate in decision-making processes, offer any of your expertise in Site Selection, Real Estate, Development, and Local Government sectors, and contribute to the overall success of our initiatives. This may include developing policies, procedures, and regulations and monitoring financial performance, economic development programs, and Type A projects.

### **Obligations and Commitment**

Your commitment includes attending regular board meetings, being actively involved in relevant committees and community events as needed, and providing dedicated support for our organization.

- Participate in the Wylie EDC Board Member Orientation and training.
- Attend all meetings of the board called at the discretion of the Board President or Executive Director, when necessary, for actions that must be taken.
- Attend scheduled economic development retreats, planning sessions, workshops, or other scheduled activities.
- Attend, support, and participate in any other special activities in which the Board has a significant role.
- Attend City Council meetings or Planning and Zoning Commission meetings when Wylie EDC is making a presentation or seeking approval for projects (at the Board President or Executive Director's request).
- Occasionally attend prospect meetings/dinners and participate in site visits with economic development projects when called upon. (Typically, the President and Vice President serve in this capacity unless unavailable.)
- Bring personal/professional expertise - and that of others - to support the organization.

### **Expected Minimum Time Commitment per Month**

Monthly Board Meeting	3	Hours
Meeting Preparation & Review	2	Hours
Total of Potential Minimum Time	5	Hours per month

### **Expected Minimum Time Commitment per Occurrence\***

Special Called Board Meeting	2	Hours/occurrence
Participation in Council, Chamber, or WDMA Events	3	Hours/month (1 HR each)
Board Retreat/Work Session	8	Hours (annually)
Sales Tax Training	8	Hours (every other year)
Prospect Recruitment – Conferences	3	Days (annually/out of market)
Economic Development Training – TEDC Basic	32	Hours (one-time event)

*\* Officers may spend significantly more time with staff.*

## Attendance

The following number of absences may require the replacement of a member: three (3) consecutive absences or attendance reflecting absences constituting 25% of the Board's regular meetings over a 12-month period (Please see Section 4.08 of the Bylaws)

Board Members are required to comply with the Texas Open Meetings Act. At Board meetings, this includes ensuring that all conversations are on-topic in accordance with the published Agenda while in Open Sessions and Executive Sessions. Board Members are also required to comply with the Texas Public Information Act. The City of Wylie will provide appropriate training prior to serving on the Board, and the Wylie EDC will provide ongoing training opportunities.

## Ethical Values

Integrity, transparency, and a commitment to our organization's best interests are paramount. Avoiding conflicts of interest, acting accountably to our community, and upholding the highest ethical standards are vital components of your role as a Board Member.

As you know, Ethical Values help maintain trust, accountability, and ethical behavior within the organization, with emphasis on the following key principles:

1. **Integrity:** Board Members must act honestly and with integrity in all matters. This includes making decisions that are in the organization's and community's best interest.
2. **Transparency:** Board Members should be transparent in their actions and decisions, providing information to stakeholders as appropriate and ensuring that processes are open and accountable.
3. **Avoiding Conflicts of Interest:** It's essential to promptly identify, disclose, and mitigate conflicts of interest. Board Members should act solely in the organization's best interest, setting aside personal or professional interests.
4. **Promoting the Best Interests of the Organization:** The primary focus of Board Members should be on advancing the organization's mission and goals rather than personal gain or interests.
5. **Accountability to the Community:** Board Members should be accountable to the community they serve, ensuring that their decisions and actions contribute to the well-being and development of the local area.

## Confidentiality

We deal with sensitive information related to economic development and local government matters. Maintaining confidentiality is imperative to maintain trust, protect sensitive information, and ensure the success of our organization's initiatives.

As a Board Member, you will often have access to non-public information, including but not limited to:

1. **Sensitive Economic Data:** Information about potential investments, business expansions, or other economic development projects that can significantly impact the local community.
2. **Legal and Regulatory Matters:** Discussions regarding legal strategies, compliance issues, and regulatory changes that affect our operations.



3. **Personnel Information:** Data about employees, contractors, or volunteers involved in our projects.
4. **Strategic Plans:** Details about our long-term strategies, marketing plans, and development initiatives.
5. **Financial Information:** Financial reports, budgets, and investment strategies that require discretion.

You are expected to handle such information responsibly and understand the consequences of any breach.

### **Code of Conduct & Conflicts of Interest**

Professionalism, respect for fellow Board Members and stakeholders, effective communication, and adherence to all applicable laws and regulations are essential elements of our Code of Conduct. Collaboration and teamwork are key to achieving our shared goals. Board Members are responsible for acting as good financial stewards of the investments made in the organization.

Board Members will perform their duties conscientiously, honestly, and in accordance with the best interests of Wylie EDC and the City of Wylie as a whole and must not use their positions or confidential knowledge gained due to their position for private or personal advantage. Additionally:

- *Board Members are expected to disclose any actual or potential conflict of interest at the first available opportunity and register such conflict in writing for record-keeping and*
- *Board Members are to refrain from communicating on cell phones or electronic devices during the Board meeting unless it is an emergency.*

Board Members are held accountable to the Code of Conduct/Conflicts of Interest outlined in City of Wylie Ordinance 2022-01, formerly known as the Code of Ethics.

## **ORDINANCE NO. 2022-01**

**AN ORDINANCE OF THE CITY OF WYLIE, TEXAS, REPEALING ORDINANCE NO. 2014-19, CREATING A CODE OF CONDUCT; PROVIDING FOR A PENALTY FOR THE VIOLATION OF THIS ORDINANCE; PROVIDING FOR REPEALING, SAVINGS, AND SEVERABILITY CLAUSES; PROVIDING FOR AN EFFECTIVE DATE OF THIS ORDINANCE; AND PROVIDING FOR THE PUBLICATION OF THE CAPTION HEREOF.**

WHEREAS, the City of Wylie ("City" or "Wylie") desires for all of its citizens to have confidence in integrity, independence, and impartiality of those who act on their behalf in government;

WHEREAS, the City of Wylie previously adopted Ordinance No. 2014-19, establishing a Code of Ethics; and

WHEREAS, the City of Wylie desires to create a Code of Conduct and repeal Ordinance No. 2014-19, as of the Effective Date of this Ordinance.

**NOW, THEREFORE BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF WYLIE, TEXAS that:**

### **Section 1. Creation of Code of Conduct**

The City of Wylie creates this Code of Conduct (the "Code") and repeals Ordinance No. 2014-19, as of the Effective Date of this Ordinance.

### **Section 2. Policy**

The proper operation of democratic local government requires that City Officials be independent, impartial and responsible to the people; that local government decisions and policy be made in the proper channels of the government structure; that public office not be used for personal gain; and that the public have confidence in the integrity of its City Officials. It is the policy of the City of Wylie that its City Officials meet the standards of conduct established in this Ordinance. Conduct not regulated herein is not subject to this Code.

### **Section 3. Definitions**

*Administrative Board* means any board, commission, or other organized body: (1) that has, by law, final decision-making authority on matters within its jurisdiction and that is either: (a) established under the City Charter, by City ordinance, or by appointment by the City Council or the Mayor; or (b) whose members are all council members or are appointed or confirmed by the City Council; or, (2) created as a non-profit economic development corporation by the City Council under the authority of the Development Corporation Act of 1979, as amended.

*Advisory Board* means a board, commission, or other organized body other than an Administrative Board, that was created by an act of the City Council whose members are appointed or confirmed by the City Council or by an act of the Mayor and are charged with making recommendations to the City Council on matters within its jurisdiction.

*Board of Review* means the body charged with reviewing and acting on Complaints under this Ordinance.

*City Official or Official* means the Mayor; a member of the City Council, members of Administrative Boards, and Advisory Boards, appointed by the Mayor or City Council.

*Code of Conduct* means this Code of Conduct ("Code"). Only a City Official may be held responsible for violations of the Code.

*Economic Interest* means a legal or equitable property interest in land, chattels, and intangibles, and contractual rights having a value of more than fifty thousand dollars (\$50,000.00). Service by a City Official as an Officer, director, advisor, or otherwise active participant in an educational, religious, charitable, fraternal, or civic organization does not create for that City Official an "Economic Interest" in the property of the organization.

*Official Action* means:

- (1) Any affirmative act (including the making of a recommendation) within the scope of, or in violation of, an Official's duties; or
- (2) Any failure to act, if the Official is under a duty to act.

#### **Section 4. Covered officials**

The rules of conduct contained below apply generally to City Officials unless otherwise specified.

#### **Section 5. City Officials required to comply with both state and local law**

When a City Official's conduct is regulated by a provision of this Ordinance and a similar provision of state law, and it is possible to comply with the requirements of both, a City Official shall comply with both.

#### **Section 6. Education**

The City shall provide training and educational materials to City Officials on their obligations under state law and this Ordinance. Such training shall include at least one formal classroom session in each calendar year. All City Officials shall annually attend the formal training session offered by the City or equivalent training sessions conducted by the City Attorney, the Texas Municipal League, or similar organizations. The City also shall prepare and distribute written materials on the subject to each City Official at the time of his or her election or appointment to office.

#### **Section 7. Standards of Conduct for City Officials**

##### **(A) Appearance on behalf of private interests of others**

- (1) A member of the City Council shall not appear before the City Council, an Administrative Board or an Advisory Board for the purpose of representing the interests of another person or entity. However, a member of the City Council may, to the extent as otherwise permitted by law, appear before any such body to represent the member's own interests or the interests of the member's spouse or minor children.
- (2) A City Official who is not a member of the City Council shall not appear before the body on which he or she serves for the purpose of representing the interests of another person or entity, and shall not appear before any other body for the purpose of representing the interests of another person or entity in connection with an appeal from a decision of the body on which the City Official serves. However, the City Official may, to the extent as

otherwise permitted by law, appear before any such body to represent the City Official's own interests or the interests of the City Official's spouse or minor children.

**(B) Misuse and disclosure of confidential information**

- (1) It is a violation of this Code for a City Official to violate Texas Penal Code § 39.06 (Misuse of Official Information).
- (2) A City Official shall not disclose to the public any information that is deemed confidential and/or privileged under any federal, state, local law, or Council rules, unless authorized by law.

**(C) Restrictions on political activity and political contributions**

- (1) No City Official shall use state or local funds or other resources of the City to electioneer for or against any candidate, measure, or political party.
- (2) A City Official shall not directly or indirectly induce, or attempt to induce, any City employee:
  - a. To participate in an election campaign (beyond merely encouraging another to vote), to participate in a political fundraising activity, or to contribute to a political candidate or political committee;
  - b. To engage in any other activity relating to a particular candidate, party or issue that is not directly related to a legitimate function of City government; or
  - c. To refrain from engaging in any lawful political activity after working hours.

**(D) Use of cell phones or electronic devices by appointed or elected officials during meetings of Administrative Boards and Advisory Boards, of which they are a member**

City Officials shall refrain from communicating on cell phones or electronic devices during a City meeting at which the City Official is attending as a member of that Administrative Board or Advisory Board, except as provided below. However, City Officials may access agendas and information relevant to a past, current, and/or future agenda. Cell phones shall be turned off or put on vibrate during meetings. Should it be necessary to use a cell phone, City Officials shall step down from the dais. Text messaging, emails, and other electronic or written communications shall not be sent during a meeting unless it is an emergency.

**(E) Conflicts of Interest**

A City Official must not use, or attempt to use, his or her official position or office, or take or fail to take any action, or influence, or attempt to influence, others to take or fail to take any action, in a manner which he or she knows, or has reason to believe, may result in a personal, financial benefit, or Economic Interest not shared with a substantial segment of the City's population, for any of the following persons or entities:

- (1) The Official;
- (2) The Official's relative, or the employer or business of the relative;
- (3) A person with which the Official has a financial or business relationship, including but not limited to:
  - a. A business of the Official, or the Official's spouse or domestic partner, or someone who works for such outside employer or business; or
  - b. A client or substantial customer.
- (4) A nongovernmental civic group, social, charitable, or religious organization of which the

- Official, or the Official's spouse or domestic partner, is an officer or director; or
- (5) A public or private business entity for which the Official, or his or her relative serves as a director, general partner, or officer, or in any other policy-making position except when so appointed to the position by the City.

**(F) Compliance with Texas Local Government Code Chapters 171 and 176**

It is a violation of this Code for a City Official to violate Texas Local Government Code, §§ 171 and 176 and Texas Penal Code § 36.08

**(G) Prohibitions - Granting Special Privileges and Use of City Supplies and Equipment**

It is a violation of this Code for a City Official:

- (1) To use his official position to secure special privileges or exemptions for himself or others;
- (2) To grant any special consideration, treatment or advantage to any citizen, individual, business organization or group beyond that which is normally available to every other citizen, individual, business organization or group. This shall not prevent the granting of fringe benefits to City employees as a part of their contract of employment or as an added incentive to the securing or retaining of employees; or
- (3) To use City supplies, equipment or facilities for any purpose other than the conduct of official City business, unless otherwise provided for by law, ordinance or City policy.

**Section 8. Board of Review**

**(A) Creation and appointment**

There is hereby created a Board of Review ("BOR") to consist of five (5) members and two (2) alternates.

- (1) The BOR shall review Complaints regarding alleged violation(s) of the Code ("Complaints"), review applicable waivers regarding the alleged violation(s), and determine if a Complaint should be dismissed under the criteria, as outlined herein.
- (2) Prospective BOR members shall be interviewed and appointed by a majority of the City Council present at a duly called meeting.

**(B) Qualifications**

- (1) All members must live within the City of Wylie city limits and be at least 18 years of age;
- (2) BOR members may not be:
  - a. The spouse or the domestic partner of the individual filing the Complaint ("Complainant") or the individual who is the subject of the Complaint ("Respondent") is the spouse or domestic partner.
  - b. Serving on any other Council appointed Board or Commission during their term on the BOR;
  - c. A City Council member or City of Wylie employee, or the spouse or domestic partner of a City Council member or City of Wylie employee;
  - d. An elected public official; or
  - e. A candidate for elected public office at the time of their term on the BOR.

**(C) Terms of appointment / Limitations**

- (1) BOR members may serve only one (1) term of two (2) consecutive years.
- (2) BOR members shall serve until any Complaints pending during their appointed term have been fully adjudicated by the BOR.
- (3) If a person selected to serve on the BOR pursuant to this subsection cannot fulfill his or her duties as a member of the BOR due to illness, travel, disqualification under the terms outlined above, or another bona fide reason, or otherwise refuses to serve on the BOR, that person shall be requested to confirm that fact with the City Secretary in writing within 15 calendar days of receipt of the service notification. In this event, the City Secretary shall repeat the process outlined herein until a substitute has been selected.

**(D) Training / Removal**

- (1) BOR members must attend training regarding the role and responsibilities of service on the BOR prior to handling a Complaint. The unexcused absence of any member of the BOR from three (3) consecutive meetings, unless the BOR has excused the absence for good and sufficient reasons, as determined by the BOR, shall constitute a resignation from the BOR.
- (2) A BOR member serves at the pleasure of the City Council and may be removed before the expiration of the member's term by the City Council in its sole discretion. Before removing a member, the BOR shall specify the cause for a recommendation of removal and shall give the BOR member the opportunity to present the member's defense to removal. The recommendation for the City Council to remove a BOR member shall be brought to the City Council for an official vote.

**(E) Consultation with City Attorney**

The City Attorney is authorized to issue to any City Official, upon reasonable request, formal written opinions regarding the applicability of the provisions of the conduct laws to an action the City Official is considering taking in the future. The BOR and/or the City Council may consult with the City Attorney or a designee of the City Attorney regarding legal issues which may arise in connection with this section and may request advisory assistance from the City Attorney in conducting hearings during any stage of the process. The City Attorney serves as legal counsel for the City Council and not any individual City Council member.

**(F) Reviewing Attorney**

- (1) The City Council shall approve a list of three (3) independent private attorneys recommended by the City Attorney who may individually serve as a "Reviewing Attorney" for Complaints filed under this section. The Reviewing Attorney shall be chosen by the City Manager by lot.
- (2) To be qualified, the Reviewing Attorney must be an attorney in good standing with the State Bar of Texas, have been licensed to practice in the State of Texas for at least ten (10) consecutive years, and have at least five (5) years of experience working with municipalities in Texas. The Reviewing Attorney may not be:
  - a. A City Council member or City of Wylie employee, or the spouse or domestic partner of a City Council member, Board member or City of Wylie employee;
  - b. An elected public official; or
  - c. A candidate for elected public office at the time of their service.

**(G) Complaint Process**

- (1) Filing Complaints. Any citizen of Wylie who believes that there has been a violation of the Code may file a sworn Complaint with the City Secretary. The Complaint shall:
  - a. Identify the person or persons who allegedly committed the violation;
  - b. Provide a statement of the facts on which the Complaint is based;
  - c. To the extent possible, identify the rule or rules allegedly violated; and
  - d. Be sworn to in the form of an affidavit and be based on personal knowledge of the affiant and be subject to the laws of perjury.
  - e. The Complainant may also recommend other sources of evidence that the Reviewing Attorney should consider and may request a hearing.
  - f. Complaints arising out of an event or a series of related events shall be addressed in one complaint. Complainants shall not file separate or serial complaints arising from any event or series of events that have been or could have been addressed in a previous Complaint. When two or more Complaints are sufficiently similar in nature and remedy sought to permit their resolution through one proceeding, the City may consolidate the complaints.
- (2) Confidentiality. No City Official shall reveal information relating to the filing or processing of a Complaint, except as required for the performance of Official duties. Documents relating to a Complaint will be maintained by the City Secretary in accordance with applicable records retention laws and are confidential, to the extent permitted by law.
- (3) Notice / Timelines / Representation
  - a. Days, as used herein, is defined as City business days.
  - b. All timelines provided herein must be followed, subject only to extensions approved in writing by the City Manager based on the individual circumstances surrounding the review of the Complaint.
  - c. A Complaint must be filed with the City Secretary within six (6) months of the date the Complainant knew, or with reasonable diligence should have known, of the events or series of events giving rise to the Complaint. The City Secretary shall not accept or process any Complaint that is filed more than six (6) months after the date of the violation alleged in the Complaint. Complaints not filed within this timeframe are barred and will be dismissed as untimely.
  - d. Within three (3) business days of receiving a Complaint, the City Secretary shall provide a copy of the full Complaint to the City Official who is the subject of the Complaint ("Respondent"), the City Attorney, the City Manager, and the Reviewing Attorney.
  - e. If the City Manager is not available or is implicated, the City Secretary will provide copies, as outlined herein.
  - f. The Reviewing Attorney, BOR, and/or City Council shall allow any person who is the subject of a Complaint to designate a representative if he or she wishes to be represented by someone *else* and to present evidence, according to rules adopted by the City Council.
- (4) Frivolous Complaint
  - a. For purposes of this section, a "frivolous complaint" is a sworn Complaint that is groundless and brought in bad faith or groundless and brought for the purpose of harassment.
  - b. By a vote of at least two-thirds of those present, the City Council may order a Complainant to show cause why the Complaint filed by the Complainant is not frivolous.
  - c. In deciding if a Complaint is frivolous, the City Council will be guided by Rule 13 of the Texas Rules Civil Procedure, and may also consider:

- i. The timing of the sworn Complaint with respect to when the facts supporting the alleged violation became known or should have become known to the Complainant, and with respect to the date of any pending election in which the Respondent is a candidate or is involved with a candidacy, if any;
    - ii. The nature and type of any publicity surrounding the filing of the sworn Complaint, and the degree of participation by the Complainant in publicizing the fact that a sworn Complaint was filed;
    - iii. The existence and nature of any relationship between the Respondent and the Complainant before the Complaint was filed;
    - iv. If Respondent is a candidate for election to office, the existence and nature of any relationship between the Complainant and any candidate or group opposing the Respondent;
    - v. Any evidence that the Complainant knew or reasonably should have known that the allegations in the Complaint were groundless; and
    - vi. Any evidence of the Complainant's motives in filing the Complaint.
  - d. Notice of an order to show cause shall be given to the Complainant, with a copy to the Respondent, and shall include:
    - i. An explanation of why the Complaint against a Respondent appears to be frivolous; and
    - ii. The date, time, and place of the hearing to be held under this section.
  - e. Before making a determination that a sworn Complaint against a Respondent is frivolous, the City Council shall hold a hearing at which the Complainant may be heard and accompanied by his or her retained counsel.
  - f. By a record vote of at least a simple majority of those present after the hearing under this section, the City Council may determine that a Complainant filed a frivolous Complaint and may recommend sanctions against that Complainant.
  - g. Before imposing a sanction for filing a frivolous Complaint, the City Council shall consider the following factors:
    - i. The seriousness of the violation, including the nature, circumstances, consequences, extent, and gravity of the violation;
    - ii. The sanction necessary to deter future violations; and
    - iii. Any other matters that justice may require.
  - h. The City Council may impose the following sanctions:
    - i. A civil penalty of not more than \$500;
    - ii. Imposition of attorneys' fees incurred by Respondent;
    - iii. Any other sanction permitted by law; and/or
    - iv. The City Council may notify the appropriate regulatory or supervisory agency for their appropriate action. This may include a referral for criminal prosecution if the facts so warrant.
- (5) Review of Complaint
- a. Within seven (7) business days of receiving the Complaint from the City Secretary, the Reviewing Attorney shall issue a written advisory opinion, dismissing or referring the Complaint to the BOR:
    - i. Dismiss the Complaint if:
      - 1. The deadline for filing a Complaint has passed;
      - 2. The accused is not subject to the Code;
      - 3. The conduct alleged is not regulated under the Code;
      - 4. The Complaint is not completed as defined herein or signed and sworn to by the person filing the Complaint in the form of an affidavit; or



5. The person who is the subject of the Complaint had obtained a waiver permitting the conduct.
    - ii. Dismissal of a Complaint under this provision is final and non-appealable.
    - iii. If the Reviewing Attorney dismisses the Complaint, the Reviewing Attorney shall forward a copy of the dismissal to the Complainant, Respondent, City Council, and the Board on which the Respondent is a member, if applicable.
  - b. If the Reviewing Attorney does not dismiss the Complaint, as provided herein, the Reviewing Attorney shall refer the Complaint and the advisory opinion to the BOR for review under this provision. The Reviewing Attorney's referral of the Complaint and advisory opinion to the BOR does not mean that any of the allegations of the Complaint are true or false or that any current City Official has or has not violated the Code.
  - c. If the Complaint is referred to the BOR for review, the Reviewing Attorney shall also copy his or her advisory opinion to the Complainant, the City Manager, and the City Attorney within seven (7) business days of receipt of the Complaint. For Complaints not dismissed by the Reviewing Attorney, and subsequently referred to the BOR, the notice to the Respondent will include notice of the Respondent's option to file a written response to the advisory opinion with the City Secretary within seven (7) business days of receipt of the opinion from the Reviewing Attorney. The City Secretary will forward the Respondent's written response to the BOR with the Complaint and the Reviewing Attorney's advisory opinion.
- (6) Board of Review Process.
- a. The BOR shall meet within forty-five (45) days of receiving a referral of a Complaint from the Reviewing Attorney, unless extended by the City Council. The BOR will review the Complaint, the Reviewing Attorney's advisory opinion, the Respondent's response (if any), and applicable City policies, ordinances, and/or other related information (the "BOR Record").
  - b. The BOR may dismiss a Complaint as provided below or, if not dismissed, refer the Complaint to the City Council for consideration as outlined herein.
- (7) The BOR Review and City Council Review / Hearing
- a. The BOR may dismiss a Complaint if:
    - i. The alleged violation is a minor or de minimis violation;
    - ii. The Complaint *is*, on its *face*, frivolous, groundless, or brought for purposes of harassment;
    - iii. The matter has become moot because the Respondent is no longer an elected official or Administrative Board or Advisory Board member; or
    - iv. The Respondent came into voluntary compliance.
  - b. The determination regarding whether a complaint is frivolous and subject to sanctions will be addressed by the City Council as outlined in Section 8(G)(3) herein.
  - c. The BOR will conduct its review of a Complaint not dismissed pursuant to paragraph 3.a.i. of this section at meetings which are open to the public.
  - d. The rules shall require the dismissal and the reason for dismissal to be submitted by the BOR in writing and available to the public within forty-five (45) days of considering the Complaint under paragraph 4.b. above, unless extended by the City Council. A dismissal under this provision by the BOR is final and non-appealable.
  - e. If the BOR does not dismiss the Complaint, the BOR will refer the Complaint, BOR Record to the City Council within forty-five (45) business days of

considering the Complaint, unless extended by the City Council.

