



**City of Azle  
Regular Agenda  
Municipal Development District Board**

505 W. Main Street  
Azle, Texas 76020

**June 10, 2025**

**6:00 PM**

**Community Room**

Pursuant to Section 551.071 of the Texas Government Code, the Board may convene into Executive Session(s) from time to time as deemed necessary during the meeting for any posted agenda item and may receive advice from its attorney as permitted by law.

**REGULAR SESSION**

**CALL TO ORDER**

**ACTION ITEMS**

1. Consider approving the Minutes of the April 8, 2025 Azle MDD regular meeting.  
**Brian Conner - Secretary**
2. Consider approving the Economic Development Strategic Plan  
**David Hawkins, Director of Planning and Development**

**PRESENTATIONS**

**DISCUSSION ITEMS**

3. Proposed FY2025-26 MDD Budget  
**Tom Muir - Executive Director**

**ADJOURNMENT**

I, the undersigned authority, do hereby certify the above Agenda was posted at City Hall on June 6, 2025, at the City's official bulletin board and is readily accessible to the public at all times in accordance with V.T.C.A. Chapter 551, Texas Government Code.

*This facility is wheelchair accessible and handicapped parking spaces are available. Auxiliary aids and services are available to a person when necessary to afford an equal opportunity to participate in city functions and activities. Auxiliary aids and services or accommodations should be requested forty-eight hours prior to the scheduled starting time by calling the City Secretary's Office at 817-444-7101. Complete Municipal Development District Board agenda packet is available for review at the City Secretary's Office and on our website [www.cityofazle.org](http://www.cityofazle.org).*



---

**Presenter:** Brian Conner - Secretary

**Agenda Item:** Consider approving the Minutes of the April 8, 2025 Azle MDD regular meeting.

---

**Background and Explanation:**

Procedural

**Board/Commission/Committee Recommendation:**

**Staff Recommendation:**

**Attachments:**

1. Minutes of 04-08-2025



**MINUTES**  
**Regular**  
**Azle Municipal Development District**  
**Board**

505 W. Main Street  
Azle, Texas 76020

**April 8, 2025**

**6:00 PM**

**Community Room**

**REGULAR SESSION**

**CALL TO ORDER**

President Brundrett called the meeting to order at 6:00 PM.

**Members Present:**

Alan Brundrett	President
Bill Jones	Vice President
Brian Conner	Secretary
Randa Goode	Director Place 1
Amy Estes	Director Place 2
Derrick Nelson	Director Place 5
Stacy Peek	Director Place 7

**Members Absent:**

None

**Staff Present:**

Tom Muir	Executive Director
David Hawkins	Director of Planning and Development
Kristen Pegues	Community & Marketing Specialist
Amber Beard	Assistant City Manager
Susie Hiles	Assistant to the City Manager (Scribe)

**ACTION ITEMS**

**1. Consider approving the Minutes of the February 11, 2025 Azle MDD regular meeting**

Director Bill Jones moved to approve the minutes of the February 11, 2025 Azle MDD regular meeting, as presented. Director Randa Goode seconded the motion.

Yes: (7) Alan Brundrett, Bill Jones, Brian Conner, Randa Goode, Amy Estes, Derrick Nelson, Stacy Peek

Motion passed unanimously.

**2. Consider approving the Economic Development Strategic Plan**

President Alan Brundrett introduced Director of Planning & Development David Hawkins, who presented the Strategic Plan with the most recent revisions by the Board. The Board had several additional revisions that will be incorporated into the document and brought back for further review.

## **PRESENTATION**

### **3. Economic Development Report**

Planning & Development Director David Hawkins presented an update on current/future projects in the city, noting the large number of commercial projects under construction and several under review. He advised that City Council has been working on drafting an ordinance to regulate Short-Term Rentals in residential areas. The draft ordinance will go to the Planning & Zoning Board on April 17 for their review and recommendation to City Council for their final consideration.

## **ADJOURNMENT**

President Alan Brundrett adjourned the meeting at 7:02 PM.

**Presented and approved on June 10, 2025**

\_\_\_\_\_  
Brian Conner, Secretary

Attest:

\_\_\_\_\_  
Susie Hiles, Scribe



---

**Presenter:** David Hawkins, Director of Planning and Development

**Agenda Item:** Consider approving the Economic Development Strategic Plan

---

**Background and Explanation:**

The Board has completed its review of the latest revisions to the Economic Development Action Plan. With all updates now incorporated, the Plan is ready for final approval.

**Board/Commission/Committee Recommendation:**

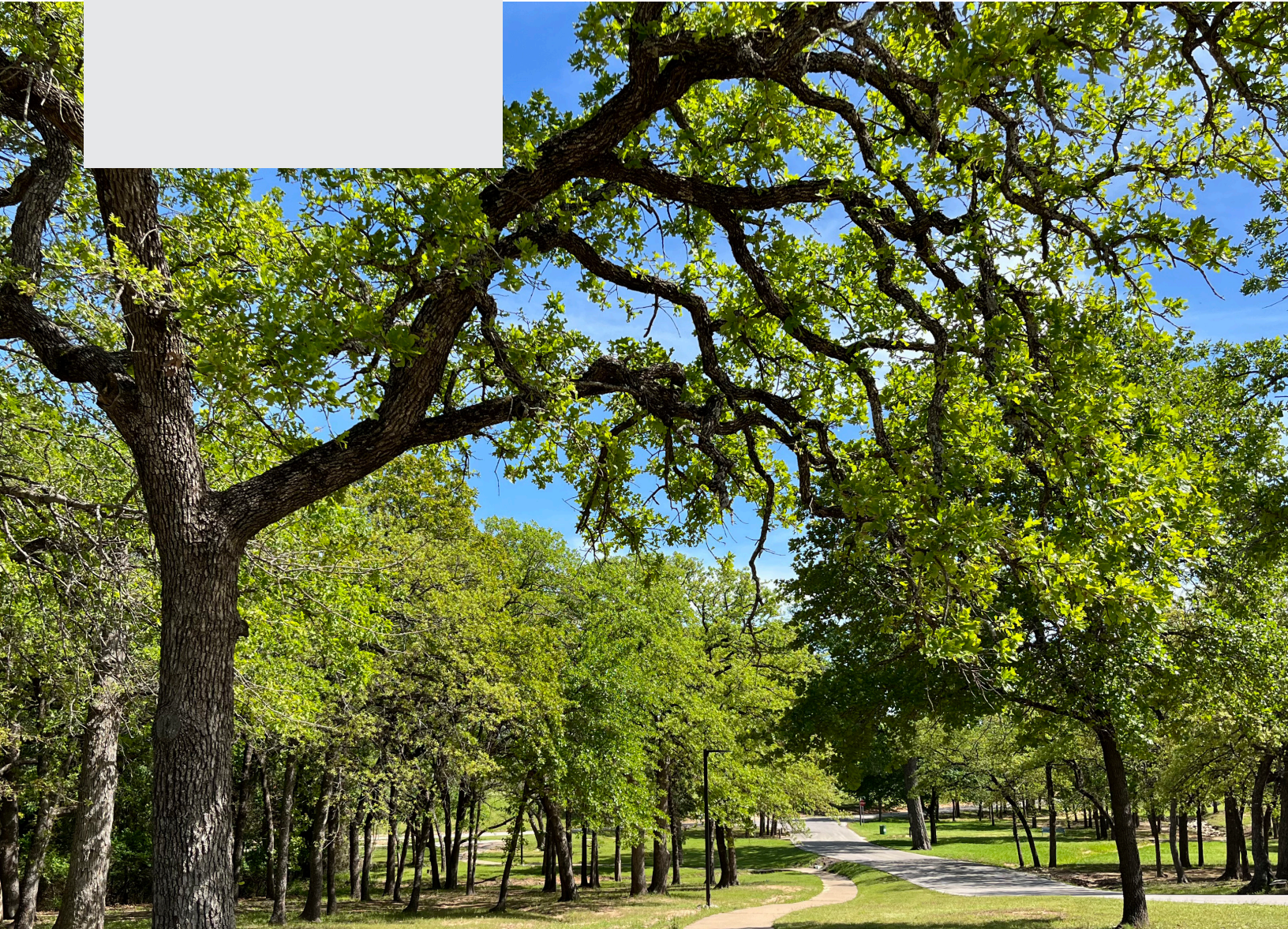
**Staff Recommendation:**

**Attachments:**

1. Azle MDD Strategic Plan June 2025



# 2025 ECONOMIC DEVELOPMENT STRATEGIC PLAN



# ACKNOWLEDGMENT

A special thanks goes to the Municipal Development District (MDD) and Azle City staff for contributing ideas and crafting strategies to advance economic development for the City of Azle. This process culminated through several meetings and workshops to create an actionable plan for the MDD.

## MDD Board Members:

Place 1 - Randa Goode

Place 2 - Amy Estes

Place 3 - Bill Jones, Vice President

Place 4 - Brian Conner, Secretary

Place 5 - Derrick Nelson

Place 6 - Alan Brundrett, President

Place 7 - Stacy Peek

Executive Director, Tom Muir, City Manager

## Staff:

David Hawkins, Director of Planning and Development

Kristen Pegues, Community and Marketing Specialist

# EXECUTIVE SUMMARY

Azle is located approximately 16 miles northwest of Fort Worth, within the Dallas/Fort Worth Metroplex, and is located in Tarrant and Parker counties. The City is predominately suburban and has a lake-oriented feel, due to the adjacency of Eagle Mountain Lake. Azle contains approximately 8.2 square miles with another 15.5 square miles within its extraterritorial jurisdiction (ETJ), that could be annexed in the future. The city has experienced more than 30% growth since 2010 and has a current population of approximately 15,000. Azle offers a strong quality of life due to its high-quality schools, its historic downtown, access to healthcare, adjacency to Eagle Mountain Lake, and well as cultural and business opportunities.