(8) City Council Review / Hearing

- a. Not later than 15 business days after the BOR forwards a Complaint to the City Council for consideration, or 15 business days after the BOR's deadline to issue a decision, the City Secretary shall notify in writing the City Council, the Complainant and the Respondent of the date, time and location of a hearing on the Complaint. Such written notice shall be sent to the Complainant and the Respondent by email, mail, and/or certified mail, return receipt requested. If the hearing is not held within 45 business days after receipt of the Complaint, the City Secretary shall notify both the Complainant and the Respondent of the reasons for the delay.
- b. All hearings shall be conducted in accordance with the Texas Open Meetings Act, Tex. Government Code Chapter 551. The City Council shall have the right to hold the hearing in open or closed session as permitted by applicable laws and regulations. Additionally, the City Council shall establish time limits and other rules of procedure for a hearing and relating to the participation of any person in the hearing. Subject to the rules of procedure established by the City Council for the hearing:
  - i. Both the Complainant and the Respondent shall have the right to a full and complete hearing with the opportunity to call witnesses and present evidence on his/her behalf.
  - ii. All proceedings of the hearing shall be recorded by audio recording if a court reporter is not used, or reduced to writing by a court reporter if present for the hearing. If a court reporter is not used, the audio recording shall be filed with the City Secretary within such time as specified by the City Council. If a court reporter is used, the court reporter's transcript of the hearing shall be filed with the City Secretary within such time as is specified by the City Council.
  - iii. The procedures established by the City Council shall allow the Complainant and the Respondent sufficient time to examine and respond to any evidence not presented to them in advance of the hearing.
  - iv. The rules shall require the City Council to schedule the hearing at a time that is reasonably convenient to both the person who submitted the Complaint and the subject of the Complaint.
- c. The City Council shall consider the BOR Record, the Complaint, the Respondent's response (if any), and the advisory opinion of the Reviewing Attorney, and evidence submitted in the course of the hearing. The final action, decision, or vote of the council with regard to the Complaint shall be taken or made only in a meeting that is open to the public. The City Council shall base its finding of whether a violation occurred on a preponderance of the evidence. Only members of the City Council present for the hearing may participate in its decision.
- d. The City Council shall consider, when it makes findings and recommendations, the severity of offense; the presence or absence of any intention to conceal, deceive, or mislead; whether the violation was deliberate, negligent, or inadvertent; and whether the incident was isolated or part of a pattern.
- e. The City Council shall dismiss a Complaint if the Complainant does not appear at the hearing and if, in the opinion of the City Council, it would be unfair to the Respondent to proceed without the Respondent having the opportunity to question and address the issues raised in the Complaint.
- f. A City Council member may not participate in the Complaint review process and/or hearing if the member is the subject of the Complaint or is the Complainant,

or if the Respondent or Complainant is related to the City Council member within a prohibited level of affinity or consanguinity.

- g. The decision of the City Council is final and non-appealable.

#### **(H) Findings / Consequences**

- (1) City Officials deemed to be in violation of the Code are subject to consequences, including but not limited to the following:
  - a. Censure - If the violation did not involve a matter of public concern and the City Council finds that a violation of this Code occurred, the City Council may issue a censure of the City Official, to the extent permitted by law.
  - b. Letter of Notification – The City Council may issue a letter of notification if the City Council finds that a violation of this Code was clearly unintentional. A letter of notification must advise the City Official of any steps to be taken to avoid future violations.
  - c. Letter of Admonition – The City Council may issue a letter of admonition if the City Council finds that a violation of this Code was minor, but where the circumstances call for a more substantial response than a letter of notification.
  - d. Reprimand – To the extent permitted by law, City Council may issue a reprimand if the City Council finds that a violation of this Code was not minor and was committed intentionally or through reckless disregard.
  - e. Removal from Leadership Position – In addition to, or in place of, the consequences outlined above, the City Council may remove a City Official from any leadership position held by that City Official as a member of the body in which the City Official serves.
  - f. Removal from Administrative Boards and Advisory Boards – In addition to, or in place of, the consequences outlined above, the City Council may remove an appointed City Official from Administrative Boards and Advisory Boards.

#### **Section 9. Other Obligations**

This Code is cumulative of, and supplemental to, applicable state and federal laws and regulations. Compliance with the provisions of this Code shall not excuse or relieve any person from any obligation imposed by state or federal law regarding conduct, financial reporting, lobbying activities, or any other issue addressed herein.

Even if a City Official is not prohibited from taking official action by this Code, action may be prohibited by duly promulgated personnel rules, which may be more stringent.

#### **Section 10. Effective Date**

This Code shall take effect on January, 11, 2022, following its adoption and publication as required by law (the “Effective Date”).

#### **Section 11. Distribution and Training**

- (A) Every person shall be provided reasonable opportunity to review this Code as a condition of their candidacy and/or application to be a City Official. At the time of application for a position of City Official, every applicant shall be furnished with a copy of this Code.
- (B) Individuals seated as City Officials on the Effective Date of this Ordinance shall be bound by it and shall sign a written acknowledgement of receipt and understanding of this Code within 30 days of


the Effective Date. All City Officials elected, appointed or retained following the Effective Date of this Code shall sign a written acknowledgement of receipt and understanding of this Code before performing any of the duties or functions of the City Official's position.

- (C) The City Attorney or City Manager as designated by the City Council shall develop educational materials and conduct educational programs for the City Officials on the provisions of this Code, the City Charter, and Chapters 171 and 176 of the Texas Local Government Code. Such materials and programs shall be designed to maximize understanding of the obligations imposed by these conduct laws.

## **Section 12. Severability**

If any provision of this Code is found by a court of competent jurisdiction to be invalid or unconstitutional, or if the application of this Code to any person or circumstances is found to be invalid or unconstitutional, such invalidity or unconstitutionality shall not affect the other provisions or applications of this Code which can be given effect without the invalid or unconstitutional provision or application.

**DULY PASSED AND APPROVED BY THE CITY COUNCIL OF THE CITY OF WYLIE, TEXAS,** on this 11th day of January, 2022.

  
Matthew Porter, Mayor

**ATTESTED AND  
CORRECTLY RECORDED:**

  
Stephanie Storm



Date of publication in *The Wylie News* – January 19, 2022



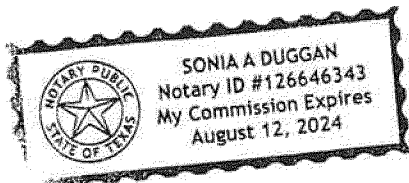
STATE OF TEXAS  
COUNTY OF COLLIN

Before me, the undersigned authority, on this day personally appeared Chad Engbrock, publisher of C & S Media, dba *The Wylie News*, a newspaper regularly published in Collin County, Texas and having general circulation in Collin County, Texas, and being in compliance with Section 2051.044, Texas Government Code (a); (1), (2), (3) and (4), who being by me duly sworn, deposed and says that the foregoing attached:

**City of Wylie**  
**Legal Notice – Ordinance No. 2022-01 & Ordinance No. 2021-55**  
**was published in said newspaper on the following date(s), to-wit:**  
**January 19, 2022**

Chad Engbrock, Publisher

Subscribed and sworn before me on this, the 20<sup>th</sup> day of January, 2022, to certify which witness my hand and seal of office.



Notary Public in and for  
The State of Texas

My commission expires 08/12/2024.

**Ordinance  
No. 2021-55**

An Ordinance Of The City Of Wylie, Texas, Amending Chapter 110 (Traffic And Vehicles) Of Article Vi. (Stopping, Standing, And Parking) Of Section 110-173 (Stopping, Standing, Or Parking Prohibited In Certain Places) Of The Wylie Code Of Ordinances; Creating Section 110-173 (G) Prohibiting The Stopping, Standing; Or Parking Of A Vehicle Along The North Side Of Cloudcroft Dr. From S. Ballard Ave. East To The West Property Line Of 115 Cloudcroft (Approximately 582 Feet) And The South Side Of Cloudcroft Dr. From S. Ballard Ave. East To The Point Of Intersection With Vail Ln. (Approximately 560 Feet) And On Both Sides Of Stoneybrook Dr. From S. Ballard Ave. West To The Point Of Intersection With Willow Way (Approximately 360 Feet) During Those Times Set Forth In This Ordinance; Establishing An Offense; Providing For A Penalty For The Violation Of This Ordinance; Providing For Repealing, Savings And Severability Clauses; Providing For An Effective Date Of This Ordinance; And Providing For The Publication Of The Caption Hereof.

**CITY OF WYLIE**

**Ordinance  
No. 2022-01**

An Ordinance Of The City Of Wylie, Texas, Repealing Ordinance No. 2014-19, Creating A Code Of Conduct; Providing For A Penalty For The Violation Of This Ordinance; Providing For Repealing, Savings, And Severability Clauses; Providing For An Effective Date Of This Ordinance; And Providing For The Publication Of The Caption Hereof.



# 2025 Board of Directors



**DEMOND  
DAWKINS**  
President



**BLAKE  
BRININSTOOL**  
Vice President



**HAROLD  
SMITH**  
Secretary



**WHITNEY  
MCDOUGALL**  
Treasurer



**MELISA  
WHITEHEAD**  
Board Member



**MAYOR  
MATTHEW  
PORTER**  
Ex-Officio Member



**CITY  
MANAGER  
BRENT PARKER**  
Ex-Officio Member

## **Board Operations**

### **Current Wylie EDC Board of Directors**

Officer Terms Expire in October. The election of Officers takes place at the Annual Meeting in October Each Year.

- Demond Dawkins, President
- Blake Brininstool, Vice-President
- Harold Smith, Secretary
- Whitney McDougall, Treasurer
- Melisa Whitehead, Board Member/Immediate Past President
- Mayor Matthew Porter, Ex-Officio Member
- City Manager Brent Parker, Ex-Officio Member

### **Meeting Time/Location**

Meetings typically occur on the third Wednesday of each month at 7:30 am and on an as-needed basis in the Wylie EDC Conference Room at 250 S Hwy 78, Wylie, TX 75098.

### **General Operating Principals**

- **Responsiveness and Attendance:** Board Members are expected to respond promptly to communications, attend scheduled meetings, provide advance notice for absences, and actively engage in discussions.
- **Accountability:** Wylie EDC must be accountable first to the City Council of the City of Wylie, the organization, and indirectly, but ultimately to the citizens of Wylie who elected the City Council.
- **Commitment to strategic decision-making:** As noted by the Wylie EDC strategic plan, the economic development plan developed and approved by the Board of Directors, and the Comprehensive Plan adopted by the City of Wylie, Wylie EDC shall follow a policy-driven approach to economic development built on four focus areas: attraction, retention and expansion, workforce development/training, and redevelopment/revitalization.
- **Mutual trust between City of Wylie City Council and Wylie EDC Board:** The City Council needs to feel that Wylie EDC is operating strategically for the common good of the City of Wylie and the entire county and providing them with factual, honest recommendations for projects.
- **Effective:** Wylie EDC Board Members and staff must have an efficient process that effectively implements the Annual Goals and Objectives, the Strategic Plan, and/or Comprehensive Plan.
- **Flexible:** Wylie EDC was created to have flexibility outside of regulations for Texas rules governing local municipalities to react quickly to project development and recruitment.
- **Avoid Conflicts of Interest:** Nothing can destroy public trust in a public institution quicker than citizens feeling that actual or apparent conflicts of interest taint the decisions of the voting members.
- **Transparency and community input:** Everything the Board does must be done openly, apart from the confidentiality required in certain recruitment and other business prospect or client relationships. Public input is encouraged.



- **Public acceptance:** To be effective, the Wylie EDC Board needs to be seen as consistently following the above-stated principles.

## **Committees**

In accordance with the Bylaws, the President has the authority to appoint various standing committees of the Board. These committees may include:

1. **Budget, Finance and Audit Committee:** This committee is responsible for working with the Director on creating the annual budget. Once approved by the Board, they present it to the City Council as required by our Bylaws. The committee also oversees audits of the Board, whether conducted by the City or external auditors.

This Committee is currently active, with Demond Dawkins and Melisa Whitehead serving as members of this Committee.

2. **Committee for Business Retention and Expansion:** This committee works closely with the Director of Economic Development to keep the Board informed about business retention and expansion activities.
3. **Committee for New Business Attraction and Recruitment:** This committee collaborates with the Director of Economic Development to provide updates on business attraction and recruitment activities.

This Committee is currently active, with Blake Brininstool and Whitney McDougall serving as members of this Committee.

## **Special Committees**

The President may establish other committees as needed to assist the Board. These committees, subject to Board approval, will have specific tasks. However, they do not have authority in certain critical matters, such as changing Bylaws, appointing or removing Directors or Officers, or making significant decisions about the Corporation's assets.

### **Active Special Committee:**

- Strategic Planning Committee, with Demond Dawkins, Blake Brininstool, and Harold Smith serving as members of this Committee.
- Staffing and Compensation Committee, with Harold Smith, Whitney McDougall, and Melisa Whitehead serving as members of this Committee.

## **Committee Member Terms**

Each committee member serves until the next Board appointment and until a successor is named. With Board approval, the President may remove a committee member when it benefits the Corporation.

## Filling Vacancies

If there are vacancies on any committee, they can be filled in the same manner as the initial appointments.

## Mentorship

Wylie EDC values mentorship within our leadership team, particularly between the President, Vice President, and Immediate Past President. By embracing mentorship, we reinforce our commitment to our organization's growth, innovation, and long-term sustainability.

### Expectations:

1. **Guidance and Support:** The Immediate Past President is expected to provide guidance and support to the current President, drawing upon their experience and institutional knowledge. This support can include sharing insights on leadership, decision-making, and strategies for achieving our goals.
2. **Succession Planning:** The President and Vice President should collaborate closely on succession planning, identifying potential leaders within the Board and preparing them for future roles. The Immediate Past President is pivotal in helping identify and nurture this talent.
3. **Continual Learning:** We encourage the President and Vice President to engage in a continuous learning process, leveraging the experience of their predecessors. This process involves seeking advice, discussing challenges, and sharing best practices to ensure the organization's ongoing success.
4. **Collaboration:** All three roles should collaborate on key initiatives, leveraging their collective strengths and expertise. This collaborative approach helps foster innovation and effective decision-making.

## Board Activity Calendar

While you are not required to attend *every* event, we've provided a general summary of a month-by-month list of activities that are typically carried out each calendar year, which may include participation by a Wylie EDC Board Member.

<b>Jan</b>	ICSC Red River- Dallas
<b>Feb</b>	Wylie Days- Austin (every other year)
<b>Mar</b>	WISD Boots 'N BBQ Gala; Chamber of Commerce State of the City Luncheon
<b>Apr</b>	Small Business Week/Economic Development Week Proclamations at City Council
<b>May</b>	Wylie EDC Board Applications Due; Board Appointment Interviews with City Council; Small Business Week; Economic Development Week; ICSC Las Vegas; Budget Subcommittee Meetings
<b>June</b>	Budget Subcommittee Meetings
<b>July</b>	City Council Budget Work Session(s)

<b>Aug</b>	Retail Live South Central- Austin
<b>Sept</b>	Wylie Championship Rodeo; Legislative Dinner; Manufacturing Day Proclamation at City Council; Chamber of Commerce State of Education Luncheon
<b>Oct</b>	Manufacturing Day/Month; Annual Meeting; Chamber of Commerce Workforce Luncheon
<b>Nov/Dec</b>	Wylie EDC Board Retreat

## **Financial Processes**

### **Signing Authorities**

The Board President typically signs documents for the Wylie EDC. In the President's absence, the Vice President has the authority to sign. However, some documents are delegated for signature by the Board President and/or Executive Director through motion.

### **Purchasing Procedures**

Annually, the Wylie EDC develops a budget for anticipated expenses, projects, and purchases for the coming fiscal year. This budget is presented to the Wylie EDC's Board of Directors for approval and to the Wylie City Council. Purchasing Procedures are provided to the City of Wylie Finance Department each year as part of the routine audit process.

- **Invoices under \$5,000 (Except for Credit Card Purchases)**

Upon receipt, invoices are reviewed for accuracy. Expenses that fall within the approved budget and are less than \$5,000 are approved by the Assistant Director. Approval takes the form of electronic approval within the Incode system and time-stamped and tracked electronic signature on the Purchase Order with the supporting invoice and additional documentation attached as needed. Signatures are certified by Adobe Sign and a Final Audit Report is attached to each electronic Purchase Order packet. Upon approval, Purchase Orders are processed and submitted to the City of Wylie Finance Department via email for payment.

- **Invoices over \$5,000 (and ALL Credit Card Purchases)**

Upon receipt, invoices are reviewed for accuracy. Expenses that fall within the approved budget with a value of \$5,000 or greater are approved within Incode by the Assistant Director and approved digitally via Adobe Sign by the Executive Director and the WEDC Board Secretary. All credit card purchases are approved and signed electronically by the Executive Director regardless of dollar amount. Credit card purchase orders in any amount greater than \$5,000 are approved and signed electronically by both the Executive Director and the Wylie EDC Board Secretary. Approval takes the form of a time-stamped and tracked electronic signature on the Purchase Order with the supporting invoice and additional documentation attached as needed. Signatures are certified by Adobe Sign, and a Final Audit Report is attached to each electronic Purchase Order packet. Upon approval, purchase orders are processed and submitted to the City of Wylie Finance Department via email for payment.

- **Contractual Obligations**

Invoices associated with a signed contract or Performance Agreement are checked for accuracy and verified to be in compliance with the governing contract. Invoices with a value of less than \$5,000 are approved within Incode and signed electronically by the Assistant Director. Invoices with a value of \$5,000 or greater are submitted to the Executive Director for approval and are signed electronically by both the Executive Director and the Wylie EDC Board Secretary. Approval takes the form of time-stamped and tracked electronic signature on the Purchase Order with the supporting additional documentation attached as needed. Signatures are certified by Adobe Sign and a Final Audit Report is attached to each electronic Purchase Order packet. Upon approval, invoices are processed and submitted to the City of Wylie Finance Department via email for payment.

- **Bid Analysis – Capital Equipment and Project Expenses**

Budgeted expenses for major trades such as excavation / dirt work, demolition and similar trades are periodically subject to a competitive bid process. This process is intended to evaluate pricing and terms from competing companies to ensure the best value to the corporation. Intervals for conducting bid analysis are determined by the Board of Directors or Executive Director and may vary depending upon market conditions, pricing, and critical timing for the project.

## **Annual Questionnaire**

On an annual basis, the City of Wylie auditor sends questionnaires to each member of the Wylie EDC Board about transactions between the Wylie EDC and any related parties. These are usually received in October of each year and are routine in nature.

## **Previous Year End Financial Statements**

On an annual basis, the Wylie EDC completes and presents the Annual Report to the Board of Directors and City Council. Additionally, Wylie EDC files a Comptroller's Report with the Texas Comptroller of Public Accounts. Previous reports have been attached for your information.

## **Current Budget**

On an annual basis, Wylie EDC completes and presents the budget to the Board of Directors and City Council. Wylie EDC Staff and the Budget Committee prepare the budget for the next fiscal year. The fiscal year runs from October 1<sup>st</sup> through September 30<sup>th</sup> of each calendar year. Budget discussions/work sessions are typically held April-July of each year. The current budget has been attached for your information.

Wylie Economic Development Corporation

FY 2024 Annual Report

March 25, 2025

## **Financial Condition**

The Wylie Economic Development Corporation (WEDC) places a priority on financial reporting each year. According to the WEDC Bylaws, a review of all expenditures, accomplishments, and non-direct economic development activities must be presented to the City Council no later than April 1st each year.