Azle has strong accessibility to the greater Dallas/Fort Worth metroplex via SH 199, which serves as a direct connection to Downtown Fort Worth and has an interchange with Loop 820. This accessibility makes it convenient for talent, goods, and consumers to get to and from Azle from a large distance.

Azle is already home to a number of businesses but has the resources and room to grow. Industrial and commercial real estate are both available and affordable. From business services and retail to industry and manufacturing, a selection of local, regional, and national firms thrive in the area.

Economic development within Azle is led by Azle's Municipal Development District (MDD). The MDD is funded through the City Council and manages funds for economic development programs, infrastructure investments, and operations. Funds are provided by a 1/2 cent sales tax on qualifying purchases made in Tarrant County.

## Purpose

The Azle MDD Economic Development Strategic Plan provides a comprehensive set of strategic recommendations for the near term to advance goals for Azle's MDD. This Strategic Plan addresses specific challenges and capitalizes on opportunities to continue balanced economic growth. The Strategic Plan is intended to serve as an action-oriented blueprint for the MDD and incorporates a wide range of input and context from existing efforts. This plan starts by defining the mission of the MDD, and then prioritizes goals, objectives, and actions to achieve and support Azle's long-term vision.

This strategic plan is an evolving plan and should be revisited annually as market conditions evolve. As the economic development efforts continue to advance efforts that improve the business environment, Azle will benefit from increased sales tax, a stronger property tax base, increased vibrancy, and more revenue to invest in neighborhoods and amenities.

Economic vitality in Azle may be evidenced by:

- More commercial/retail opportunities
- Increased development and community development in downtown
- Mixed-use development along SH 199
- Strategic public/private partnerships
- Increased investment in physical infrastructure
- Stronger regional partnerships

# VISION

Azle has a balanced, sustainable tax base that attracts quality jobs, destination retail, and small businesses. With excellent infrastructure, diverse housing, and public amenities, Azle offers a high quality of life that fosters community pride and serves residents, visitors, and businesses alike.