At the end of each fiscal year, the WEDC undergoes an annual audit of its financial practices and transactions by a third-party firm chosen by the Wylie City Council and facilitated by the City of Wylie's Finance Department. The FY 2024 audit revealed no discrepancies or irregularities, as confirmed by the absence of notifications to the WEDC. To ensure a greater opportunity for a 'clean' audit, WEDC staff works closely with the Finance Department throughout the year so that there is a complete understanding of all WEDC activities by Finance staff and the same can be more accurately documented and communicated to the auditors.

The WEDC began the fiscal year with an anticipated fund balance of \$11,159,767, and the audited fund balance was later adjusted up to \$12,625,716. In FY 2024, sales tax receipts were up 8.37% over FY 2023 receipts with sales tax revenue totaling \$4,874,240 of available WEDC revenue. Other revenues included rental income of \$31,581, \$1,954 from Miscellaneous Income, -\$223,384 from the gain/loss sale of assets, and allocated interest of \$526,633. Total FY 2024 available operating funds totaled \$5,211,023.

Expenditures for WEDC operations were as follows: Personnel: \$585,447, Administrative costs: \$179,065, Marketing & Promotion activities: \$239,953, Debt Service: \$1,231,998, Land Acquisition: \$7,079 (which is offset by a Contra Capital adjustment: -\$7,079), Infrastructure Improvements/Utility Relocation: \$1,748,993, Direct Business Incentives: \$1,256,000, Payment to Taxing Units: \$4,073, and \$801,904 in Other expenses which included: engineering, surveys, flood/drainage studies, tree removal, environmental remediation on WEDC-owned properties, maintenance of WEDC-owned properties, and demolition of commercial/residential structures located at 104 S Ballard, 100 W Oak, 305 S Ballard, and 711 Cooper.

The Debt Service account includes three loans: the Jarrard Loan, due for full repayment in December 2026; the Series 2021 Note, for land acquisition; and the Series 2022 Note, for infrastructure improvements. On October 5, 2021, at the beginning of FY 22, the Series 2021 Note was funded, with loan terms of 240 months at a 3.48% interest rate with a 5-year call restriction. On July 20, 2022, the Series 2022 Note was funded, with loan terms of 240 months at a 4.8% interest rate with a 5-year call restriction. It is important to note that the WEDC Board may at its option prepay the principal amount of the Series 2021 Note in whole, or in part, on any payment date on or after November 5, 2026. Additionally, the WEDC Board may at its option prepay the principal amount of the Series 2022 Note in whole, or in part, on any payment date on or after August 20, 2027. The principal balance at year-end FY 2024 was \$14,882,097. With no additional principal reduction payments, total expenditures for FY 2024 were \$6,047,392.

As shown above, in FY 2024 the WEDC had \$1,256,000 in direct incentive payments. Within that figure, \$1,115,000 was paid to industrial projects and \$88,000 for office/medical/general commercial. The WEDC also forgave a final loan payment of \$20,000 pertaining to the LUV-ROS land purchase and a \$33,000 loan payment pertaining to the 106 N Birmingham land purchase. Of the incentive payments made, \$180,000 represented either a one-time commitment or the final payment on a multi-year agreement.

After considering the current FY land transactions including the sale of 607 Commerce to Phoenix Ascending/Day Lumber, 1001/1011 Squire to MLKJ, and the acquisition of right-of-way at Hwy 78 & Brown, the WEDC owns and manages 34.0438 acres of land with 5,011 square feet of improvements at a cost basis of \$14,063,964. In evaluating land that may be acquired, the WEDC Board of Directors assess the sites' potential for business park development, the need for a site to be redeveloped based upon the current state of aging improvements, and/or a strategic intervention to protect the property from development which may not reflect the highest and best uses for an identified area. The remaining debt associated with real estate at year-end FY 2023 was \$7,326,020.

The FY 2025 WEDC Budget projects \$9,228,547 in total revenues. Sales tax receipts, being the primary revenue source, are budgeted at \$4,990,217, sale of WEDC property at \$4,121,530, and rental income of \$4,800. Total Expenses are budgeted at \$15,276,661, with Land Purchases at \$1,000,000, Infrastructure Projects at \$9,020,667, Debt Service at \$1,231,998, Personnel \$666,499, and Incentives \$1,741,250. Within the Incentives budget, there are 7 ongoing projects and \$300,000 set aside for Future Projects that may come up this FY. Any additional incentive or infrastructure project not contemplated within the Budget and later approved by Council and the WEDC Board in FY 2025 will be funded from the end of year FY 2024 unallocated revenues equaling \$13,379,271.

As an ongoing performance indicator, staff tracks all commercial values as a percentage of the total assessed valuation. In 2024, commercial and industrial properties were valued at \$1.179B, or 13.6% of the total \$9.6B market value (less tax-exempt properties). Over the past five years, commercial and industrial values have increased by \$361MM (44.14%). Over the same period, total valuation has increased by \$3.9B or a 70.09% increase.

### **High-Impact Initiatives**

#### **544 Gateway Addition**

In 2016, the WEDC and the City began the process of assembling approximately 12 acres for redevelopment. Fronting FM 544 just west of Highway 78, the City acquired a 4.79-acre tract through a tax foreclosure that previously had EPA Superfund status. The remaining 7.42 acres were acquired by the WEDC from 2 property owners with frontage on FM 544 and Commerce Street.

As part of this redevelopment project, the following tasks were completed to remediate the property: receipt of a Ready for Reuse Certificate from EPA, removal of ±2 acres from the flood plain, creation of a Municipal Setting Designation, receipt of two Certificates of Completion via the Voluntary Cleanup Program from the TCEQ, demolition of dilapidated structures, relocation/expansion of previously existing tenant to Regency Business Park, and completion of significant fill and site work.

In early FY 2022, WEDC paid off the remaining balance associated with the acquisition of the WEDC-owned properties with the loan proceeds from the Series 2021 Note and purchased the 4.79-acre tract, formerly owned by the City Wylie for \$3,000,000. Since the project's inception, the WEDC has acquired 12.2 acres of land at \$5.7MM and paid for the remediation, demolition, dirt work, and maintenance of the property. Additionally, in June 2022, the WEDC completed the extension of the water line from the east along FM 544. This project not only enhances service to the 12-acre tract but also loops the water system to the east along Cooper Drive to Highway 78.

In early FY 2023, the WEDC entered into a contract for sale of the 1.56 AC Lot 2 with SCSD in the amount of \$1,295,256.60. In FY 2024, the WEDC sold the 3 AC Lot 6 to Phoenix Ascending in the amount of \$650,000 (\$250,000 cash to close/\$450,000 promissory note). In late 2024 (early FY 2025), the WEDC entered into a contract for sale of the 2 AC Lot 1 with Deft Ventures in an amount of \$1,500,000.

In January 2024, the WEDC approved a contract for the construction of John Yeager Way in the amount of \$1,766,920. The new street will connect traffic from FM 544, through the property, and connect with Business Way and Commerce Drive. The construction project is expected to wrap up in mid-2025.

### Jackson Avenue

In 2017, the WEDC closed on a 0.26-acre tract near the northwest corner of Jackson Avenue & Oak Street after negotiating with the property owner for over 2 years. In February 2019, the WEDC sold the lot to Rocking M, LLC to develop a 3,200-square-foot office building on the lot with the project receiving a Certificate of Occupancy in January 2020. The WEDC Board believed the office project will promote further investment in the downtown area and greatly complement the redevelopment of multiple residential structures into commercial uses.

To enhance future development in the downtown area, the WEDC invested in additional parking and alleyway improvements along N. Ballard Avenue and Jackson Avenue. These investments totaled \$280,000 for alleyways extending along Jackson Avenue between Oak Street & Marble Street and N. Ballard Avenue between Jefferson Avenue & Brown Street.

To assist with offsite parking for the Jackson Avenue Redevelopment Project and to complement the ever-growing need for parking, the WEDC has made it a priority to identify and facilitate the construction of additional parking in the downtown area within walking distance of the proposed



mixed-use project and Ballard Street shopping district. In FY 2024, the WEDC coordinated with Union Pacific to assist the City of Wylie in the process of acquiring the railroad right-of-way to secure additional future parking in the area. The WEDC is currently working with the City to facilitate additional parking along the existing roadways and to develop additional surface parking along the railroad tracks.

#### State Highway 78 & Brown Street- Cooper Plaza

In December 2018, City Council authorized the WEDC to start acquiring property in the area for this major Redevelopment Project. In early 2021, the WEDC acquired the last remaining commercial tract from TxDOT, a small strip of right-of-way, close to the intersection of Hwy 78 & Brown Street. In the fall of 2021, the WEDC used the loan proceeds from the Series 2021 Note to pay off the \$4,067,890 remaining balance associated with the acquisition of these WEDC properties.

In May 2020, the WEDC entered into a Development Agreement with the NTMWD for the relocation of the 42" water line. The \$1.7MM project was completed in mid-2023.

In March 2024, the WEDC approved a contract for TxDOT Improvements along Hwy 78 between Oak Street and Brown Street in the amount of \$1,038,488. The project includes the realignment of Marble Street, three deceleration lanes, and two hooded left-hand turns to accommodate the development of Cooper Plaza, a proposed mixed-use development (Retail, Restaurant, and Office) at the intersection of SH 78 and Brown Street. The construction project provides direct access to all seven lots and is currently pending final inspection approvals.

In June 2024, the WEDC approved a contract for the installation of infrastructure to serve Cooper Plaza, in the amount of \$7,734,798. The infrastructure installation will also include the construction of a detention pond to serve as a regional drainage solution in Downtown Wylie. This project is currently at 47% completion, with a projected release date of July 2025.

In late 2020, the WEDC entered into a contract for sale of the 1.739 AC Lot 1 with McClure Partners Construction. The real estate agreement was tied to the completion of the 42" water line relocation and the installation of TxDOT improvements and was sold in December 2024 in the amount of \$1,515,340. This project serves as a catalyst for the overall 12-acre redevelopment adjacent to Historic Downtown Wylie, with 7-Eleven set to open in Sept/Oct 2025. The WEDC will work on updated concept plans for the office space and the remaining Retail, QSR, and Restaurant Pads will continue to be marketed for sale.

#### State Highway 78 – Wylie Logistics Park

Over the years, the WEDC has experienced great success in attracting investment and primary jobs via the development of business parks. Between the development of Premier Business Park, 544 Industrial Park, and Premier Business Park South, the WEDC facilitated the development of

862,000 square feet of new construction, over 800 new/retained jobs, and nearly \$100MM in taxable value - on only 70 acres.

The \$64MM Wylie Intermodal Terminal opened in 2015 and expanded in 2018. In early 2023, the \$31 billion merger between Canadian Pacific Railway (CP) and Kansas City Southern (KCS) received a green light from the Surface Transportation Board, which created CPKC. The merger created the first truly North American Railroad, with the US-Mexico-Canada rail network connecting Wylie to 128 million consumers in Mexico as well as 38 million consumers in Canada. In late 2023, construction started on a 30-acre automotive facility at the 500-acre Wylie Intermodal Terminal, which opened in June 2024. With roughly 200 acres of prime real estate along Hwy 78, Wylie is an ideal location for high-efficiency, multi-commodity, transload, and logistics investments.

### **Performance Agreements & Infrastructure Reimbursement**

**American Entitlements, LLC.** American Entitlements had already completed the 1,300 SF expansion of its downtown office and invested over \$200,000, but their performance obligations are ongoing through 2025. They are still eligible to receive \$1,000 for each new job created, with a maximum incentive of \$35,000, payable over a three-year period. The Economic Impact Analysis (EIA) indicates that the project will generate approximately \$272,490 in overall tax revenue for the City of Wylie over the next 10 years. For every \$1 that the WEDC invests, this business invests \$7.78 in our community.

**AXL, LLC.** In November 2021, the WEDC entered into a Performance Agreement with AXL, LLC. to assist with their corporate relocation, equipment investment, and the hiring of additional employees. The Agreement provides a \$35,000 relocation assistance package with a \$500 incentive payment for every incumbent worker and a \$1,000 incentive for every new FTE added over a three-year period. The total maximum incentive cannot exceed \$65,000. To date, AXL has received \$46,500 and will be eligible for the remaining balance through FY 2025. The Economic Impact Analysis (EIA) indicates that the project will generate approximately \$355,104 in overall tax revenue for the City of Wylie over the next 10 years. For every \$1 that the WEDC invests, this business invests \$5.46 in our community.

**CLF II LI Wylie Owner, LLC.** Lovett Development completed the construction of the 272,160 SF [Wylie Business Center](#) in February 2024 and announced their first lease to Chint Power Systems for 76,433 SF of the building. Lovett invested over \$20MM on the project and the Agreement outlined a reimbursement incentive of \$1.3MM for the installation of qualified infrastructure associated with the project and improvements at Hwy 78 and Anson Pkwy. WEDC processed the first reimbursement for this project in FY 2024. The Economic Impact Analysis (EIA) indicates that this project will generate an estimated \$4.4MM in overall tax revenue for the City of Wylie over the next 10 years. For every \$1 that the WEDC invests, this developer invests \$3.38 in our community.

**Dank Real Estate.** Deanan Popcorn completed its performance obligations for its equipment expansion in 2024. Deanan invested more than \$650,000 on the project and the Agreement outlined a reimbursement of \$30,000 for their new equipment and the creation of four additional FTEs. This PA was fully satisfied in FY 2024. The Economic Impact Analysis (EIA) indicates that this project will generate an estimated \$59,504 in overall tax revenue for the City of Wylie over the next 10 years. For every \$1 that the WEDC invests, this business invests \$1.98 in our community.

**Firewater Investments, LLC.** Firewater Investments completed its performance obligations for its equipment expansion in 2024. Firewater invested more than \$1.5MM on the project and the Agreement outlined a reimbursement of \$300,000 for relocation of the business operations, renovation of their new facility, new equipment investment, the installation of qualified infrastructure, and the creation of 10 additional jobs. This PA was fully satisfied in FY 2024. The Economic Impact Analysis (EIA) indicates that this project will generate an estimated \$1MM in overall tax revenue for the City of Wylie over the next 10 years. For every \$1 that the WEDC invests, this business invests \$3.36 in our community.

**Glen Echo Brewing LLC.** Glen Echo Brewing completed the remodel of its 4,125 SF downtown Brewery and Taproom in early 2024. Glen Echo invested over \$1MM on the project and the Agreement outlined a reimbursement incentive of \$100,000 & \$100,000 promissory note for the renovation of the former automotive repair building by retrofitting it for a brewery, installing a new foundation, and adding a fire suppression system. Year One of this PA and the first year of loan forgiveness was satisfied in FY 2024. The Economic Impact Analysis (EIA) indicates that this project will generate an estimated \$342,202 in overall tax revenue for the City of Wylie over the next 10 years. For every \$1 that the WEDC invests, this business invests \$1.71 in our community.

**North Dallas Wylie Land Investors, LLC.** North Dallas Wylie Land Investors completed its performance obligations for its expansion in 2024. North Dallas Wylie Land Investors invested over \$3MM on the project and the Agreement outlined a reimbursement incentive of \$120,000 for the construction of a new 8,000 SF medical office building and infrastructure assistance. This PA was fully satisfied in FY 2024. The Economic Impact Analysis (EIA) indicates that the project will generate approximately \$320,202 in tax revenue over a ten-year period. For every \$1 that the WEDC invests, this developer is investing \$2.67 in our community.

**Sanden International (U.S.A.), Inc.** [Sanden International](#) completed its equipment expansion in late 2023 and opened the very first EV AC Compressor production line in North America. Sanden invested over \$31MM on the project and the Agreement outlined a \$500,000 performance agreement for their facility renovation, new equipment investment, and the retention of 240 FTEs. Year one of this PA was satisfied in FY 2024. The Economic Impact Analysis (EIA) indicates that this project will generate an estimated \$812,616 in overall tax revenue for the City of Wylie over

the next 10 years. For every \$1 that the WEDC invests, this business invests \$1.63 in our community.

**LUV-ROS Holdings, LLC.** LUV-ROS completed its performance obligations for its expansion in 2024. LUV-ROS invested over \$1.97MM on the project and the Agreement outlined a reimbursement incentive of \$10,000 & \$60,000 promissory note for the 10,000 SF expansion to the existing manufacturing facility which included a new fire suppression system, a \$400,000 equipment investment, and four new full-time employees. With the final loan forgiveness requirements satisfied, this note was fully forgiven in FY 2024. The Economic Impact Analysis (EIA) indicates that the project will generate approximately \$218,301 in tax revenue over a ten-year period. For every \$1 that the WEDC invests, this developer is investing \$3.12 in our community.

### **New Projects for FY 2024**

**Cates Control Systems, Inc.** In March 2024, the WEDC entered into a Performance Agreement with (Project 2013-9a) Cates Control Systems for the relocation of their corporation headquarters and at least 30 full-time employees. The \$45,000 reimbursement is associated with the relocation expenses and was fully satisfied in FY 2024. The Economic Impact Analysis (EIA) indicates that this project will generate an estimated \$358,501 in overall tax revenue for the City of Wylie over the next 10 years. For every \$1 that the WEDC invests, this business invests \$7.97 in our community.

**Phoenix Ascending Investments, LLC:** In June 2023, WEDC authorized the sale of Lot 6, Block A, 544 Gateway Addition, a 3.000-acre lot located on West Kirby Street in the amount of \$650,000 (with \$200,000 cash to close and a \$450,000 promissory note). The WEDC closed on the property in FY 2024, on November 2, 2023, and the Performance Agreement outlines a \$450,000 loan forgiveness for the new construction of a 5,914 SF office and qualified infrastructure investment. Phoenix Ascending anticipates the first office building will be complete in April 2025. The Economic Impact Analysis (EIA) indicates that this project will generate an estimated \$1.5MM in overall tax revenue for the City of Wylie over the next 10 years. For every \$1 that the WEDC invests, this business invests \$3.33 in our community.

**MLKJ Investments LLC - Purchase & Sale Agreement & Performance Agreement:** In late 2022, WEDC approved a PSA with MLKJ Investments in the amount of \$500,000 (\$300,000 cash to close/\$200,000 promissory note) for the sale of Lots 2, 3, and 4 of Wyndham Estates, Phase III at Squire Drive/Eubanks Lane. This Purchase and Sale Agreement was later amended to allow adequate time for the buyer to obtain construction costs and to allow the WEDC tenant to relocate. MLKJ Investments closed on this property in FY 2024, on December 1, 2023. In November 2023, the WEDC approved a PA with MLKJ the amount of \$80,000 to construct a minimum of 45,000 SF of office/warehouse flex space with an anticipated capital investment in excess of \$5MM.

MLKJ anticipates the first building will be complete in late 2025. The Economic Impact Analysis (EIA) indicates that this project will generate an estimated \$411,393 in overall tax revenue for the City of Wylie over the next 10 years. For every \$1 that the WEDC invests, this developer invests \$1.47 in our community.

### **BRE, Entrepreneurship, and Community Development**

As Wylie approaches buildout and Collin County continues to experience rapid growth, the WEDC remains committed to supporting local businesses alongside our community partners—the City of Wylie, Wylie ISD, Wylie Chamber of Commerce and Collin College. Through personal visits, facility tours, and one-on-one discussions, WEDC gains valuable insights into business operations, challenges, and growth opportunities. These engagements form the foundation of the Business Retention and Expansion (BRE) program, connecting businesses with resources, strategies, and solutions tailored to their needs.

Whether businesses seek to strengthen workforce development, expand operations, navigate regulatory challenges, or enhance their market reach, the WEDC proactively provides support. Strong partnerships with an engaged City Council and local leadership further foster a business-friendly environment that encourages collaboration, networking, and growth.

### **Workforce Development and Training**

Attracting and retaining skilled employees remains one of the most pressing challenges for businesses. Workforce training programs help address this issue by upskilling existing employees and preparing new talent for industry demands. In 2024, WEDC partnered with the Texas Workforce Commission (TWC), Workforce Solutions for North Central Texas (WSNCT), and Collin College to secure \$235,892 in Skills Development Fund (SDF) grants for three local businesses. These grants will support job-related training for 104 employees throughout 2025.

Beyond training, WEDC connects businesses with workforce pipelines, from entry-level employees to experienced veterans transitioning to civilian careers. Through initiatives like Wylie ISD's Build Your Future Career Day, Collin College's Career Fair, and Workforce Solutions' Red, White, and You Career Fair, employers gain direct access to a skilled talent pool. Additionally, employer connections are facilitated to veteran transition programs such as Skillbridge and NextOp.

### **Expanding Market Opportunities**

In 2024, WEDC hosted a workshop to help local businesses access government contracting opportunities, particularly with the U.S. Department of Defense (DoD). Led by APEX Crosstimbers, a DoD-funded business accelerator, the hands-on session guided businesses through

the complexities of SAM.gov registration, government procurement strategies, and solicitation valuation.

National recognition events—Small Business Week, Economic Development Week, Manufacturing Day, and Entrepreneurs Day—are leveraged to spotlight and support the local business community. Each year, the Wylie City Council issues proclamations to honor these initiatives and recognize the contributions of local businesses.

### **Manufacturing Day (MFG Day) Impact**

MFG Day, an initiative launched by The Manufacturing Institute, aims to dispel misconceptions about manufacturing careers and showcase opportunities within the industry. Since 2018, Wylie's MFG Day has evolved from a single-day event into a monthlong series of educational activities, industry tours, and community engagement efforts.

Each year, the event kicks off with proclamations from the Wylie City Council and the State of Texas, with local manufacturers in attendance. In 2024, WEDC expanded its Industry Appreciation event to include local caterers and food establishments, further promoting small businesses in the community.

MFG Day programming provides firsthand exposure to high-tech manufacturing environments. Community tours allow residents to see advanced technologies in action, while industry visits help Career and Technical Education (CTE) teachers align lesson plans with real-world applications. Since its inception, MFG Day in Wylie has facilitated 277 student and community tours at 21 manufacturers, introducing 1,070 students to potential careers in their fields of study.