# MISSION

To identify and support opportunities that expand the city's business tax base and promote job growth in Azle.



# CORE VALUES

As part of this initiative, the stakeholders outlined key principles that should guide future economic development decisions for the community, as follows:

1. Azle is comprised of mixed-use and balanced development
2. Development is high-quality and first-rate
3. Azle is community-oriented and family-friendly
4. The City has a sustainable and diversified economy
5. Azle provides an exceptional quality of life
6. Azle has a robust and vibrant economy
7. The community is well-maintained and attractive

## TARGETED OUTCOME

Activate Key Places

# MEASURABLES

1. Business Retention and Expansion
  - a. Site visits conducted
  - b. Number of jobs retained
2. Business Recruitment
  - a. The ratio of business openings to the total number of MDD meetings with prospects
  - b. Number of meetings with prospective/targeted primary employers, partners, and landowners
  - c. Total jobs created
  - d. Number of new commercial permits/certificates of occupancy per year
  - e. Net annual change in sales tax collections
  - f. Net annual increase in commercial property value
  - g. New commercial square footage per year
3. Outreach, Communication, and Marketing
  - a. Number of website/social media hits/clicks/likes
  - b. Number of events hosted by the MDD per year
  - c. Number of professional conferences attended by the MDD per year
  - d. Annual updates to targeted industry context
  - e. Updates to the retail activation plan
4. Activation
  - a. Number of small area plans completed
  - b. Number of properties entitled
  - c. Creation and/or updates to Azle's available property inventory database

# INCREASE ECONOMIC DIVERSITY





# ECONOMIC DEVELOPMENT GOALS:

---

1. Build organizational infrastructure to support a successful economic development program
2. Enhance Tourism
3. Strengthen the commercial and employment base
4. Create an ecosystem that attracts and cultivates talent
5. Continue to foster relationships with businesses, partners, and allies
6. Transform Downtown Azle into a vibrant district
7. Continually improve the quality of life in Azle
8. Foster community development
9. Develop first-class infrastructure
10. Increase retail, restaurant, and entertainment options

# GOALS

**Goal #1** Build the organizational infrastructure to support a successful economic development program that achieves local, state, and national recognition.

**Objective (a)** Ensure the MDD board has adequate resources and structure to achieve its goals.

**Action (1)** Annually review guidelines for board members to operate efficiently and effectively.

**Objective (b)** Track key performance indicators (i.e. job creation, public/private investment, tax value changes, and income) to measure and calibrate the MDD's performance and achievements with established benchmarks.

**Objective (c)** Invest in internal infrastructure and human capital to continually improve performance and operations.

**Action (1)** Explore ongoing training that can advance economic goals.

**Objective (d)** Maintain adequate funding to achieve MDD goals.

**Action (1)** Emphasize opportunities that increase sales tax to maintain a sustainable revenue source.

**Action (2)** Explore available grants for MDD projects.

**Objective (e)** Create and promote a positive identity that differentiates Azle from surrounding communities and communicates the benefits of Azle to prospects.

**Action (1)** Foster Azle pride through citizen engagement and community partnerships.

**Action (2)** Update the messages and branding for Azle's MDD that focuses on the City's progressive qualities, starting with an updated website (e.g., AzleAbsolutely.com) and an updated logo that represents the MDD's objectives and Azle's unique brand.

**Action (3)** Create a branding and marketing plan for Azle to enhance Azle's perception among internal and external stakeholders.

**Action (4)** Create marketing material for targeted industry attraction.

**Goal #2** Enhance opportunities to expand local and regional attraction.

**Objective (a)** Continue to provide and enhance Azle's signature events to increase sales tax, regional visibility, and improve quality of life.

**Action (1)** Continue to offer annual and regular events, shows, markets, fairs, and other signature regional and local attractions and experiences.