### **Shop Local & Discover Wylie**

To further strengthen local businesses, WEDC continued its Shop Local campaign and expanded the Discover Wylie Gift Guide in 2024, reaching a broader audience. The 'Wylie Grinch' social media campaign complemented these efforts, driving engagement and encouraging holiday shopping within the community. Along with Social Media Rescue and the Wylie Entrepreneurs Expo, these initiatives reflect WEDC's ongoing commitment to fostering a thriving local economy and supporting the businesses that make our community unique.

## 2025 Goals & Objectives

### Downtown Revitalization and Expansion

- TxDOT - Median Improvements / Decel Lane Installation – *Early 2025*
- Cooper Plaza - Infrastructure Installation – *Mid 2025*
- Cooper Plaza – Updated Concept Plans & Market/Sell Lots – *Ongoing*
- Jackson Avenue Parking, Engineering & Design – *Late 2025*
- RR ROW - Plan/Install Additional Parking - *TBD*
- Birmingham Street & Jefferson Avenue – Road Extensions – *TBD*
- South Ballard Overlay & Concept Plans – *TBD*

### 544 Gateway Corridor

- 544 Gateway Addition - John Yeager Way - Infrastructure Installation – *Mid 2025*
- 544 Gateway Addition - Market/Sell WEDC Properties – *Ongoing*
- 544 Corridor Flood Study & IPO for City's 19 AC – *Mid 2025-2026*

### Hwy 78 Developments (Eubanks to Wylie East)

- Atmos Gas - Main Line Extension and Installation - *Mid 2025*
- TxDOT Median Improvements / Decel Lanes Installation – *Early 2025 to Early 2026*

### Expand/Promote BRE and Workforce Programs

- Expand relationships with Community Resource Partners
  - Career Fair / Hiring Events / Seminars
  - HR Roundtable / CEO Roundtable / Community Roundtable
- Grow MFG Day/Month & Training Opportunities Locally
  - Expand Tour Options, Locations, and Hours for the General Public
  - Expand the Workforce Luncheon, MFG Dinner, and Networking Event
- Expand/Promote Entrepreneurship and Small Business Assistance Programs
  - Expand Training & Enrichment Programs with the Chamber of Commerce
  - Grow Small Business Week Awareness and Promote EconDev Week
  - Grow the Entrepreneur Expo & Small Business Support Programs

## WYLIE ECONOMIC DEVELOPMENT CORPORATION

The Wylie citizens, as authorized by the Texas State Legislature, created the Wylie Economic Development Corporation (WEDC) via the passage of a half-cent sales tax increase in 1990. Funds received by the WEDC are used solely to enhance and promote economic development within the Wylie community.

<b>STAFFING</b>	<b>BUDGET 2021-2022</b>	<b>BUDGET 2022-2023</b>	<b>BUDGET 2023-2024</b>	<b>BUDGET 2024-2025</b>
Executive Director	1.0	1.0	1.0	1.0
Assistant Director			1.0	1.0
Director of Business Retention	1.0	1.0	1.0	1.0
Senior Assistant	1.0	1.0		
Administrative Assistant		1.0	1.0	1.0
Office Manager			1.0	1.0
Mkt & Comms Coordinator			.5	
<b>TOTAL</b>	<b>3.0</b>	<b>4.0</b>	<b>5.5</b>	<b>5</b>

The primary objectives of the WEDC are to increase local employment opportunities while enhancing and diversifying the City of Wylie's tax base. The WEDC currently employs five full-time professional staff members who report directly to the Executive Director, and the Director reports to a 5-member Board of Directors appointed by the Wylie City Council. Ex-Officio Members of the Board include the sitting Mayor and current City Manager. Meetings typically occur on the third Wednesday of each month at 7:30 a.m. and on an as-needed basis at the WEDC's office located at 250 S. Highway 78.

The Wylie City Council provides oversight of the WEDC via approval of Bylaws, appointment of Board Members, approval of annual budgets, review of monthly expenditures and project approval. The City of Wylie Finance Department processes all financial functions of the WEDC and coordinates an annual Financial Audit by an independent, third-party firm.

<b>WEDC Board of Directors</b>	<b>Current Appointment</b>	<b>Term Expires</b>
Melisa Whitehead, President	06/2022	06/2025
Demond Dawkins, Vice President	06/2024	06/2027
Blake Brininstool, Treasurer	06/2024	06/2027
Whitney McDougall, Secretary	07/2023	06/2025
Harold Smith, Board Member	06/2024	06/2026



## Department Executive Summary

### Wylie EDC

#### FY 2025 Budget Notes

##### Notable increases/decreases from FY 2024 base budget:

For FY25, the WEDC estimates \$17,598,590 in available resources which includes a beginning fund balance of \$8,370,042. Staff estimates the following WEDC Revenues: \$4,990,217 in Sales Tax Receipts, \$4,121,530 in proceeds from the Sale of WEDC-owned properties, \$4,800 in Rental Income and \$112,000 in allocated interest earnings.

Expenses for FY25 are estimated at \$15,276,661. Personnel Services are up from \$629,900 to \$666,499, Incentives are down from \$1,929,250 to \$1,741,250, Debt Service stayed the same at \$1,231,998, and the WEDC's Capital Outlay (Land/Purchase) has \$1,000,000 budgeted. As City Council will recall, staff has reclassified the WEDC Expenses in Infrastructure Projects (Streets & Alleys) to Special Services. These expenses have always been accounted for in Capital Outlay, however, since the WEDC does not maintain ownership of the street, alley, water, sewer, or natural gas lines, they have been moved to Special Services. The Special Services Account has been split into three sub-categories to more adequately track the taxable vs. non-tax nature of these expenses for reporting purposes due to the Series 2022 Note in the amount of \$8.1MM.

##### Notable Changes:

- Personnel Services: Up from \$629,900 to \$666,499
- Special Services:
  - SpecServ Misc: up from \$37,270 to \$87,270
  - SpecServ Real Estate: down from \$234,500 to \$71,000
  - SpecServ Infrastructure: down from \$10,324,000 to \$9,020,667
    - Includes remaining infrastructure investment for the 544 Gateway Addition and Cooper Plaza, as well as necessary water, sewer, and gas line extensions
- Travel & Training: up from \$73,000 to \$95,500
- Dues & Subscriptions: up from \$60,733 to \$91,053
- Audit & Legal: up from \$23,000 to \$53,000
- Engineering Services: Up from \$530,175 to \$855,300
  - Includes RBP Drainage Civils, Downtown/Jackson Designs, City's 19 AC Flood Study

Staff estimates the FY25 ending fund balance of \$2,321,929.

Once approved by the WEDC Board of Directors, this budget will come back to City Council for final approval at the July 23<sup>rd</sup> City Council Meeting.

**City of Wylie**  
Fund Summary

**Wylie Economic Development Corporation**

<b>Audited Wylie Economic Development Corp Ending Balance - 9/30/23</b>	\$ 12,625,715
Projected '24 Revenues	<u>4,846,361</u>
Available Funds	17,472,076
Projected '24 Expenditures	<u>(9,102,034)</u>
Estimated Ending Fund Balance 09/30/24	\$ 8,370,042
 <b>Estimated Beginning Fund Balance - 10/01/24</b>	 \$ 8,370,042
Proposed Revenues '25	9,228,547 a)
Proposed Expenditures '25	<u>15,276,661</u>
Estimated Ending Fund Balance 9/30/25	\$ 2,321,929

a) Proposed Sales Tax is 10% higher than FY24 and includes \$4.1MM in Gain/Loss Sale of Property.

FY 2024-2025 Revenue

Account	2023 Actual	2024 Budget	2024 YTD Actual	2025 Base Budget	2025 Base vs 2024 Base \$	2025 Base vs 2024 Base %	2025 Proposed
Fund: 111 - WYLIE EDC	\$ (5,186,103)	\$ (7,354,381)	\$ (2,929,373)	\$ (9,228,547)	\$ (1,874,166)	25%	\$ (9,228,547)
Department: 4000 - REVENUES	\$ (5,186,103)	\$ (7,354,381)	\$ (2,929,373)	\$ (9,228,547)	\$ (1,874,166)	25%	\$ (9,228,547)
Category: 400 - Taxes	\$ (4,611,796)	\$ (4,536,561)	\$ (2,779,886)	\$ (4,990,217)	\$ (453,656)	10%	\$ (4,990,217)
Type: Revenue	\$ (4,611,796)	\$ (4,536,561)	\$ (2,779,886)	\$ (4,990,217)	\$ (453,656)	10%	\$ (4,990,217)
111-4000-40210 - SALES TAX	\$ (4,611,796)	\$ (4,536,561)	\$ (2,779,886)	\$ (4,990,217)	\$ (453,656)	10%	\$ (4,990,217)
Category: 430 - Intergovernmental	-	-	-	-	-	-	-
Type: Revenue	-	-	-	-	-	-	-
111-4000-43518 - 380 ECONOMIC AGREEMENTS	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -
Category: 460 - Interest Income	\$ (381,356)	\$ (112,000)	\$ (393,943)	\$ (112,000)	\$ -	0%	\$ (112,000)
Type: Revenue	\$ (381,356)	\$ (112,000)	\$ (393,943)	\$ (112,000)	\$ -	0%	\$ (112,000)
111-4000-46110 - ALLOCATED INTEREST	\$ (381,356)	\$ (112,000)	\$ (393,943)	\$ (112,000)	\$ -	0%	\$ (112,000)
Category: 480 - Miscellaneous Income	\$ (192,951)	\$ (2,705,820)	\$ 244,456	\$ (4,126,330)	\$ (1,420,510)	52%	\$ (4,126,330)
Type: Revenue	\$ (192,951)	\$ (2,705,820)	\$ 244,456	\$ (4,126,330)	\$ (1,420,510)	52%	\$ (4,126,330)
111-4000-48110 - RENTAL INCOME	\$ (116,558)	\$ (48,600)	\$ (29,981)	\$ (4,800)	\$ 43,800	-90%	\$ (4,800)
111-4000-48410 - MISC INCOME	\$ (996)	\$ (1,250)	\$ (1,947)	\$ -	\$ 1,250	-100%	\$ -
111-4000-48430 - GAIN/(LOSS) SALE ASSETS	\$ (75,397)	\$ (2,655,970)	\$ 276,384	\$ (4,121,530)	\$ (1,465,560)	55%	\$ (4,121,530)
Category: 490 - Transfers & Other Sources	-	-	-	-	-	-	-
	\$ (5,186,103)	\$ (7,354,381)	\$ (2,929,373)	\$ (9,228,547)	\$ (1,874,166)	25%	\$ (9,228,547)

\*YTD Actuals as of 7/12/2024

FY 2024-2025 Expenses

Account	2023 Actual	2024 Budget	2024 YTD Actual	2025 Base Budget	2025 Base vs 2024 Base \$	2025 Base vs 2024 Base %	2025 Proposed
Fund: 111 - WYLIE EDC	\$ 3,737,395	\$ 16,453,701	\$ 3,265,653	\$ 15,276,662	\$ (1,177,039)	-7%	\$ 15,276,662
Department: 5611 - DEVELOPMENT CORP	\$ 3,737,395	\$ 16,453,701	\$ 3,265,653	\$ 15,276,662	\$ (1,177,039)	-7%	\$ 15,276,662
Category: 510 - Personnel Services	\$ 471,211	\$ 654,900	\$ 430,202	\$ 666,499	\$ 11,599	2%	\$ 666,499
Category: 520 - Supplies	\$ 9,335	\$ 8,300	\$ 5,363	\$ 8,300	\$ -	0%	\$ 8,300
Category: 540 - Materials for Maintenance	\$ 5,549	\$ 10,150	\$ 2,626	\$ 10,150	\$ -	0%	\$ 10,150
Category: 560 - Contractual Services	\$ 2,019,302	\$ 13,548,353	\$ 1,903,464	\$ 12,359,715	\$ (1,188,638)	-9%	\$ 12,359,715
Type: Expense	\$ 2,019,302	\$ 13,548,353	\$ 1,903,464	\$ 12,359,715	\$ (1,188,638)	-9%	\$ 12,359,715
111-5611-56030 - INCENTIVES	\$ 855,812	\$ 1,929,250	\$ 1,015,000	\$ 1,741,250	\$ (188,000)	-10%	\$ 1,741,250
111-5611-56040 - SPECIAL SERVICES	\$ 12,167	\$ 37,270	\$ 25,455	\$ 87,270	\$ 50,000	134%	\$ 87,270
111-5611-56041 - SPECSERV-REAL ESTATE	\$ 336,302	\$ 234,500	\$ 143,299	\$ 71,000	\$ (163,500)	-70%	\$ 71,000
111-5611-56042 - SPECSERV-INFRASTRUCTURE	\$ 51,143	\$ 10,324,000	\$ 6,101	\$ 9,020,667	\$ (1,303,333)	-13%	\$ 9,020,667
111-5611-56080 - ADVERTISING	\$ 133,089	\$ 196,125	\$ 94,315	\$ 226,125	\$ 30,000	15%	\$ 226,125
111-5611-56090 - COMMUNITY DEVELOPMENT	\$ 61,566	\$ 66,200	\$ 39,732	\$ 74,450	\$ 8,250	12%	\$ 74,450
111-5611-56110 - COMMUNICATIONS	\$ 5,669	\$ 7,900	\$ 3,711	\$ 7,900	\$ -	0%	\$ 7,900
111-5611-56180 - RENTAL	\$ 27,000	\$ 27,000	\$ 20,250	\$ 27,000	\$ -	0%	\$ 27,000
111-5611-56210 - TRAVEL & TRAINING	\$ 56,489	\$ 73,000	\$ 51,006	\$ 95,500	\$ 22,500	31%	\$ 95,500
111-5611-56250 - DUES & SUBSCRIPTIONS	\$ 53,399	\$ 60,733	\$ 57,853	\$ 91,053	\$ 30,320	50%	\$ 91,053
111-5611-56310 - INSURANCE	\$ 6,449	\$ 6,800	\$ 5,653	\$ 6,800	\$ -	0%	\$ 6,800
111-5611-56510 - AUDIT & LEGAL SERVICES	\$ 28,282	\$ 53,000	\$ 31,184	\$ 53,000	\$ -	0%	\$ 53,000
111-5611-56570 - ENGINEERING/ARCH	\$ 389,189	\$ 530,175	\$ 408,375	\$ 855,300	\$ 325,125	61%	\$ 855,300
111-5611-56610 - UTILITIES-ELECTRIC	\$ 2,746	\$ 2,400	\$ 1,530	\$ 2,400	\$ -	0%	\$ 2,400
Category: 570 - Debt Service	\$ 1,231,998	\$ 1,231,998	\$ 923,998	\$ 1,231,998	\$ -	0%	\$ 1,231,998
Category: 580 - Capital Outlay	-	\$ 1,000,000	-	\$ 1,000,000	\$ -	0%	\$ 1,000,000
Type: Expense	-	\$ 1,000,000	-	\$ 1,000,000	\$ -	0%	\$ 1,000,000
111-5611-58110 - LAND-PURCHASE PRICE	\$ 345,442	\$ 1,000,000	\$ 7,079	\$ 1,000,000	\$ -	0%	\$ 1,000,000
111-5611-58210 - STREETS & ALLEYS	\$ -	\$ -	\$ -	\$ -	\$ -	-	\$ -
111-5611-58830 - FURNITURE & FIXTURES	\$ -	\$ -	\$ -	\$ -	\$ -	-	\$ -
111-5611-58995 - CONTRA CAPITAL OUTLAY	\$ (345,442)	\$ -	\$ (7,079)	\$ -	\$ -	-	\$ -
	\$ 3,737,395	\$ 16,453,701	\$ 3,265,653	\$ 15,276,662	\$ (1,177,039)	-7%	\$ 15,276,662

\*YTD Actuals as of 7/12/2024

FY2024-2025 WEDC Debt Service Detail

Jarrard Loan #6088461

\$79,695.52

Payment No	Due Date	Interest	Principal	Total Payment	Principal Balance
94	10/22/2024	\$298.86	\$2,810.29	\$3,109.15	\$76,885.23
95	11/22/2024	\$288.32	\$2,820.83	\$3,109.15	\$74,064.40
96	12/22/2024	\$277.74	\$2,831.41	\$3,109.15	\$71,232.99
97	1/22/2025	\$267.12	\$2,842.03	\$3,109.15	\$68,390.96
98	2/22/2025	\$256.47	\$2,852.68	\$3,109.15	\$65,538.28
99	3/22/2025	\$245.77	\$2,863.38	\$3,109.15	\$62,674.90
100	4/22/2025	\$235.03	\$2,874.12	\$3,109.15	\$59,800.78
101	5/22/2025	\$224.25	\$2,884.90	\$3,109.15	\$56,915.88
102	6/22/2025	\$213.43	\$2,895.72	\$3,109.15	\$54,020.16
103	7/22/2025	\$202.58	\$2,906.57	\$3,109.15	\$51,113.59
104	8/22/2025	\$191.68	\$2,917.47	\$3,109.15	\$48,196.12
105	9/22/2025	\$180.74	\$2,928.41	\$3,109.15	\$45,267.71
		\$2,881.99	\$34,427.81	\$37,309.80	

(Payout Complete Dec FY 26-27; 120 Payments Total)

Government Capital Loan (Series 2021: No. 9624 Effective 10/5/21)

\$7,246,324.61

Payment No	Due Date	Interest	Principal	Total Payment	Principal Balance
36	10/5/2024	\$21,014.34	\$25,925.51	\$46,939.85	\$7,220,399.10
37	11/5/2024	\$20,939.16	\$26,000.69	\$46,939.85	\$7,194,398.41
38	12/5/2024	\$20,863.76	\$26,076.09	\$46,939.85	\$7,168,322.32
39	1/5/2025	\$20,788.13	\$26,151.72	\$46,939.85	\$7,142,170.60
40	2/5/2025	\$20,712.29	\$26,227.56	\$46,939.85	\$7,115,943.04
41	3/5/2025	\$20,636.23	\$26,303.62	\$46,939.85	\$7,089,639.42
42	4/5/2025	\$20,559.95	\$26,379.90	\$46,939.85	\$7,063,259.52
43	5/5/2025	\$20,483.45	\$26,456.40	\$46,939.85	\$7,036,803.12
44	6/5/2025	\$20,406.73	\$26,533.12	\$46,939.85	\$7,010,270.00
45	7/5/2025	\$20,329.78	\$26,610.07	\$46,939.85	\$6,983,659.93
46	8/5/2025	\$20,252.61	\$26,687.24	\$46,939.85	\$6,956,972.69
47	9/5/2025	\$20,175.22	\$26,764.63	\$46,939.85	\$6,930,208.06
		\$247,161.65	\$316,116.55	\$563,278.20	

(Loan is Eligible for Principal Reduction 11/2026)

Government Capital Loan (Series 2022: Effective 7/20/22)

\$7,556,077.29

Payment No	Due Date	Interest	Principal	Total Payment	Principal Balance
27	10/20/2024	\$30,224.31	\$22,393.16	\$52,617.47	\$7,533,684.13
28	11/20/2024	\$30,134.74	\$22,482.73	\$52,617.47	\$7,511,201.40
29	12/20/2024	\$30,044.81	\$22,572.66	\$52,617.47	\$7,488,628.74
30	1/20/2025	\$29,954.51	\$22,662.96	\$52,617.47	\$7,465,965.78
31	2/20/2025	\$29,863.86	\$22,753.61	\$52,617.47	\$7,443,212.17
32	3/20/2025	\$29,772.85	\$22,844.62	\$52,617.47	\$7,420,367.55
33	4/20/2025	\$29,681.47	\$22,936.00	\$52,617.47	\$7,397,431.55
34	5/20/2025	\$29,589.73	\$23,027.74	\$52,617.47	\$7,374,403.81
35	6/20/2025	\$29,497.62	\$23,119.85	\$52,617.47	\$7,351,283.96
36	7/20/2025	\$29,405.14	\$23,212.33	\$52,617.47	\$7,328,071.63
37	8/20/2025	\$29,312.29	\$23,305.18	\$52,617.47	\$7,304,766.45
38	9/20/2025	\$29,219.07	\$23,398.40	\$52,617.47	\$7,281,368.05
		\$356,700.40	\$274,709.24	\$631,409.64	

(Loan is Eligible for Principal Reduction in 8/2027)

Interest Total FY 24-25 \$606,744.04  
Principal Total FY 24-25 \$625,253.60  
Debt Service Total FY 24-25 \$1,231,997.64

Total Principal Balance EOY 24-25 \$14,256,843.82

## **Wylie EDC Staff**

The Wylie EDC is currently staffed by a full-time Executive Director, Assistant Director, BRE Director, Research Analyst, and Office Manager. The Executive Director reports directly to the Wylie EDC Board of Directors.

### **Staff Contact List**

#### ***Executive Director***

Jason Greiner  
Office: 972-442-7901  
Mobile: 469-748-6199  
Email: [jason@wylieedc.com](mailto:jason@wylieedc.com)

#### ***Assistant Director***

Rachael Hermes  
Office: 972-442-7901  
Email: [rachael@wylieedc.com](mailto:rachael@wylieedc.com)

#### ***Business Retention & Expansion Director***

Angel Wygant  
Office: 972-442-7901  
Email: [angel@wylieedc.com](mailto:angel@wylieedc.com)

#### ***Research Analyst***

Marissa Butts  
Office: 972-442-7901  
Email: [marissa@wylieedc.com](mailto:marissa@wylieedc.com)

#### ***Office Manager***

Christy Stewart  
Office: 972-442-7901  
Email: [christy@wylieedc.com](mailto:christy@wylieedc.com)

## **Board Education and Resources**

### **International Economic Development Council (IEDC) Resources:**

- [Introduction to Economic Development](#)
- [What Economic Development Does for a Community](#)
- [Why a Business Retention and Expansion Program Matters](#)
- [Why Workforce Development Matters to Economic Development](#)
- [Marketing and Business Attraction: Why it Matters to the Local Economy](#)
- [Why it Matters: Entrepreneurship and Small Business Development](#)
- [Economic Development Programs Help...](#)
- [The Role of Elected Officials in Economic Development](#)

### **Additional Resources Available:**

- [TML Economic Development Handbook](#)
- Communication: [Be an Active Listener](#), [Resolving Conflict: Ways to Build Your Organization's Effectiveness](#) , [Respecting Individual Opinions](#)

## **Relevant Terms**

Words, phrases, or terms commonly used in local government that may not be familiar to newly appointed municipal officials.