**Action (2)** Develop programs that allow locals to showcase their culture, traditions, and artisan products, fostering a more authentic experience for visitors.

# GOALS (CONTINUED)



**Action (3)** Develop a broad spectrum of events including cultural, food and beverage-related, athletic, and music-related.

**Action (4)** Work with event organizers to ensure events align with the targeted audience.

**Objective (b)** Create spaces to promote signature events and programming for community events (marquee, sign/billboard, bulletin board).

**Goal #3** Strengthen Azle's employment base.

**Objective (a)** Increase the number of high-quality businesses to support a diverse economy.

**Action (1)** Strengthen the City's commercial and employment base through business attraction.

**Action (2)** Develop a systematic Business Retention and Expansion (BRE) Program.

**(A)** Establish measurables for the BRE program.

**(B)** Set visit goals, understand unmet economic needs, identify growth areas, and monitor business closures.

**Objective (b)** Leverage regional allies (Chamber, County, utility companies, etc.) and dedicate resources to foster relationships with strategic local businesses, and enhance incentives for businesses in Azle that expand.

**Action (1)** Nurture relationships with allies, pursue targeted firms, and develop incentive packages for targets.

**Objective (c)** Recruit primary jobs through prioritized outreach.

**Action (1)** Target primary uses such as light manufacturing, assembly, fabrication, welding, and call centers.

**Action (2)** Target secondary targets such as hospitality, a lakeside corporate retreat center, and sit-down restaurants.

**Action (3)** Explore tertiary targets such as theaters, unique downtown retail, and family entertainment venues.

**Objective (d)** Maintain commercial inventory to meet economic needs.

**Action (1)** Identify and prioritize high-potential sites and buildings (all infrastructure in place, correct zoning, established asking price, and willing seller).

**Action (2)** Develop a database and create marketing materials for prospective companies.

**Action (3)** Target the activation of focus areas:

(A) Explore expanding, improving, or locating a new industrial park.

(B) Explore the creation of an office park.

(C) Reinforce and enhance existing retail nodes and corridors.

**Action (4)** Explore annexation policies that encourage new developments that can increase the tax base for the city.

**Goal #4** Create an ecosystem that attracts and cultivates talent.

**Objective (a)** Develop a workforce program to enhance and improve talent.

**Action (1)** Partner with the Chamber of Commerce, Azle ISD, and other applicable business groups to develop a business growth and talent program.

**Objective (b)** Explore ways to leverage area students to fill strategic jobs in Azle.

**Action (1)** Continue to build internship programs with the Azle ISD to provide high school students with job exposure and experience.

**Action (2)** Partner with local higher education centers, schools, businesses, and other entities for workforce training (e.g., youth entrepreneurship programs and certifications through Tarrant County College and other regional colleges).

**Goal #5** Continue to foster relationships with businesses, partners, and allies.

**Objective (a)** Continue building positive relationships with the development community and business owners through ongoing outreach.



# GOALS (CONTINUED)

**Objective (b)** Regularly exchange industry insights and best practices to mutually improve operations.

**Objective (c)** Expand partnerships with Tarrant County and Parker County.

**Action (1)** Actively work together to identify and address challenges, finding solutions that benefit all parties involved.

**Action (2)** Maintain open and frequent dialogue through meetings, emails, phone calls, and other channels to stay updated on needs and progress.

**Action (3)** Acknowledge and celebrate collective wins reinforcing the positive aspects of the partnership, through events, awards, and other acknowledgments.

**Goal #6** Transform Downtown Azle into a vibrant district.

**Objective (a)** Pursue long-term activation for city-owned properties.

**Objective (b)** Create a recruitment process to identify prospects and/or developer selection for city-owned sites.

**Objective (c)** Improve retail/entertainment offerings through targeted incentives and outreach.

**Objective (d)** Expand pedestrian conditions in Downtown that align with the Comprehensive Plan and/or improve connectivity and community development in key areas.