### **A**

**ad hoc** – for a particular purpose, for a limited time

**ad valorem tax** – a tax levied on the assessed value of real property

**affidavit** – a written statement made under oath

**agenda** – an outlined plan of an entire business meeting

**amendment** – a change or addition that changes the meaning or scope of an original formal document, usually laws or regulations, but can include plans, specifications, contracts, etc.

**annexation** – the process by which a municipality, upon meeting certain requirements, expands its incorporated limits

**appropriation** – a sum of money authorized by a legislative body to be spent for a specific purpose

**assessed valuation** – a valuation set upon real estate or other property by the County Appraisal District to be used as a basis for levying taxes

### **B**

**balanced budget** – a budget in which estimated revenues equal estimated expenditures

**bond** – an interest-bearing certificate issued by a government or business, redeemable on a specific date; used as a measure of raising funds for capital improvements.

**budget (capital)** – a spending plan for improvements and acquisitions of significant value and a useful life of more than one year such as buildings, roads, equipment, etc.

**budget (operating)** - a comprehensive financial plan to sustain municipal operations during a given year, with related explanation

## **C**

**capital improvement** – a government acquisition of real property, major construction project, or acquisition of long-lasting, expensive equipment

**Capital Improvement Plan (CIP)** – a comprehensive plan of capital investment projects which identifies priorities as to need, method of financing, and project costs and revenues that will result during a five-year period. The program is a guide for identifying current and fiscal year requirements and becomes the basis for determining the annual capital budget.

**chair** – the presiding officer

**charter** – a written instrument that creates and defines powers, rights and privileges for a specific jurisdiction or organization; a city's constitution.

**code** – a systematic statement of a body of law given by statutory authority

**comprehensive plan** – the basic foundation for local planning; it lays out a community's vision and priorities, and describes where, how, and in some cases when development will occur.

**condemnation** – the process of taking private property for public use through the power of eminent domain

**conflict of interest** – a term used in connection with a public official's relationship to matters of private interest or personal gain and on which the official must abstain from voting

**consensus** – quality or condition of being in mutual agreement

**consent agenda** – a policy of the governing body to approve, in one motion, routine and/or non-controversial items, as determined prior to the meeting; a Councilmember may request that any item be removed for a separate discussion.

**consumer price index (CPI)** – measure of the average change over time in the prices paid by urban consumers for fixed-market consumer goods and services. The CPI provides a way for consumers to compare and contrast the cost of market goods and services on different days, months, years, etc.

**contiguous** – sharing a common boundary

**contingency** – an appropriation of funds to handle unexpected events and emergencies that occur during the course of the fiscal year

## **D**



**debt service** – payments to creditors, primarily the holders of municipal bonds; debt service includes principal, interest, and minor incidentals such as paying agents' fees.

**development plan** – specific guidelines, requirements or policies for planned growth

## **E**

**easement** – an interest in land owned by another that entitles its holder to a specific limited use

**eminent domain** – the legal power of a government to expropriate private property for the sake of public necessity

**enterprise fund** – used to account for operations that provide goods or services to the general public on a user-charge basis

**extra-territorial Jurisdiction (ETJ)** – unincorporated area extending generally five miles from the city limit in which the City has the authority to regulate subdivision and platting of property

## **F**

**foreclosure** – procedure by which property is sold to satisfy a lien

**franchise fee** - a percent of profit to the grantor of the franchise

**fund balance** – the excess of a fund's assets over its liabilities and reserves

## **G**

**general fund** – the general operating fund of the municipality used to account for all financial resources except those required to be accounted for in a special fund

**general obligation bond** – a financial instrument giving borrowing power to a municipality, based upon the pledging of taxing power to retire the debt and pay interest

## **I**

**impact fees** – set-aside fees collected from citizens and developers for infrastructure adjustments to the community; monies to be used as the development further impacts the municipality.

**infrastructure** – facilities necessary to provide city services, usually referring to physical assets such as road, pipes, city buildings, etc. but sometimes including personnel, management structure, etc.

## **L**

**land use** – designations of how land is being used or is planned to be used in the future (e.g. single family, commercial, industrial, etc.)

**lien** – a claim or charge on property for payment of debt, obligation or duty

**line item** – a specific item or group of similar items defined by detail in a unique account in the financial records; revenue, expenditure and justifications are reviewed, anticipated and appropriated at this level.

**lot** – a portion or parcel of land considered as a legal unit

## **M**

**master plan** – a comprehensive long-range plan intended to guide the growth and development of a community or region and one that includes analysis, recommendations and proposals for the community's population, economy, housing, transportation, community facilities and land use

**minutes** – a written summary of actions taken at a meeting and the vote on each item

**mixed use development** – combination of different but compatible land uses within a single building, site, or district

**municipality** – a political unit having corporate status and, usually, powers of self-government

## **O**

**ordinance** – an enforceable municipal law, statute or regulation that applies to all citizens within that municipality; penalty provisions may apply.

## **P**

**performance bond** – bond from a contractor that guarantees the work/services will be performed in accordance with the contract

**plat** – a map representing a tract of land, showing the boundaries and location of individual properties and streets

**public hearing** – provides citizens the opportunity to express their position on a specific issue, both pro and con, as mandated either by statute or by order of proper authority after due notice

**public meeting** – any meeting of a governmental body at which public business is discussed or decided or policy formulated

**public record** – any record retained by a government body as further defined by statute and open to inspection

## **Q**

**quasi-judicial** – referring to the actions of a governmental entity in which there are hearings, orders, judgments or other activities similar to those conducted by courts

**quorum** – the prescribed number of members of any governing body that must be present to legally transact business; the quorum is a majority of all members unless the bylaws state otherwise.

## **R**

**resolution** – a decision, opinion, policy or directive of a municipality expressed in a formally drafted document and voted upon.

**revenue bonds** – bonds sold for which the principal and interest are payable exclusively from the earnings of a specific revenue source and which do not pledge the property credit or general tax revenue of a city

**revenues** – monies received or anticipated by a local government from either tax or non-tax sources

**rezone** – to change the zoning classification of particular lots or parcels of land

**right-of-way** – a strip of land owned by a government agency over which the public has right of passage such as streets, parkways, medians, sidewalks, easements and driveways constructed thereon

## **S**

**site plan** – a plan, to scale, showing uses and structures proposed for a parcel of land

**statute** – a law enacted by the legislative branch of the state or federal government

**subdivision** – the division of a single tract or other parcel of land into two or more lots (Specific definitions will vary in specific ordinances or regulations)

**sustainable development** – development that meets the needs of the present without compromising the ability of future generations to meet their own needs

## **T**

**table** – to suspend consideration of a pending legislative bill or measure

**tax increment financing (TIF)** – funding from net increases in real property tax revenues within a community redevelopment area established pursuant to state statute

**tax increment reinvestment zone (TIRZ)** – a city-designated specific geographic area in which a city chooses to utilize Tax Increment Financing to help finance the cost of public improvements needed for development or redevelopment of the area

**tract** – a parcel of land, generally held for subdividing

## **V**

**variance** – an exception to certain development standards such as setbacks, building height, lot dimensions and other zoning code requirements

## **Z**

**zone** – a specifically delineated area or district in a municipality within which there are regulations for the use, placement spacing, and size of land and buildings

**zoning** – division of land into districts based on the allowable use of the land. These districts have uniform zoning regulations including those on land use, height, setbacks, lot size, density, and coverage.

## Helpful Acronyms

Examples of economic development organizations, resources, and relevant terms for your reference:

<b>ADA</b>	Americans with Disabilities Act
<b>AG</b>	Attorney General
<b>B&amp;C</b>	Boards and Commissions
<b>BRE/BR&amp;E</b>	Business Retention & Expansion
<b>CIP</b>	Capital Improvement Plan
<b>CC</b>	Commercial Corridor Zoning
<b>CO/TCO</b>	Certificate of Occupancy / Temporary Certificate of Occupancy
<b>CPKC</b>	Canadian Pacific Kansas City (formerly Kansas City Southern/KCS)
<b>CTE</b>	Career & Technical Education
<b>DRC</b>	Dallas Regional Chamber
<b>DTH</b>	Downtown Historic Zoning/Overlay
<b>EDC</b>	Economic Development Corporation
<b>EDO</b>	Economic Development Organization
<b>EIA</b>	Economic Impact Analysis
<b>EOC</b>	Emergency Operations Center
<b>EPA</b>	Environmental Protection Agency
<b>ETJ</b>	Extra-territorial Jurisdiction
<b>FEMA</b>	Federal Emergency Management Agency
<b>FY</b>	Fiscal Year (Oct. 1 to Sept. 30)
<b>GASB</b>	Governmental Accounting Standards Board
<b>GFOA</b>	Government Finance Officers Association
<b>GIS</b>	Geographic Information System
<b>GO</b>	General Obligation
<b>HIPAA</b>	Health Insurance Portability & Accountability Act
<b>HRC</b>	Historic Review Commission
<b>HUD</b>	Dept. of Housing & Urban Development (federal)
<b>ICMA</b>	International City/County Management Association
<b>ICSC</b>	Innovating Commerce Serving Communities (formerly Internat'l Council of Shopping Centers)
<b>IEDC</b>	International Economic Development Council
<b>ILA</b>	Inter-local Agreement
<b>MFG</b>	Manufacturing
<b>NAICS</b>	North American Industry Classification System
<b>NCTCOG</b>	North Central Texas Council of Governments
<b>NTMWD</b>	North Texas Municipal Water District
<b>OPCC</b>	Opinion of Probable Construction Cost
<b>PID</b>	Public Improvement District
<b>P&amp;Z</b>	Planning and Zoning Commission
<b>RFP</b>	Request for Proposal
<b>RFQ</b>	Request for Quote/Qualifications
<b>ROW</b>	Right-of-Way
<b>RPC</b>	Regional Planning Commission

<b>RTC</b>	Regional Transportation Commission
<b>SBO</b>	South Ballard Overlay
<b>SBW</b>	Small Business Week
<b>SIC</b>	Standard Industry Classification
<b>SEDC</b>	Southern Economic Development Council
<b>TCEQ</b>	Texas Commission on Environmental Quality
<b>TDA</b>	Texas Downtown Association
<b>TEDC</b>	Texas Economic Development Council
<b>TIF/TIRZ</b>	Tax Increment Financing/Tax Increment Reinvestment Zone
<b>TML</b>	Texas Municipal League
<b>UP</b>	Union Pacific
<b>WDMA</b>	Wylie Downtown Merchants Association
<b>WF</b>	Workforce
<b>ZBOA</b>	Zoning Board of Adjustment



ECONOMIC DEVELOPMENT  
RESEARCH PARTNERS

*International Economic  
Development Council*

# INTRODUCTION TO ECONOMIC DEVELOPMENT



ECONOMIC DEVELOPMENT  
RESEARCH PARTNERS

International Economic  
Development Council

# What is Economic Development?

*The intentional practice of improving a community's economic well-being and quality of life.*

It includes a broad range of activities to retain, create and attract high-quality jobs, and to foster the growth of a resilient tax base and an inclusive economy.

It is a collaborative effort involving industry, government and myriad community stakeholders focused on improving a community's competitiveness.



[illegible]





ECONOMIC DEVELOPMENT  
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# Challenges



## Businesses need

- Access to land, skilled labor, capital and utilities
- Networks and connections that increase competitiveness



## Workers need

- Quality jobs
- Education and training
- Opportunities for advancement



## Communities need

- Funding for basic services
- Quality of life amenities
- Economic diversification and resilience

**Economic Developers can help!!**



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# Role of an Economic Developer

## Analyst

Understand the strengths, weaknesses and comparative advantages of the local community, providing quantitative and qualitative information to key players.

## Advocate

Protect the interests of households and businesses, advocating for the good of the entire community

## Visionary

Able to look past short-term goals to champion a vision for the greater economic horizon



## Catalyst

Enthusiastically support community initiatives and incentivize investment by public and private actors

## Gap Filler

Assist when markets and institutions cannot meet the needs of the community or businesses

## Educator

Inform a wider community about the costs and benefits of development initiatives



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# One word to describe economic developer





# Core activities





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# Ways and means

## Finance and incentives

Loans, bond programs, seed funds, grants, tax credits, equity

## Navigating systems

Zoning, permitting, regulations, incentives access and compliance, etc.

## Business climate

Advocacy around transportation, taxes and regulation, infrastructure, telecommunications, education, and other community services and amenities

## Marketing

Community promotion, targeted business recruitment, land and buildings

## Technical assistance

Helping companies identify and access resources for workforce development, technology commercialization, small business development, new business formation, exporting, etc.

## Analysis and planning

Analyzing local economic data, assessing competitive advantages and disadvantages, understanding broad economic trends, strategic planning,

## Partnerships, networks and connections

Creating links among businesses, governments, nonprofits, educational entities, neighborhood groups and other organizations to further common goals



# Keys to success for an economic development program

1

An economic development **strategic plan** that has a widely accepted vision in addition to measureable indicators of success and failure

2

A **strong understanding** of the local economy, its strengths, weaknesses, opportunities and threats

3

Programs that are built on local **comparative advantages**

4

Local leadership that stimulates **cooperation** and **collaboration** among different actors in the community

5

Sustained **funding** for economic development over a long period of time

6

Striving for excellence in **customer service**

7

Professional economic developer



# Key Players





# Government Resources

## Federal

- Departments/ministries such as agriculture, commerce, construction, urban development, energy, finance, transportation & infrastructure, and treasury
- Provide funds and services to state and local governments

## State

- Provide tax credits, tax abatements and other incentives to fund local initiatives
- State loan funds and technical assistance for businesses and real estate development

## Local

- Financing (grants and loans), tax increment financing, incentives, infrastructure, front-end development costs, business technical assistance, streamlined and efficient development process





# Types of Economic Development Orgs (EDOs)

- State and local governments
- Chambers of commerce
- Port authorities
- Development authorities
- Empowerment zones and enterprise communities
- Incubators, accelerators and research parks
- Technology transfer organizations
- State enterprise zones
- Business improvement districts
- Community development banks
- Public-private partnerships
- Community development corporations/certified development corporations
- Local redevelopment corporations
- Industrial development corporations



# Fostering partnerships

- Economic development is much more than business attraction



- Fostering public-partnerships with existing community organizations
- Supporting business retention and expansion, entrepreneurship
- Partnerships within workforce development, real estate, higher education, etc.



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# International Economic Development Council (IEDC)

- Non-profit, non-partisan membership organization serving economic developers
- Economic developers promote economic well-being and quality of life for their communities
- IEDC members engaged in wide variety of settings – governments, public-private partnerships, chambers of commerce, universities
- Members serve to:
  - Create high-quality jobs
  - Develop vibrant communities
  - Improve quality of life in the region
- Certification program – Certified Economic Developer (CEcD), Accredited Economic Development Organization (AEDO)

[iedconline.org](http://iedconline.org)



WHAT

# ECONOMIC DEVELOPMENT

DOES FOR A COMMUNITY

**A vibrant economy is the result of deliberate choices and actions. All communities need a person or an organization that wakes up every day charged with improving the health of the local economy.**

**That's what economic developers and economic development organizations do.**

Economic development is programs, policies and activities that seek to improve the economic well-being and quality of life for a community by creating and retaining jobs and providing a stable tax base.

Ultimately, economic development is a revenue strategy for a community, generating additional tax dollars from new business investment.

## ECONOMIC DEVELOPMENT PROGRAMS AIM TO...

- Bring new businesses in and promote the community as a location for economic activity
- Help existing local businesses solve problems that would cause them to fail, close, or move away
- Help local businesses grow and expand
- Work with partners to prepare residents for available careers, connect businesses to skilled workers, and build the pipeline of future workers in the community
- Help entrepreneurs and new firms start up and access the resources they need to succeed
- Improve a community's quality of life

## ECONOMIC DEVELOPMENT MAKES A BIG DIFFERENCE IN A COMMUNITY!



Employer payroll flows through the local economy, supporting retailers, restaurants and service providers



An expanded and diversified tax base lowers tax rates for residents



Growing more and better jobs gives people dignity, choice, and the means to support themselves and their families



Community improvements, downtown and in neighborhoods, create vibrant places where people want to live, work and play



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WHY A

# BUSINESS RETENTION AND EXPANSION

PROGRAM MATTERS

**Did you know that about 80 percent of new jobs and capital investment comes from companies that already exist in your community?**

**The main goals of business retention** are to provide assistance with issues that could force a company to fail or close, and to prevent companies from relocating to a new community.

**The main goal of business expansion** is to help businesses grow!

A successful BRE program also provides data and intelligence to **strategically attract new companies to a community and foster the creation of new businesses.**

## A BUSINESS RETENTION AND EXPANSION (BRE) PROGRAM

- Preserves and increases local jobs
- Preserves and increases local tax revenues
- Maintains or diversifies the local economy
- Maintains or diversifies access to goods and services

## WHAT KINDS OF HELP DO BUSINESSES NEED?

- Finding land or buildings for future operations
- Securing financing for new equipment or operations
- Finding or training new workers
- Help with permitting, licensing, or infrastructure needs
- Technical assistance for exporting, market development, post-disaster continuity, and other growth opportunities and challenges

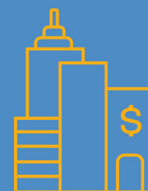
## WHO BENEFITS FROM A BUSINESS RETENTION AND EXPANSION PROGRAM?



Businesses benefit from community support to solve problems that would cause them to fail, close or move away



People benefit from having local job opportunities... choices among a range of employers, types of jobs and industries... and local access to shopping and services



The community benefits from a stable tax base, business civic engagement, vitality and local pride



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# WHY WORKFORCE DEVELOPMENT

MATTERS TO ECONOMIC DEVELOPMENT

To succeed in the U.S. workforce, some post-secondary education is almost always essential: **80 percent** of good jobs available today require some education beyond high school.

In today's economy, both businesses and workers are highly mobile.

Companies choose to locate in places that have the skilled workers they need. Communities must work at attracting, retaining and growing a skilled workforce.

**In fact, a skilled workforce is the number one reason a business will choose to locate in a community. In a world where every person and every place are in competition, workforce development strategies are a win-win for both firms and regions.**

## WHAT IS WORKFORCE DEVELOPMENT?

Efforts that prepare people for education and available careers, and connect businesses to skilled workers. For example:

- Job training and retraining
- Vocational education
- Basic skills (e.g., literacy, math)
- Hard skills (e.g., welding, IT)
- Soft skills (e.g., work ethic, attitude)

A skilled workforce gives people the economic mobility and higher earning power to support themselves and their families, offers businesses the workers they need to compete in the global economy, and provides communities a stronger tax base to maintain and improve their quality of life.

## WHO BENEFITS FROM WORKFORCE DEVELOPMENT PROGRAMS?



Employers prosper by meeting their labor force needs with skilled workers



People upgrade their skills and advance in their careers, increasing income and wealth



Communities gain a higher quality workforce, improving their competitiveness as a location for business



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# MARKETING AND BUSINESS ATTRACTION

WHY IT MATTERS TO THE LOCAL ECONOMY

**Today's businesses can locate anywhere – but they'll only come to your community if they know about it, and if the community has what they need.**

Marketing and business attraction is about more than just selling business sites, or attracting businesses – **it's a means of promoting the community as a viable location for economic activity.**

There are likely dozens, if not hundreds, of other communities competing for any one new business investment. To attract new businesses, a community must target its marketing and attraction efforts based on what is available to meet the client's needs.

## ATTRACTING NEW BUSINESSES TO A COMMUNITY REQUIRES...

- Knowing the community's assets and strengths (infrastructure, living costs, tax rates, etc.)
- Knowing what industries are the best prospects for the community
- Crafting a community's marketing message and providing accurate information to potential investors
- Communicating an effective message that reaches the target audience (site selection professionals and companies looking to move or expand)
- Undertaking strategic improvements that will make the community a more appealing location for investment

## HOW DOES MARKETING AND BUSINESS ATTRACTION BENEFIT A COMMUNITY?



Builds and diversifies the local economy with new firms



Brings in new investment and revenues, expanding the tax base



Increases the number and type of jobs available to residents



Spurs investment in community assets, improving the quality of life



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WHY IT MATTERS

# ENTREPRENEURSHIP AND SMALL BUSINESS DEVELOPMENT

**Entrepreneurs create wealth in a community – for themselves, for the people they employ and for the local economy.**

**Today's small businesses are the innovators and job generators of tomorrow.**

**Nearly all net new jobs are generated by firms that are one to five years old!**

**Not only do new businesses create jobs and opportunities – they bring in new tax revenues, lowering the burden on residents. And, growing businesses are more likely to stay where they launch – in the community that nurtured their growth and where they are well connected. Small businesses also:**

- Participate in civic groups and community initiatives
- Help diversify the local economy
- Enliven and revitalize neighborhoods and downtowns

## HOW ECONOMIC DEVELOPMENT PARTNERS SUPPORT SMALL BUSINESSES AND ENTREPRENEURS

- Incubators, shared office or lab space, and other supportive facilities to start up and grow
- Business plan development
- Guidance and connections for financing, marketing, and product development
- Assistance with grant and loan applications
- Hiring, training and managing staff

**The economic developer's role is to work with other service providers in a community to help entrepreneurs and small business owners overcome obstacles to business growth and development.**



Support for  
entrepreneurship



New business formation,  
survival, and growth



Job creation, economic  
growth and innovation



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# ECONOMIC DEVELOPMENT PROGRAMS HELP...

## ENTREPRENEURS ACHIEVE THEIR DREAMS



### Economic developers help with:

- Expedited permitting and licensing
- Gap financing
- Technical assistance

## EXISTING BUSINESSES EXPAND



### Economic developers help with:

- Infrastructure improvements
- Export assistance
- Tax abatement

## NEW BUSINESSES FIND SITES AND WORKERS



### Economic developers help with:

- Community and economic data
- Site improvements
- Incentive negotiations

## WORKERS GET TRAINING



### Economic developers help with:

- Partnering with businesses and workforce development organizations to design training programs for workers

## REVITALIZE NEIGHBORHOODS



### Economic developers help with:

- Strategic Planning
- Placemaking

## PARTNER ORGANIZATIONS GET DATA



### Economic developers help with:

- Data and insights into local business
- Access to business leaders

## PROMOTE THE COMMUNITY



### Economic developers help with:

- Advocating for business friendly policies
- Marketing the community to domestic and international businesses

## ASSIST DISASTER IMPACTED COMMUNITIES



### Economic developers help with:

- Pre-disaster planning
- Post-disaster recovery
- Long-term resiliency

# THE ROLE OF LOCAL ELECTED OFFICIALS IN ECONOMIC DEVELOPMENT

10 Things You Should Know



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# THE ROLE OF LOCAL ELECTED OFFICIALS IN ECONOMIC DEVELOPMENT

## 10 Things You Should Know

**Christiana McFarland**

Director

Finance and Economic Development Program  
National League of Cities

**Katie Seeger**

Senior Associate

Finance and Economic Development Program  
National League of Cities



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The *Role of Local Elected Officials in Economic Development: 10 Things you Should Know* was the result of a partnership between the National League of Cities Center for Research and Innovation and the International Economic Development Council (IEDC). IEDC staff were instrumental in facilitating a series of input sessions with economic development officials during their conferences in October 2009 and February 2010. IEDC staff also reviewed the guide and provided constructive feedback. NLC also recognizes the direct input and guidance provided by members of IEDC, members of NLC's CityFutures Panel on Community and Regional Development, and other local officials.

## About the National League of Cities

The National League of Cities is the nation's oldest and largest organization devoted to strengthening and promoting cities as centers of opportunity, leadership and governance. NLC is a resource and advocate for more than 1,600 member cities and the 49 state municipal leagues, representing 19,000 cities and towns and more than 218 million Americans.

Through its **Center for Research and Innovation**, NLC provides research and analysis on key topics and trends important to cities, creative solutions to improve quality of life in communities, inspiration and ideas for local officials to use in tackling tough issues, and opportunities for city leaders to connect with peers, share experiences, and learn about innovative approaches in cities.

## About the International Economic Development Council

The International Economic Development Council (IEDC) is the premier membership organization dedicated to helping economic development professionals create high-quality jobs, develop vibrant communities and improve the quality of life in their regions. Serving more than 4,600 members, IEDC represents the largest network of economic development professionals in the world. IEDC provides a diverse range of services, including conferences, certification, professional development, publications, research, advisory services and legislative tracking.

## About the Authors

Christiana McFarland is the director of the Finance and Economic Development Program in the Center for Research and Innovation at the National League of Cities. Katie Seeger is senior associate in the Finance and Economic Development Program. Caitlin Geary, finance and economic development fellow, also contributed to the guide.

William Woodwell, editorial consultant, and Lara Malakoff, NLC senior program associate for outreach, provided editorial assistance, and Alexander Clarke, NLC manager of creative design and production, designed and managed the production of the report.

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# Introduction

Economic development is the process of building strong, adaptive economies. Strategies driven by local assets and realities, a diverse industry base and a commitment to equality of opportunity and sustainable practices have emerged as those that will ensure a strong foundation for long-term stability and growth. Even within the parameters of these principles, what constitutes success in economic development and the specific strategies to accomplish it will look different from place to place. Despite these differences, leadership is consistently identified as a critical factor in effective economic development.

Dedicated leadership is needed to raise awareness, help develop and communicate a common vision, and motivate stakeholders into action. Although leadership can come from many places within the community, local elected officials are particularly well-positioned to take on this role. The political influence of elected leadership is critical to helping communities stay the course toward a vibrant economic future. From the bully pulpit to the design and coordination of public policies, mayors and councilmembers have opportunities every day to effect change and promote a strategic vision of economic growth for their community.

The goal of this guide is not to provide a one-size-fits-all solution to economic development or even to offer an Economic Development 101. Nor does this guide contend that elected officials should be economic development experts. The goal is instead to identify fundamental ways elected officials can become informed and strategic decision-makers who can connect the policy “dots,” be effective communicators and take a leadership role in economic development. The guide is based on the premise that elected officials can and should actively participate in and lead long-term development strategies that make sense for their community.

The format of the guide is a “top 10 list” of things elected officials should know about economic development in order to be effective leaders. These include:

- 1. Your local economic strengths and weaknesses.** A stronger understanding of your community’s economic profile will help you create a realistic vision and strategies for economic development.
- 2. Your community’s place in the broader regional economy.** With a firmer grasp of how your community fits into the broader region, you’re better prepared to work with other jurisdictions to share responsibility for regional economic success.
- 3. Your community’s economic development vision and goals.** Local elected officials can play a key role in building consensus for a vision and goals that provide clear direction for local economic development.
- 4. Your community’s strategy to attain its goals.** A strategic approach means linking economic development goals to specific activities, allocating a budget and staff to these activities and evaluating performance based on measurable outcomes.
- 5. Connections between economic development and other city policies.** When crafting economic development policies, it is essential to consider how other city policies (e.g., transportation or housing) affect your economic development goals.

- 6. Your regulatory environment.** Your community's regulatory process should allow for timely, reliable and transparent resolution of issues facing businesses, while still remaining true to your long-term economic development vision.
- 7. Your local economic development stakeholders and partners.** Local officials should think strategically on a project-by-project basis about who needs to be involved, the resources they bring to the table, and what it will take to get them engaged.
- 8. The needs of your local business community.** Local officials can help create an environment that supports the growth and expansion of local businesses, primarily by opening lines of communication.
- 9. Your community's economic development message.** You will want a clear, accurate and compelling message that reflects your local vision and that helps ensure broad support for economic development projects undertaken by the city and its partners.
- 10. Your economic development staff.** Local elected officials will be more effective in leading economic development activities to the extent that they forge strong relationships with staff members who work on these issues on a daily basis.

# 1. Your Local Economic Strengths and Weaknesses

Your community's strengths and weaknesses, such as quality-of-life amenities, infrastructure and workforce skills, determine the potential of your local economy to support economic growth. This economic profile lays the foundation for creating a realistic vision and strategic direction for economic success that is unique to your community. Information about your local economy can also help engage and educate constituents and build community support for economic development decisions.

## ASSESSING YOUR LOCAL ECONOMY

IMPORTANT FACTORS	KEY INDICATORS
Economic conditions	Unemployment, types and sizes of firms/industries, wages, income, new business starts, retail sales, housing prices, types of imports and exports, number of businesses closed
Population characteristics	Population size and growth, age, education level
Labor force characteristics	Labor force participation, occupations, skills, commuter characteristics, productivity
Physical conditions	Land use, zoning, land values, condition of buildings, vacancy rates, building activity, parking facilities, condition and capacity of infrastructure, air and water quality
Business climate	Community attitudes, labor relations, business taxes and regulations, level and quality of municipal services, workforce training, access to and cost of capital, public and private infrastructure
Knowledge-based resources	Federal labs, science and research parks, industry incubators, colleges and universities, technical training schools
Quality of life	Housing availability, public services, education system, crime rate, cultural and recreational activities, parks and other natural amenities
Source: <i>Economic Development Strategic Planning</i> . International Economic Development Council, Washington, D.C., 2006, pp. 44-48.	

With the assistance of your economic development staff and input from stakeholders, you can identify factors within and outside of the control of local government that impact and shape your local economy. Identifying strengths and opportunities is crucial, but local officials also should pay attention to weaknesses and potential threats.

For example, what industries in your community and region are growing or struggling? What are the skills of your workforce, and are they sufficient to meet the needs of business? What barriers and sup-



port services exist for local entrepreneurs and small businesses? Is the local and regional housing stock diverse enough to provide for a wide range of housing needs?

All of these factors should be understood in comparison to other communities and in the context of broader economic trends. As a result of this process, you will have a stronger sense of your unique local assets, as well as what you can and should be doing to build on strengths and mitigate weaknesses.

### Taking Action, Asking Questions

- What unique strengths can your community build on for economic development and growth?
- What weaknesses pose a barrier to economic development? To what extent can you mitigate these weaknesses – and how?
- How do your community's strengths and weaknesses compare to those in other communities?
- How are economic conditions changing in your city and region?

#### San Buenaventura, Calif. (Ventura) (population 109,000)

After many decades of slow economic growth, the traditionally blue-collar City of San Buenaventura began to realize that its anti-business reputation had actually been undermining its economic prosperity. The city had very few middle class jobs and a limited industrial base and service sector. Moreover, many high-tech firms were heavily concentrated in much of the city's surrounding area and seemed to bypass Ventura when making location decisions.

Through an analysis of the community's strengths and weaknesses, city leaders in Ventura determined that the city's location between two high-tech hubs, its pool of entrepreneurs and venture capitalists and significant quality of life amenities placed them in a unique position to expand high growth technology sectors. The city developed and pursued a strategic plan for economic development, including new activities to increase the local tax base, diversify the economy and create high value, high wage jobs.

The city created a self-sustaining fund to support the new plan, specifically growth of businesses from within the community, by using a \$5 million loan payoff from the Redevelopment Agency. The Jobs Investment Fund (JIF) provides "mezzanine capital" to expansion projects or venture capital to new projects as either loans or direct investments. JIF, managed by a private investment partner, allows for a higher return potential to the city than is traditionally available with a standard investment portfolio.

Constituents have expressed concern that the city has too great a risk exposure in these investments. "There are requests that we redirect the money from the fund back to general government operations each time we face additional budget cuts, but due to political will and improved communications with our constituents, so far we have been able to maintain funding," said Councilmember Neal Andrews. City leaders have made a special effort to bring community opinion leaders into a position where they understand what JIF is about and why it's important.

JIF has allowed the city to engage in a number of business development activities, including capital raising conferences, entrepreneurship events and a business incubator. As of January 2010, 10 firms have located in the incubator, and in 2008, Forbes magazine ranked Ventura number 68 on the "Small Business list of 100 best places to live and launch a business."

#### Contact:

City of Ventura  
Department of Economic Development  
Phone: (805) 677-3935

## 2. Your Community's Place In The Broader Regional Economy

Understanding your local economy also means knowing how your community fits into the broader region. Although increased competition for jobs, tax base and private investment can put political pressure on elected officials to go toe-to-toe with neighboring jurisdictions, the reality is that local economic success depends on regional economic success.

This is particularly true in the context of the global economy, where economic competition may not be with your neighbor, but with a city in China, India or Ireland. Firms engaged in global economic activity rely on a breadth of resources available in a region, including workers, transportation, housing, and amenities. In nearly all cases, one community does not have full capacity needed to support these activities. Cities that focus on competition within the region, instead of collaborating for economic development, are placing their economic future at risk.

With a firmer grasp of your community's place in the region, you're better prepared to work with other jurisdictions to share responsibility for promoting regional economic success. Cities in the Denver region, for example, work together to draw businesses and other economic activity to the region while agreeing not to compete or offer incentives to firms to locate in their specific communities. Similarly, many cities work together on regional marketing efforts, typically via participation in a regional council. These collaborative efforts attract firms, investment, and employment that benefit the entire region.

Participating in regional activities may present some political difficulties if the local economic benefits are not well understood by your constituents. Local elected officials should be prepared with the facts about how regional economic success translates into improved employment opportunities, tax base, or amenities for your city and the people who live there. Local officials can work with their staff to craft a clear, accurate message about their involvement in regional activities, and communicate this message to community through the media, neighborhood meetings or other public venues. It can serve as a starting point for a community dialogue about the importance of regional collaboration to local success.

"Too many local governments still act as if they have the luxury of merely competing with each other for tax base, especially within their region. But economically this is a sideshow or a delusion. The real economic competition is global and competing effectively requires regional collaboration."

William Barnes, *The Economic Development Game Has Changed*, Nation's Cities Weekly, 1/11/2010

### Taking Action, Asking Questions

- How do you define your economic region?
- How does the economic strength of your city depend on what happens in other cities and towns in the region? How does regional economic activity provide direct or indirect benefits to your community?
- What assets does your community contribute to the regional economy (e.g., workers, housing, amenities, transportation)?
- What regional organizations, partnerships and/or activities already exist? To what extent is your community involved?

### 3. Your Community's Economic Development Vision and Goals

A primary challenge in the practice of economic development is choosing among many competing priorities and various activities. A clear economic vision and goals are needed to provide a framework for strategically assessing and coordinating these efforts. The vision stems from the community's values, its collective sense of local economic strengths and weaknesses, and consensus on a desired future. Goals are more tangible expressions of the vision and provide specific direction for actions.

For example, the City of Albuquerque, New Mexico's economic development initiative "thrive!ABQ" identifies the city's economic vision as a city with a vibrant business climate that's accessible, user-friendly and welcoming to all. The three primary goals of "thrive!ABQ" are:

- Albuquerque First: Retain existing businesses and industries by fostering partnerships with local businesses and increasing spending in the community.
- Albuquerque Easy: Remove barriers to conducting business within the city.
- Albuquerque Recruits: Make the city an attractive place for businesses to locate.

According to the American Planning Association's *Economic Development Toolbox* (2006), a sound economic vision and goals should:

1. Balance what the jurisdiction would like to achieve with what resources and public support the jurisdiction can realistically expect to muster in support of that vision.
2. Be consistent with the role of the jurisdiction's economy in the larger regional and state economies.
3. Be understandable to citizens without technical training or experience in economic development.
4. Be produced in a way that makes it possible to incorporate it in the jurisdiction's comprehensive plan.

If your city already has an economic development vision, make sure your policy decisions reflect the principles in the vision. In cities that do not have an economic vision, local elected officials can help initiate a community visioning effort. A well-designed visioning process will surface an array of ideas, opinions and objectives from a diverse group of stakeholders. An important role for elected officials is to help bring people to consensus and agreement on a common purpose.

"There are many possible economic futures for any given jurisdiction, there are some impossible ones as well. The challenge is to decide on a future that is not only desirable, but also possible given the factors that constrain it."

Terry Moore, Stuart Meck, and James Ebenhoh. *An Economic Development Toolbox*. American Planning Association, Washington, D.C. October 2006, p. 34

## Taking Action, Asking Questions

- Does your community have a clearly stated vision and goals for economic development? If so, what are they?
- Does the vision reflect the community's values as well as its strengths and weaknesses?
- Do your constituents and key stakeholders understand and agree upon the community's vision and goals?
- To what extent do local government policies support the vision and goals?

### Mission, Kan. (population 9,727)

Mission, a community less than three square miles in area, was at a crossroads when many large parcels of land became available for redevelopment. In response, the city began a planning process that involved all facets of the community, including residents, businesses and shoppers, to create a vision that would serve as the framework for future development. The vision, which ultimately called for more compact, walkable, and sustainable development, was challenged when Mission was offered a lucrative deal by a big-box developer.

With a strong commitment to the vision, Mission denied the big-box store and has accepted an offer for a new mall from a developer who has embraced the city's vision for a vibrant, pedestrian-friendly, mixed-use destination. Although the developer typically works on retail projects only, his collaboration with the city and understanding of the community vision has led him to include residential, hotel, office and entertainment as potential project components.

The city's resolve to stick with its vision also resulted in overwhelming community support for the project. Instead of Not in My Back Yard opposition, city officials received acclamation from those attending its Planning and Zoning hearings. Among the most common questions the city received from residents: "When will the project be complete?"

#### Contact:

City of Mission  
Department of Community Development  
Phone: (913) 676-8350  
E-mail: [MRivarola@missionks.org](mailto:MRivarola@missionks.org)

## 4. Your Community's Strategy To Attain Its Goals

Once the economic development vision and goals are defined, it is important that they not be shelved, but that they guide and determine your community's economic development strategy. If the community has been involved in the process and believes in the vision and goals, residents will hold political leadership accountable for putting them into practice. Strategic implementation of the economic development vision involves linking economic development goals to specific activities, allocating a budget and staff to these activities, and evaluating performance based on specific, measurable, agreed-upon outcomes.

There are many local activities that can be used to accomplish your city's long-term economic vision. The types of economic development policies and tools pursued by your community will depend on those permitted by your state, as well as how your local government perceives its role in stimulating private sector economic activity.

The traditional local government role in economic development is to facilitate economic activity by offsetting the cost of doing business in your community (in terms of time, opportunity and money). Strategies include land assembly, modifying the permitting process and providing job training. More entrepreneurial roles, as well as strategies that more directly address the demand for local products, may include seeding and investing in local small businesses, matching gaps in supplier/buyer linkages and international trade promotion. Local elected officials can work with city staff, businesses and other stakeholders in the community to educate themselves about the types of programs and tools that are available to them and to decide which economic development role is best for their city.

You can also look to "best practices" in other communities; however, it is important to remember that economic development activities that work in one place will not necessarily work in another. Following economic development fads or strictly replicating another city's approach without putting it in the context of your community is a recipe for failure. Instead, elected officials can learn how and why another city was successful and adapt those practices to local realities.

Elected officials should also work with their staff to determine a set of expected outcomes, the necessary level of resources (staff and budget) needed to achieve these outcomes and performance metrics to evaluate and measure them. In the context of short-term political cycles, it may be tempting to stray from the strategy and only consider economic development in terms of traditional, more tangible successes, such as attracting a new, large employer. For this reason, it is important that elected officials and staff agree upon, are committed to and accurately measure even *incremental* economic achievements. This will allow political leaders to demonstrate success and champion all various ways the community is supporting economic activity.

Strategic implementation of economic development, from selecting activities that support the vision to accurately measuring progress, enables local governments to be more responsive in an increasingly complex and uncertain economic environment. It allows the community, staff and elected officials to be part of a "continuum" of leadership and to make more deliberate progress toward long-term economic success.

## Taking Action, Asking Questions

- How do your goals drive everyday actions to develop and grow your local economy? Can you develop better strategies, if needed, which make sense for your community?
- What is the general orientation of your local government toward supporting private sector economic activity? What tools is your city willing to and able to use?
- Is your city's budget and staffing aligned with its strategies for economic development?
- How will you measure and evaluate your city's economic development efforts over time?
- What can you do to celebrate incremental successes?

### Littleton, Colo. (population 43,055)

In 1987, the City of Littleton pioneered an entrepreneurial alternative to the traditional economic development practice of recruiting industries. The "economic gardening" program, developed in conjunction with the Center for the New West, is an effort to grow local jobs through entrepreneurial activity.

The approach is based on research that indicates the great majority of all new jobs in any local economy are produced by small, local businesses already in the community. According to Chris Gibbons, Littleton's director of business/industry, an entrepreneurial approach to economic development has several advantages over attraction strategies. First, the cost per job is much less than the \$250,000 to \$300,000 incentives typical in major relocations. Second, the investment is in the community and its infrastructure; should a business choose to leave, it does not take that investment with it. Third, it is a healthier approach in that a community's future is no longer tied to the whims of an out of state company. Its future is entirely a function of its own efforts and investments.

Littleton's economic strategy focuses on creating a nurturing environment for entrepreneurs and "second-stage" companies, those with 10-99 employees and/or \$750,000-\$50 million in receipts. In a typical engagement, the city's Economic Gardening team will assist a company with core strategy, market analysis, competitor intelligence, and other priority tasks. Since the start of the program, Littleton's job base has grown from 15,000 to 30,000, the retail sales tax has tripled from \$6 million to \$21 million, and the population has grown by 23 percent.

**Contact:**

City of Littleton  
Business/Industry Affairs  
Phone: (303) 795-3749

## 5. Connections Between Economic Development and Other City Policies

It would be nearly impossible to list all of the various ways in which local government policies interact and overlap. When crafting economic development policies, it is essential to consider how other city policies support or discourage your economic development goals. For example, are your transportation initiatives supporting local retail? Are your local workforce training programs aligned with your sustainability plans? Is the regional housing stock adequate to meet the needs of workers in your community? By thinking about policies holistically, you can avoid detrimental policy interactions and create an environment for different policies to support and enhance each other.

Policy integration has become even more important over the past 30 years as the drivers of economic growth have broadened significantly. Today, the scope of economic development and the interests and needs of the business community extend well beyond market access and transportation networks. Social and professional networks, educational institutions, quality-of-life amenities, talent and workforce skills and housing are important assets that contribute to your community's economic profile. Additionally, there is increased recognition that improvements in economic equity and the natural environment are critically important to a strong local economy.

For example, the City of Portland, Ore., has created a Sustainable City Partnership to foster a collaborative, citywide effort to integrate sustainable practices and resource efficiency into municipal operations and to strengthen existing policies and efforts. A primary partnership role for city officials and staff is to develop connections between environmental quality and economic vitality. The city has encouraged sustainable business practices and has leveraged sustainability as a key economic sector.

One strategy to ensure that all of the various sources of economic growth and the key elements impacting economic development are coordinated is to develop your economic development activities in conjunction with your community's comprehensive planning process. Some communities have formalized this process through implementation of an Economic Prosperity Element (page 14).

### Taking Action, Asking Questions

- How do other city policies — in areas from transportation and housing to public safety — affect your goals for economic development?
- To what extent does your city need to change existing policies so they are aligned with and support the economic development vision and goals?
- How often do various city departments communicate? To what extent is there a shared understanding of and commitment to successful economic development across city government?
- Are your city's economic development strategies and goals reflected in the comprehensive plan? Can you add an Economic Prosperity Element to the plan?

## Economic Prosperity Element

by William Anderson, Director, City Planning & Community Investment Department, City of San Diego (*American Planning Association Economic Development Blog* 5/17/2010)

Many cities and counties are adding Economic Prosperity or similar elements to their General Plans. These elements help strengthen the link between a jurisdiction's comprehensive plan and economic development. While most factors that influence economic development are beyond a local area's control, such as macro-economic trends, international competition, interest rates, financial markets, local jurisdictions do have control of factors that can make them more or less competitive in the region, nation, or world.

Some of these local factors are traditionally addressed in General Plans, such as land use capacity for industries and targeted sectors, infrastructure efficiency and cost, quality-of-life, housing affordability for the workforce, and environmental quality. Other local factors are not as directly related to land use policies, such as workforce training, education, and access to capital. These factors may be the purview of other organizations and agencies, but are also critical.

An Economic Prosperity Element, especially one tied to a regional economic development strategy, can bridge and coordinate these factors and take the General Plan beyond the role of just land use policy. It can also serve as the element that connects a region's economic development strategy focused on the needs of export-oriented base sectors, to the opportunities for community-level economic development.

### **Contact:**

City of San Diego  
Department of City Planning & Community Investment  
Phone: (619) 235-5200  
E-mail: [AndersonW@sandiego.gov](mailto:AndersonW@sandiego.gov)



## 6. Your Regulatory Environment

Your regulatory environment directly impacts the ease of doing business in your city. For business leaders, time is money; they want to know that the regulatory process provides for timely, reliable and transparent resolution of key issues. If your city's regulatory policies are riddled with delays, confusing and redundant steps and multiple approval processes, a prospective business may very well choose to locate or expand in another community.

Local officials can improve the regulatory environment for businesses by ensuring that the development review process and other policies are streamlined and transparent. The key to success is ensuring consistency and clarity about expectations, timelines, regulations, and costs. This will alleviate much of the uncertainty involved in economic development projects by allowing businesses to accurately anticipate the timing of the process and to build their plans accordingly. In addition, a better regulatory environment can promote information-sharing and better communication with local businesses so you can work together to identify potential challenges or problems.

As a local elected official, your first step is to ensure that you have an understanding of the current regulatory system and where there may be problems. This will require you to gather input from the business community about their frustrations and experiences. Working with your local chamber of commerce or other local business organizations may be helpful in this process. To gain additional perspective, you may want to consider going through the process yourself, as if you were a developer or a new business. This will allow you to have firsthand knowledge of the time, costs, hassles and clarity of the process.

When examining your regulatory process, be mindful not to throw the good out with the bad. Not all development is good development, and it is important that your regulatory processes reflect your long-term economic development vision so you can safeguard against detrimental projects. The key for your city is to find a balance and remove unnecessary delays and hurdles, while still preserving the integrity of the community's economic development vision and goals.

### Taking Action, Asking Questions

- Are your local agencies charged with regulatory processes attuned to the needs of businesses, particularly efficiency and transparency concerns?
- Are there one-stop approvals or other ways to expedite review processes?
- How long does it take to get a new development proposal in front of a local planning board?
- Do businesses have access to clear information about local regulations from one source?
- Is there a designated city staff person who helps facilitate the process to ensure that things go smoothly?

## 7. Your Local Economic Development Stakeholders and Partners

A group of diverse stakeholders within and outside local government contribute to economic development. These include both large and small businesses, nonprofit organizations, workforce and training organizations, universities, department staff and many others. Economic development partnerships will likely change depending on the activity, so it is important to think strategically on a project-by-project basis about who needs to be involved and the resources they bring to the table.

Collaborative partnerships are especially important given the increased complexity and diversity of interests in economic development. Harnessing the breadth of resources, knowledge, leadership, and skills of stakeholders that may not typically interact is essential for effective implementation of your city's economic development strategies. By facilitating broader and deeper interaction among local government, business, the community, and economic development activities, local elected officials can ensure that policy decisions will be in tune with all of the other work that is happening in the community to advance the city's economic development goals.

Your local government may not always be the lead organization for an economic development project. Sometimes, the chamber of commerce might lead the way. In other instances, it might be a different community organization or business leader. But even if the city is just one stakeholder among many, local elected officials can make themselves available to help bring the right people and organizations to the table. Important roles for municipal leaders include: reaching out to the various parties; working to break down communication barriers; helping to facilitate consensus; and ultimately, coordinating and leveraging action.

### Taking Action, Asking Questions

- Who are the key stakeholders (individuals, organizations, businesses, city staff) that can help strengthen your city's local economic development efforts?
- To what extent are stakeholders already communicating and working together on these issues?
- What will it take to break down any barriers that exist among key stakeholders and to get them to do more collaborative work?
- What resources do various stakeholders bring to the table in terms of financial support, people, skills, contacts and more?

## Garland, Texas (population 238,651)

A critical objective of the Garland Economic Development Partnership (GEDP), a collaboration of government, school and business leaders, is the retention of key businesses in the local community. A suburb of Dallas, Garland has been characterized as a major manufacturing city since the 1950s and is home to numerous Fortune 500 corporations such as Kraft Foods, General Dynamics and Raytheon.

In 2006, the city recognized the “Garland Top 100” businesses based on their tax value, number of employees and electric usage. The city estimates that the “Garland Top 100” represent 13 percent of the local tax base and employ 17 percent of the total workforce. City of Garland Mayor Ronald Jones and GEDP staff has visited nearly all of the top 100 manufacturing companies in Garland to hear their concerns and challenges directly.

According to Jones, these visits were intended to make sure that elected officials understand and recognize business needs, and that the businesses understand that the city appreciates they are part of our community. During the meetings, the mayor and GEDP staff discussed a variety of key issues, including workforce training needs, utility costs, and public safety. As a result, the city developed the Dallas County Manufacturers’ Association in collaboration with Richland College to provide specialized workforce training.

### **Contact:**

Garland Chamber of Commerce

Phone: (469) 326-7444

E-mail: [paul.mayer@garlandchamber.com](mailto:paul.mayer@garlandchamber.com)

## 8. The Needs of Your Local Business Community

Local businesses are essential to a stable and diverse local economy. In recent years, many cities have shifted their primary economic development focus away from attracting large firms from outside the community to growing new businesses from within and helping existing businesses survive and thrive. Local officials can help create an environment that supports the growth and expansion of local businesses.

In the case of entrepreneurs and small businesses, many fail not for lack of ideas, but on planning and management. By allocating resources for entrepreneurial and new business support services, local governments can help these businesses overcome critical barriers to success. Such services include small business development centers, entrepreneurship training, market information, networking opportunities, marketing assistance, business incubators and even financing opportunities.

Running a business is a full-time job, and even if local services are available, business leaders may be unaware of the assistance available to them. Even more likely, they may not automatically view the city as a resource or an ally. By making the effort to reach out and communicate with your local business community, whether through your local chamber of commerce, organized events or visiting businesses individually, local officials can gather input to help improve local business policies and demonstrate that the community cares about the success of their business.

It is important for local elected officials to bring the same commitment and enthusiasm to existing business as they do to new business prospects. The city often creates incentives or other policy packages to attract new employers, and celebrates a new, large company with ribbon cuttings and stories in the local media. By similarly celebrating local business accomplishments, you can show the city's support, increase the business's profile and draw attention to economic development success stories that often go unnoticed.

Additionally, by publicly highlighting the achievements of your local companies, you will build your city's reputation as a business friendly community. This, in turn, may encourage outside businesses to take a second look at your community as a desirable location, while providing existing businesses with even more reasons to stay in your jurisdiction.

When making policy decisions focused on business retention and expansion, including small business and entrepreneurial development, it is important to remember that many local businesses need time to mature and grow. Although this form of business support may not deliver an overwhelming, immediate economic impact, the benefits of staying the course with your local businesses can provide greater long-term pay-offs. These include a more diversified, stable economy, a business community with stronger local ties and maybe even the next, great Fortune 500 company.

## Taking Action, Asking Questions

- What does your local government do to find out the needs of your business community?
- Who in government regularly communicates with individual businesses and the business community at large? How does this happen?
- To what extent do you celebrate milestones achieved by existing businesses in your community?
- What support services does your city offer to entrepreneurs and small businesses? What more could you do?

### New York (population 8,308,163)

New York City provides an example of a successful, city-led effort to directly link workforce development and economic development. In 2003, Mayor Michael Bloomberg eliminated the NYC Department of Employment and consolidated the city's adult workforce programs with the Department of Small Business Services (SBS). The resulting program provides employment and training services for individuals and seeks to meet specific workforce needs of local businesses.

Much of the program's success has been due to a dual customer approach — focusing on meeting the needs of job seekers, as well as local businesses. In fact, SBS has developed two distinct brands associated with both customers. Workforce 1 provides individuals with job placement, training and advancement services and NYC Business Solutions provides a suite of services to support local businesses, including employee recruitment services from the pool of screened job candidates from the Workforce 1 program.

The effort has shown real results in New York City. In 2003, prior to the consolidation of the two programs, the workforce system only achieved 500 job placements. In 2009 the workforce system achieved 25,000 placements.

**Contact:**

NYC Department of Small Business Services  
Strategic Initiatives  
Phone: (212) 618-6759  
E-mail: [cneale@sbs.nyc.gov](mailto:cneale@sbs.nyc.gov)

## 9. Your Community's Economic Development Message

Strong communications and a compelling message are vital to successful economic development and a primary responsibility for local elected officials. An economic development message that is based on your community's collective vision and is conveyed by all key stakeholders will establish a consistent community "brand" and competitive identity to the outside world.

Local elected officials can use public speeches, interviews and other communications to rally the community around their economic development message. In addition to publicly promoting the message, local elected officials can work with their staff to ensure that all economic development partners have the information that they need to support the message or to accurately convey the message to others. This may be data about the economic role they play in the community, or marketing materials that they can use to engage others outside the community. These small steps go a long way in generating a positive reputation of your community.

Sometimes, cities let politics and minor disagreements about the direction of economic development affect their city's public image. This can detrimentally impact the confidence investors have in your community as a place to do business. Developers, business owners and others want to be assured that their investment in your community will have broad support among local leaders, residents and key partners. If those who impact the success of a business or economic development project are not unified, the confidence of the investor will falter. Local elected officials can help manage internal disputes and ensure that all stakeholders remain committed to the message and the vision it conveys.

### Taking Action, Asking Questions

- How do you currently communicate about your city's economic development activities? To what extent are you using speeches, media interviews and other forums to highlight an economic development vision and goals?
- Does your city have a clear and consistent message about economic development for the outside world?
- How do your city's communications efforts dovetail with what other organizations in the community (e.g., the chamber of commerce) are doing? Are there ways to enhance coordination on communication activities?

## 10. Your Economic Development Staff

As discussed throughout the guide, local elected officials have clear and specific roles to play in their cities' efforts to build a strong local economy. However, success in filling these roles often depends on the relationship between elected officials and staff members who work on economic development issues on a daily basis.

As a local elected official, you are often the public face and the cheerleader for your city on economic development. When you are giving a speech, talking to a local business or discussing a new project with constituents, you must be prepared with the facts or run the risk of seeming uninformed and out of touch.

Staying up to date requires open and regular communications with and trust in your city's economic development staff. Your relationship with staff will enable you to gain a better understanding of the economic position of your city, changing local and regional conditions and your city's economic development plans and priorities. You will be better able to articulate economic goals to constituents and the media and make more informed policy decisions based on the most current information. This is especially important in the current economy, as city resources are scarcer and businesses and citizens alike are looking for informed leadership.

Local officials should begin building a strong relationship with economic development staff at the beginning of a political term or new project. Economic development is a complex topic; most newly elected officials may not have an in-depth understanding of the current economic policies or the city's long-term vision and strategy. By forging a relationship early on, local officials can come up to speed more quickly and be able to make better policy decisions in the long run.

It's also important to consider what expertise and knowledge you bring to the relationship that city staff may not have. Most elected officials come to office with a professional background in an area other than local government, such as banking, small business or healthcare. This can make you uniquely qualified to represent the city to important economic interests. With open communication, your city's economic development staff can become more aware of your skills and seek opportunities to use them.

### Taking Action, Asking Questions

- How often do you talk to the key economic development staff in your city?
- Do you get regular updates, or “cheat sheets,” about the issues, trends and successes of economic development in your city?
- What are your expectations about economic development? Have you discussed this with the economic development staff?
- What economic development issues or practices could you learn more about?

# Conclusion

As an elected official, you make decisions every day that impact the future of your community. It is of critical importance that your decisions and actions support your community's vision and do not work at cross purposes with existing efforts. This is particularly true in today's rapidly changing economic environment.

You can use this guide to initiate conversations — or ask questions — with key players within your community. The first step will most likely be to initiate conversations with your economic development staff about how to best use your skills and political capital to support a strategic economic direction. Even if you are already engaged in economic development, this guide can serve as a reminder of all the leadership roles needed for economic success. It can also help you identify how your economic development role should vary over time to support the changing needs of your community and economic development stakeholders.

Your city may have all the right assets, partners and tools, but may never realize its full potential without a leader to bring all the pieces together. You have the power and the ability to do what's needed to advance the cause of successful economic development for your city.







## **Foundational & Legal Documents**

### **Wylie EDC Bylaws**

The Wylie EDC Bylaws were amended via a First Amendment in 1999 and a Second Amendment in 2023. Current Wylie EDC Bylaws have been included for your reference.

### **Wylie EDC Articles of Incorporation**

The Wylie EDC Articles of Incorporation were received in August 1996 and have been included for your reference.

**SECOND AMENDED AND RESTATED BYLAWS  
OF  
WYLIE ECONOMIC DEVELOPMENT CORPORATION  
A TEXAS NON-PROFIT CORPORATION**

**WYLIE, TEXAS**

**ARTICLE I  
OFFICES**

**1.01 Registered Office and Registered Agent**

The Corporation shall have and continuously maintain in the State of Texas a registered Office, and a registered agent whose Office is identical with such registered Office, as required by Chapter 22 of the Texas Business Organizations Code. The Board of Directors may, from time to time, change the registered agent and/or the address of the registered office, provided that such change is appropriately reflected in these Bylaws and in the Articles of Incorporation.

The registered office of the Corporation is located at, 250 South Hwy 78, Wylie, Texas 75098, and at such address is the Corporation, whose mailing address 250 South Hwy 78, Wylie, Texas 75098. The registered agent of the Corporation shall be the President of the Corporation.

**1.02 Principal Office**

The principal office of the Corporation in the State of Texas shall be located in the City of Wylie, County of Collin, and it may be, but need not be, identical with the registered office of the Corporation.

**ARTICLE II  
PURPOSES**

**2.01 Purposes**

The Corporation is a non-profit corporation created under Section 4A of Tex.Rev.Civ.Stat.art. 5190.6, as amended from time to time, known as the Texas Development Corporation Act of 1979. The Corporation is now governed by Chapter 501 of the Local Government Code (the "Development Corporation Act"). The purpose of the Wylie Economic Development Corporation is to promote and develop industrial and manufacturing enterprises to promote and encourage employment and the public welfare, in accordance with the Articles of Incorporation.

**ARTICLE III  
MEMBERS**

**3.01 Members**

The Corporation shall have no members.

**ARTICLE IV  
BOARD OF DIRECTORS**

#### 4.01 Board of Directors

The business and affairs of the Corporation and all corporate powers shall be exercised by or under authority of the Board of Directors (the "Board"), appointed by the governing body of the City of Wylie, and subject to applicable limitations imposed by Chapter 22 of the Texas Business Organizations Code, the Development Corporation Act, the Articles of Incorporation, and these Bylaws. The Board may, by contract, resolution, or otherwise, give general or limited or special power and authority to the officers and employees of the Corporation to transact the general business or any special business of the Corporation, and may give powers of attorney to agents of the Corporation to transact any special business requiring such authorization.

The Board may plan and direct its work through a Director of Economic Development, who will be charged with the responsibility of carrying out the Corporation's program as adopted and planned by the Board. The Board may contract with another entity for the services of a director.

#### 4.02 Number and Qualifications

The authorized number of Directors of this Board shall be five (5).

The Directors of the Corporation shall be appointed by and serve at the pleasure of the Wylie City Council. The number of Directors shall be five (5). Each Director shall meet at least one (1) of the following qualifications:

- (a) serve, or have served, as Chief Executive Officer of a company; or
- (b) serve, or have served, in a position of executive management of a company; or
- (c) serve, or have served, in a professional capacity.

In addition to the above qualifications:

- (1) each Director must have lived in the City Limits or operated a business in the City Limits for a minimum of one (1) year; and
- (2) each Director must live in the City Limits during the tenure of office.

The City Council shall consider an individual's experience, accomplishments, and educational background in appointing members to the Board to ensure that the interests and concerns of all segments of the community are considered. The Board may make recommendations of individuals to the council for appointment to the Board.

#### 4.03 Bonds and Insurance

The corporation shall all provide a General Liability Policy, including Board Members, and a Public Officials Liability Policy for Board Members of not less than one million dollars (\$1,000,000.00). The corporation shall also provide a Fidelity Bond covering all employees and Board Members of not less than one hundred thousand dollars (\$100,000.00). The bonds and insurance referred to in this section shall be considered for the faithful accounting of all moneys and things of value coming into the hands of the offices. The bonds and insurance shall be obtained from accredited, surety, and insurance companies authorized to do business in the State of Texas.

All premiums for the liability insurance and fidelity bonds will be maintained and funded at the

total expense of the corporation. Copies of bonds and insurance policies shall be filed with the City Secretary and furnished to the corporation and Board Members.

#### 4.04 General Duties of the Board

1. The Board shall develop an overall economic development plan for the City which shall include and set forth intermittent and/or short-term goals which the Board deems necessary to accomplish compliance with its overall economic development plan. Such plan shall be approved by the City Council of the City of Wylie. The overall development plan developed by the Board shall be one that includes the following elements:

- a. An economic development strategy to permanently bolster the business climate throughout the city.
- b. Strategies to fully utilize the assets of the city which enhance economic development.
- c. Identification of strategies to coordinate public, private, military, and academic resources to develop and enhance business opportunities for all citizens of Wylie. This plan shall include methods to improve communication and cooperation between the above-mentioned entities.
- d. Assurance of accountability of all tax moneys expended for the implementation of the overall economic development plan.
- e. Identification of strategies and provide for implementation of identified strategies for direct economic development as defined in this section.
- f. An annual work plan outlining the activities, tasks, projects, and programs to be undertaken by the Board during the upcoming fiscal year.
- g. To assist the Board in the implementation of the overall economic development plan, the Board may seek out and employ a Director of Economic Development. The Director of Economic Development shall be responsible to the Board and shall act as the Board's chief administrative officer and shall assist the Board in carrying out the duties of the Board as set forth in this section. The Board shall, in the annual budget, make provisions for the Compensation to be paid to the Director of Economic Development and such compensation so established by the Board shall comprise the salary and benefits paid to the Director of Economic Development for his/her services.
- h. The Director of Economic Development shall be hired by the Board, subject to final approval by the Wylie City Council, and may be removed by a vote of 3 members of the Board, subject to final approval by the Wylie City Council.

2. The Board shall review and update its overall economic development plan from time to time to ensure that said plan is up to date with the current economic climate and is capable of meeting Wylie's current economic development needs.

3. The Board shall expend, in accordance with State law, the tax funds received by it on direct economic development where such expenditures will have a direct benefit to the citizens of Wylie.

As used herein, "direct economic development" shall mean the expenditure of such tax funds for

programs that directly accomplish or aid in the accomplishment of creating identifiable new jobs or retaining identifiable existing jobs including job training and/or planning and research activities necessary to promote said job creation. The Corporation's focus will be primarily in the areas of:

- a. Business retention and expansion
- b. Business attraction

4. Wylie Economic Development Corporation shall make reports to the City Council of the City of Wylie. The Wylie Economic Development Corporation shall discharge this requirement by reporting to the City Council in the following manner:

- a. Wylie Economic Development Corporation shall make a detailed report to the City Council once each year. Such report shall include, but not be limited to, the following:
  - i. A review of all expenditures made by the Board in connection with their activities involving direct economic development as defined in this article, together with a report of all other expenditures made by the Board.
  - ii. A review of the accomplishments of the Board in the area of direct economic development.
  - iii. The policies and strategy followed by the Board in relation to direct economic development together with any proposed changes in such activities.
  - iv. A review of the activities of the Board in areas of endeavor other than direct economic development together with any proposed changes in such activities.
  - v. The annual required report shall be made to the City Council no later than April 1 of each year.
  - vi. The annual report shall be considered by the City Council for its review and acceptance.
- b. The Board shall be regularly accountable to the City Council for all activities undertaken by them or on their behalf, and shall report on all activities of the Board, whether discharged directly by the Board or by any person, firm, corporation, agency, association, or other entity on behalf of the Board. This report shall be made by the Board to the City Council semi-annually with the first report being made each succeeding six (6) months. The semi-annual report shall include the following:
  - i. Accomplishments to date as compared with the overall plan or strategy for direct economic development.
  - ii. Anticipated short term challenges during the next semi-annual reporting period together with recommendations to meet such short-term challenges.
  - iii. Long term issues to be dealt with over the succeeding twelve- month period or longer period of time, together with recommendations to meet such issues with emphasis to be placed on direct economic development.
  - iv. A recap of all budgeted expenditures to date, together with a recap of budgeted

funds left unexpended and any commitment made on said unexpended funds.

#### 4.05 Implied Duties

The Wylie Economic Development Corporation is authorized to do that which the Board deems desirable to accomplish any of the purposes or duties set out or alluded to in Section 4.04 of these Bylaws and in accordance with State law.

#### 4.06 Tenure

Directors will be elected to serve terms of three (3) years, and Directors may serve for an unlimited number of consecutive terms.

#### 4.07 Meetings; Notice; Conduct

The Board shall attempt to meet at least once each month within the city of Wylie, at a place and time to be determined by the President. All meetings of the Board shall provide notice thereof as provided and as required by the Open Meetings Act. Any member of the Board may request that an item be placed on the agenda by delivering the same in writing to the secretary of the Board prior to the posting of the notice required by the Open Meetings Act. The President of the Board shall set regular meeting dates and times at the beginning of his/her term. Special Meetings may be called by any member of the Board in accordance with the provisions of the Open Meetings Act.

The notice shall contain information regarding the particular time, date, and location of the meeting and the agenda to be considered. All meetings shall be conducted in accordance with the Open Meetings Act.

The annual meeting of the Board of Directors shall be held in October of each year. The Board may retain the services of a recording secretary if required.

#### 4.08 Attendance; Vacancy

Regular attendance of the Board meetings is required of all Members. The following number of absences may require replacement of a member: three (3) consecutive absences, or attendance reflecting absences constituting 25% of the Board's regular meetings over a 12-month period. In the event that the Board elects to replace the member violating the attendance requirements, the member will be notified by the President and, subsequently, the President shall submit in writing to the City Secretary the need to replace the Board member in question. Any vacancy on the Board shall be filled by appointment by the City Council of a new member or members meeting the qualifications set out in Section 4.02 above. When a person is appointed to fill a vacancy on the Board of Directors to finish out the remainder of a former Director's term, the term served by the appointee shall not count as a full term by such appointee for purposes of the term limits set forth in Section 4.06 above.

#### 4.09 Quorum

A majority of the entire membership of the Board of Directors shall constitute a quorum and shall be required to convene a meeting. If there is an insufficient number of Directors present to convene the meeting, the presiding officer shall adjourn the meeting.

#### 4.10 Compensation



The duly appointed members of the Board shall serve without compensation but shall be reimbursed for actual or commensurate cost of travel, lodging and incidental expense while on official business of the Board in accordance with State law.

#### 4.11 Voting; Action of the Board of Directors

Directors must be present in order to vote at any meeting. Unless otherwise provided in these Bylaws or in the Articles of Incorporation or as required by law, the act of a simple majority present shall be the act of the Board of Directors. In the event that a Director is aware of a conflict of interest or potential conflict of interest, with regard to any particular vote, the Director shall bring the same to the attention of the meeting and shall abstain from the vote, unless the Board determines that no conflict of interest exists. Any Director may bring to the attention of the meeting any apparent conflict of interest or potential conflict of interest of any other Director, in which case the Board shall determine whether a true conflict of interest exists before any vote shall be taken regarding that particular matter. The Director as to whom a question of interest has been raised shall refrain from voting with regard to the determination as to whether a true conflict exists.

#### 4.12 Board's Relationship with City Council

In accordance with State law, the City Council shall require that the Wylie Economic Development Corporation be responsible to it for the proper discharge of its duties assigned in this article. The Board shall determine its policies and direction within the limitations of the duties herein imposed by applicable laws, the Articles of Incorporation, these Bylaws, contracts entered into with the City, and budget and fiduciary responsibilities.

#### 4.13 Board's Relationship with Administrative Departments of the City

Any request for services made to the administrative departments of the City shall be made by the Board or its designee in writing to the City Manager. The City Manager may approve such request for assistance from the Board when he/she finds such requested services are available within the administrative departments of the City and that the Board has agreed to reimburse the administrative department's budget for the costs of such services so provided.

#### 4.14 Board Handbook

The Board has established a Board Member Handbook setting forth additional expectations and requirements applicable to members of the Board. All Board members shall be given a copy of the Board Member Handbook and shall familiarize themselves with its contents. The Board Member Handbook may be modified by the Board from time to time.

### **ARTICLE V OFFICERS**

#### 5.01 Officers of the Corporation

The elected officers of the Corporation shall be a President, Vice President, Secretary, and Treasurer. The Board may resolve to elect one or more Assistant Secretaries or one or more Assistant Treasurers as it may consider desirable. Such officers shall have the authority and perform the duties of the office as the Board may from time to time prescribe or as the Secretary or Treasurer may from time-to-time delegate to his/her respective Assistant. Any two (2) or more offices may be held by the same person, except the offices of President and Secretary.

#### 5.02 Selection of Officers

The Vice President shall be elected by the Board and shall serve a term of one (1) year. On the expiration of the term of office of the Vice President, the Vice President shall succeed to the office of President, the then-current President shall cease to be President but shall continue as a member of the Board, and the Board shall elect a new Vice President from among its Members to hold such office. The term of office of the President and Vice President shall always be for a period of one year; provided, however, that the President and Vice President continue to serve until the election of the new Vice President.

The Secretary and Treasurer shall be selected by the members of the Board and shall hold office for a period of one (1) year; provided, however, that they shall continue to serve until the election of their successors. Elections shall be held in October at a regular or special meeting of the Board.

Any officer meeting the qualifications of these Bylaws may be elected to succeed himself/herself or to assume any other office of the Corporation.

#### 5.03 Vacancies

Vacancies in any office which occur by reason of death, resignation, disqualification, removal, or otherwise, shall be filled by the Board of Directors for the unexpired portion of the term of that office in the same manner as other officers are elected to office.

#### 5.04 President

1. The President shall be the presiding officer of the Board with the following authority:
  - a. Shall preside over all meetings of the Board.
  - b. Shall have the right to vote on all matters coming before the Board.
  - c. Shall have the authority, upon notice to the members of the Board, to call a special meeting of the Board when in his/her judgment such meeting is required.
  - d. Shall have the authority to appoint standing committees to aid and assist the Board in its business undertakings of other matters incidental to the operation and functions of the Board.
  - e. Shall have the authority to appoint ad hoc committees which may address issues of a temporary nature or concern or which have a temporary effect on the business of the Board.
2. In addition to the above mentioned duties, the President shall sign with the Secretary of the Board any deed, mortgage, bonds, contracts, or other instruments which the Board of Directors has approved and unless the execution of said document has been expressly delegated to some other officer or agent of the Corporation, including the Director of Economic Development, by appropriate Board resolution, by a specific provision of these Bylaws, or by statute. In general, the President shall perform all duties incident to the office, and such other duties as shall be prescribed from time to time by the Board of Directors.

#### 5.05 Vice President

In the absence of the President, or in the event of his/her inability to act, the Vice President shall perform the duties of the President. When so acting, the Vice President shall have all power of and be subject to all the same restrictions as upon the President. The Vice President shall also perform other duties as from time to time may be assigned to him/her by the President.

#### 5.06 Secretary

The Secretary shall keep or cause to be kept, at the registered office a record of the minutes of all meetings of the Board and of any committees of the Board. The Secretary shall also file a copy of said Minutes with the City and the same to be given, in accordance with the provisions of these Bylaws, or as required by the Open Meetings Act or the Open Records Act or other applicable law. The Secretary shall be custodian of the corporate records and seal of the Corporation, and shall keep a register of the mailing address and street address, if different, of each director.

#### 5.07 Treasurer

The Treasurer shall be bonded for the faithful discharge of his/her duties with such surety or sureties and in such sum as the Board of Directors shall determine by Board resolution, but in no event shall the amount of such bond be less than an amount equal to the average of the sums which the Treasurer has access to and the ability to convert during a twelve (12) month period of time. The Treasurer shall have charge and custody of and be responsible for all funds and securities of the Corporation. The Treasurer shall receive and give receipt for money due and payable to the Corporation from any source whatsoever, and shall deposit all such moneys in the name of the Corporation in such bank, trust corporation, and/or other depositories as shall be specified in accordance with Article VII of these Bylaws. The treasurer shall, in general, perform all the duties incident to that office, and such other duties as from time to time assigned to him/her by the President of the Board.

#### 5.08 Assistant Secretaries and Assistant Treasurers

The Assistant Secretaries and Assistant Treasurers, if any, shall in general, perform such duties as may be assigned to them by the Secretary or the Treasurer, or by the President of the Board of Directors.

#### 5.09 Director of Economic Development

The Corporation may employ a Director of Economic Development. The Director of Economic Development shall serve as the Chief Executive Officer of the Corporation and shall oversee all administrative functions of the Corporation. The Director shall develop policies and procedures for the Corporation including financial, accounting, and purchasing policies and procedures to be approved by the Board and City Council. The Director of Economic Development is hereby authorized to make purchases and/or expenditures not exceeding \$25,000.00 without obtaining any approval or consent.

#### 5.10 Other Employees

The Corporation may employ such full or part-time employees as needed to carry out the programs of the Corporation.

#### 5.11 Contracts for Services

The Corporation may contract with any qualified and appropriate person, association, corporation

or governmental entity to perform and discharge designated tasks which will aid or assist the Board in the performance of its duties. However, no such contract shall ever be approved or entered into which seeks or attempts to divest the Board of Directors of its discretion and policy-making functions in discharging the duties herein above set forth in this section.

## **ARTICLE VI COMMITTEES**

### 6.01 Qualifications for Committee Membership

Members of committees shall be appointed by the President and approved by the Board. Committee members need not be members of the Wylie Economic Development Corporation unless required by these Bylaws or Board resolution.

### 6.02 Standing Committees

The President shall have authority to appoint the following standing committees of the Board and such other committees as the Board may deem appropriate in the future:

**Budget, Finance and Audit Committee:** This committee shall have the responsibility of working with the Director, or the contractual entity performing as Director as the case may be, in the formation and promotion of the annual budget of the Board. The Committee shall present such budget to the Board and, upon approval, shall present, in accordance with these Bylaws, said budget to the City Council. In addition to the preparation of the budget, the committee shall keep the Board advised in such matters. The Committee shall further have the responsibility to oversee and work with auditors of the City or outside auditors when audits of the Board are being performed.

**Committee for Business Retention and Expansion:** This committee shall work with the Director of Economic Development and shall keep the Board informed of all development and activities concerning business retention and expansion.

**Committee for New Business Attraction and Recruitment:** This committee shall work with the Director of Economic Development and shall keep the Board informed of all developments and activities concerning business attraction and recruitment.

### 6.03 Special Committees

The President may determine from time to time that other committees are necessary or appropriate to assist the Board of Directors, and shall designate, subject to Board approval, the members of the respective committees.

No such committee shall have independent authority to act for or instead of the Board of Directors with regard to the following matters: amending, altering, or repealing the Bylaws; electing, appointing, or removing any member of any such committee or any Director or Officer of the Corporation; amending the Articles of Incorporation; adopting a plan of merger or adopting a plan of consolidation with another corporation; authorizing the sale, lease, exchange, or mortgage of all or substantially all of the property and assets of the Corporation; authorizing the voluntary dissolution of the Corporation or revoking the proceedings thereof; adopting a plan for the distribution of the assets of the Corporation; or amending, altering, or repealing any resolution of the Board of Directors which by its terms provides that it shall not be amended, altered, or repealed by such committee.

The designation and appointment of any such committee and delegation to that committee of authority shall not operate to relieve the Board of Directors, or any individual Director, of any responsibility imposed on it or on him/her by law or these Bylaws.

#### 6.04 Term of Committee Members

Each member of a committee shall continue as such until the next appointment of the Board of Directors and until his/her successor on the committee is appointed, unless the committee shall be sooner terminated or unless such member has ceased to serve on the Board of Directors, or unless such member be removed from such committee.

Any committee member may be removed from committee membership by the President, with Board approval, whenever in their judgment the best interests of the Corporation would be served by such removal.

#### 6.05 Vacancies on Committees

Vacancies in the membership of any committee may be filled in the same manner as provided with regard to the original appointments to that committee.

#### 6.6 Ex-Officio Members

The City Manager or his/her designee and the Mayor or his/her designee may attend all meetings of the Board of Directors or Committees. These representatives shall not have the power to vote in the meetings they attend. Their attendance shall be for the purpose of ensuring that information about the meeting is accurately communicated to the City Council and to satisfy the City Council obligation to control the powers of the Corporation.

### **ARTICLE VII FINANCIAL ADMINISTRATION**

The Corporation may contract with the City for financial and accounting services. The Corporation's financing and accounting records shall be maintained according to the following guidelines:

#### 7.01 Fiscal Year

The fiscal year of Corporation shall begin on October 1 and end on September 30 of the following year.

#### 7.02 Budget

A budget for the forthcoming fiscal year shall be submitted to, and approved by, the Board of Directors and the City Council of the City of Wylie. In submitting the budget to the City Council, the Board of Directors shall submit the budget on forms prescribed by the City Manager and in accordance with the annual budget preparation schedule as set forth by the City Manager. The budget shall be submitted to the City Manager for inclusion in the annual budget presentation to the City Council.

#### 7.03 Contracts

As provided in Article V above, the President and Secretary shall execute any contracts or other

instruments which the Board has approved and authorized to be executed, provided, however, that the Board may by appropriate resolution authorize any other officer or officers or any other agent or agents, including the Director of Economic Development, to enter into contracts or execute and deliver any instrument in the name and on behalf of the Corporation. Notwithstanding the foregoing, the Director of Economic Development has been authorized to make certain purchases and expenditures without additional approval or consent pursuant to Section 5.09 of these bylaws. Such authority may be confined to specific instances or defined in general terms. When appropriate, the Board may grant a specific or general power of attorney to carry out some action on behalf of the Board, provided, however that no such power of attorney may be granted unless an appropriate resolution of the Board authorizes the same to be done.

#### 7.04 Checks and Drafts

All checks, drafts, or orders for the payment of money, notes, or other evidence of indebtedness issued in the name of the Corporation shall be signed or bear the facsimile of the President or the Treasurer, or such other person as designated by the Board or otherwise authorized pursuant to these Bylaws.

#### 7.05 Deposits

All funds of the Wylie Economic Development Corporation shall be deposited on a regular basis to the credit of the Corporation in a local bank which shall be federally insured.

#### 7.06 Gifts

The Wylie Economic Development Corporation may accept on behalf of the Corporation any contribution, gift, bequest, or devise for the general purposes or for any special purpose of the Corporation.

#### 7.07 Purchasing

All purchases made and contracts executed by the Corporation shall be made in accordance with the requirements of the Texas Constitution and statutes of the State of Texas, and any other laws, rules, or regulations applicable to the Corporation.

#### 7.08 Investments

Temporary and idle funds which are not needed for immediate obligations of the Corporation may be invested in any legal manner in accordance with Chapter 2256 of the Texas Government Code (the Public Funds Investment Act).

#### 7.09 Bonds

Any bonds issued by the Corporation shall be in accordance with the statute governing this corporation but in any event, no bonds shall be issued without approval of the City Council after review and comment by the city's bond counsel and financial advisor.

#### 7.10 Uncommitted Funds

Any uncommitted funds of the Corporation at the end of the fiscal year shall be considered a part of the Fund Balance.

The Undesignated Fund Balance may be committed for any legal purpose provided the Corporation's Board of Directors and the City Council both approve such commitment. This may include the establishment of a Permanent Reserve Fund which shall be accumulated for the purpose of using the interest earnings of such fund to finance the operation of the Corporation.

## **ARTICLE VIII BOOKS AND RECORDS**

### **8.01 Books and Records**

The Corporation shall keep correct and complete books and records of all actions of the Corporation, including books and records of account and the minutes of meeting of the Board of Directors and of any committee having any authority of the Board and to the City Council. All books and records of the Corporation may be inspected by Directors of the Corporation or his/her agent or attorney at any reasonable time; and any information which may be designated as public information by law shall be open to public inspection at any reasonable time. Chapter 551 of the Texas Government Code (the "Open Meetings Act") and Chapter 552 of the Texas Government Code (the "Open Records Act") shall apply to disclosure of public information. The Board of Directors shall provide for an annual financial audit to be performed by a competent independent audit firm.

### **8.02 Monthly Reports**

The Corporation shall provide the City Council monthly summaries of proposed dispersal of funds for anticipated projects, and funds that are dispersed over \$50,000.00.

## **ARTICLE IX SEAL**

### **9.01 Seal**

The Board of Directors may obtain a corporate seal which shall bear the words "Wylie Economic Development Corporation"; the Board may thereafter use the corporate seal and may later alter the seal as necessary without changing the corporate name; but these Bylaws shall not be construed to require the use of the corporate seal.

## **ARTICLE X PROGRAM**

### **10.01 Authorization**

The Corporation shall carry out its program subject to its Articles of Incorporation and these Bylaws, and such resolutions as the Board may from time to time authorize.

### **10.02 Program**

The program of the Wylie Economic Development Corporation shall be to assist, stimulate, and enhance economic development in Wylie, Texas, subject to applicable State and Federal law, these Bylaws, and the Articles of Incorporation.

## **ARTICLE XI PARLIAMENTARY AUTHORITY**

### **11.01 Amendments to Bylaws**

These Bylaws may be amended or repealed, and new Bylaws may be adopted by an affirmative vote of four (4) of the authorized Directors serving on the Board, at a special or regular meeting of the Directors held for such specific purpose, and the notice requirements stated herein above regarding special and regular meetings shall apply. The Directors of the Corporation present at a properly called meeting of the Board may, by a vote of four (4), in accord with the requirements of Article IV herein above, amend or repeal and institute new Bylaws, provided that at least ten (10) days prior to the meeting, written notice setting forth the proposed action shall have been given to the directors, and public notice regarding such action given according the requirements of the Open Meetings Act.

Notwithstanding the foregoing, no amendment shall become effective unless the City Council approves the amendment.

## **ARTICLE XII DISSOLUTION**

### **12.01 Dissolution**

On petition of ten (10) percent or more of the registered voters of the City of Wylie requesting an election on the dissolution of the Corporation, the City Council shall order an election on the issue. The election must be conducted according to the applicable provision of the Election Code. The ballot for the election shall be printed to provide for voting for or against the proposition:

“Dissolution of the Wylie Economic Development Corporation”

If a majority of voters voting on the issue approve the dissolution, the Corporation shall continue operations only as necessary to pay the principal of and interest on its bonds and to meet obligations incurred before the date of the election and, to the extent practicable, shall dispose of its assets and apply the proceeds to satisfy those obligations. When the last of the obligations is satisfied, any remaining assets of the Corporation shall be transferred to the City, and the Corporation is dissolved.

## **ARTICLE XIII INDEMNITY**

### **13.01 Indemnity**

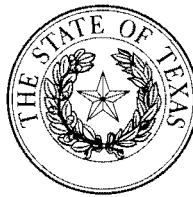
The Board of Directors shall authorize the Corporation to pay or reimburse any current or former Director or Officer of the Corporation for any costs, expenses, fines, settlements, judgments, and other amounts, actually and reasonably incurred by such person in any action, suit, or proceeding to which he or she is made a party by reason of holding such position as Officer or Director; provided, however, that such Officer or Director shall not receive such indemnification if he/she be finally adjudicated in such instance to be guilty of negligence or misconduct in office. The indemnification herein provided shall also extend to good faith expenditures incurred in anticipation of, or preparation for, threatened or proposed litigation. The Board of Directors may, in proper cases, extend the indemnification to cover the good faith settlement of any such action, suit, or proceedings, whether formally instituted or not.



**ARTICLE XIV**  
**MISCELLANEOUS**

14.01 Relation to Articles of Incorporation

These Bylaws are subject to, and governed by, the Articles of Incorporation and applicable State statutes under which the Corporation is organized.



## Office of the Secretary of State

The undersigned, as Secretary of State of Texas, does hereby certify that the attached is a true and correct copy of each document on file in this office as described below:

WYLIE ECONOMIC DEVELOPMENT CORPORATION  
Filing Number: 117232101

Articles Of Incorporation  
Articles Of Amendment

November 05, 1990  
August 12, 1996

In testimony whereof, I have hereunto signed my name officially and caused to be impressed hereon the Seal of State at my office in Austin, Texas on December 03, 2018.



A handwritten signature in black ink, appearing to read "R. Pablos".

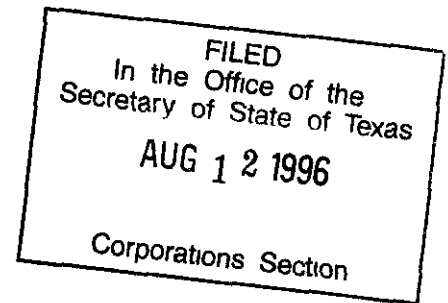
Rolando B. Pablos  
Secretary of State

1 0 2 3 1 0 1 1 5 4

Amendment to the Articles of Incorporation  
of

Development Corporation of Wylie, Inc.

August 5, 1996




**ARTICLE ONE**

The name of the Corporation is Wylie Economic Development Corporation

The amendment was adopted at a meeting of the board of directors held on July 9, 1996, and received the vote of a majority of the directors in office, there being no members having voting rights in respect thereof

  
\_\_\_\_\_  
John Yeager, President

Attest.

  
\_\_\_\_\_  
Samuel D R Satterwhite, Director



**The State of Texas**  
**Secretary of State**

CERTIFICATE OF AMENDMENT

FOR

WYLIE ECONOMIC DEVELOPMENT CORPORATION

FORMERLY

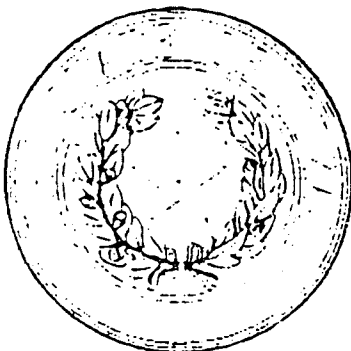
DEVELOPMENT CORPORATION OF WYLIE, INC.  
CHARTER NUMBER 01172321

THE UNDERSIGNED, AS SECRETARY OF STATE OF THE STATE OF TEXAS,  
HEREBY CERTIFIES THAT THE ATTACHED ARTICLES OF AMENDMENT FOR THE ABOVE  
NAMED ENTITY HAVE BEEN RECEIVED IN THIS OFFICE AND ARE FOUND TO  
CONFORM TO LAW.

ACCORDINGLY THE UNDERSIGNED, AS SECRETARY OF STATE, AND BY VIRTUE  
OF THE AUTHORITY VESTED IN THE SECRETARY BY LAW, HEREBY ISSUES THIS  
CERTIFICATE OF AMENDMENT.

DATED AUG. 12, 1996

EFFECTIVE AUG. 12, 1996



A handwritten signature in black ink, appearing to read "Antonio O. Garza, Jr.", written over a horizontal line.

Antonio O. Garza, Jr., Secretary of State