**Objective (e)** Explore missing middle and medium-density (as the context allows) residential in mixed-use environments and infill areas Downtown.

**Objective (f)** Foster high-quality development and infrastructure through incentives and grant programs.

**Objective (g)** Develop a framework for identifying priority sites as catalysts for Downtown redevelopment and proactively rezone parcels for development, if applicable.

**Objective (h)** Maintain a list of available sites for development, redevelopment, and/or revitalization.

**(A)** Maintain a locally managed database of owners and brokers to assist in MDD efforts.

**Objective (i)** Support the creation of a signature and iconic Downtown.

**Objective (j)** Support signature gateways at Main/Stewart Streets and Main/FM 730 intersections to increase Downtown awareness, improve way finding, and enhance branding.

**Action (1)** Establish a unified Downtown Azle brand and promotional materials to attract interest from developers, property owners, and visitors.

**Action (2)** Support a public art program and funding strategy in collaboration with cultural and community organizations for selecting and siting public art and funding.

**(A)** Work with Downtown business interest groups, regional Chamber, and local culture, art, and heritage organizations.

**Action (3)** Partner with other entities to promote and host festivals and events Downtown throughout the calendar year to maximize events.

**Action (4)** Create marketing information for Downtown to increase awareness and as a recruitment tool.

**Action (5)** Partner with the Chamber to create a buy local campaign to promote and support local businesses.

**Goal #7** Improve quality of life for Azle residents and businesses.

**Objective (a)** Support investments to enhance recreational areas.

**Objective (b)** Explore opportunities to promote lake-oriented and waterfront development.

**Objective (c)** Assist the City in implementing development policies that align with Azle's standards while preserving Azle's community character.



## GOALS (CONTINUED)

**Action (1)** Support development and incentive agreements as a tool to encourage quality development.

**Goal #8** Expand community development throughout Azle.

**Objective (a)** Support community development through public and private investments.

**Action (1)** Signify the entrances into the community along SH 199 by implementing community gateways.

**Action (2)** Pursue, promote, and encourage public art in public spaces that highlight the distinct charm of Azle.

**Action (3)** Explore strategic mixed-use options that will maximize development opportunities.

**Goal #9** Invest in projects that expand and/or maintain first-class infrastructure in Azle.

**Objective (a)** Support the expansion and enhancement of water, sewer, streets, sidewalks, trails, and other strategic connections and infrastructure that can create economic development.

**Objective (b)** Work with franchise providers to enhance telecommunication infrastructure, services, and products.

**Action (1)** Explore opportunities to create or expand business parks.

**(A)** Continually invest in existing infrastructure to improve business parks.

**Goal #10** Increase retail, restaurant, and destination entertainment options in Azle.

**Objective (a)** Create a retail recruitment program for retail expansion and retention.

**Objective (b)** Partner with the Chamber to develop and promote a “buy local” campaign to promote Azle businesses.

**Objective (c)** Increase neighborhood retail options to meet community needs.

**Objective (d)** Implement strategies to attract grocers and other targeted retailers.

	Target Outcome	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25
1.	Business Acquisition Ratio										
2.	Targeted Prospect Ratio										
3.	Click Rate										
4.	Sales Tax Growth										
5.	Commercial Property Tax Growth										
6.	Number of new Commercial Certificate of Occupancies										
7.	Number of Certificate of Occupancies for Revitalization/ Redevelopment										
8.	New Commercial Square Footage										
9.	Number of Construction Permits Issued										
10.	Number of Events Hosted										
11.	Number of Visitors/Attendees per Event										
12.	Number of Professional Events and/ or Trade Shows Attended										

- 1. Number of wins/acquisitions to number of prospects
- 2. Number of meetings or outreach efforts to prospects
- 5. Total property tax assessed value for commercial properties (Tarrant County only)

# SCORECARDS

Economic Development Measurables  
(Key Performance Indicators)

Ratio of Broker/  
Developer Visits



Projected:

Actual:

Number of Targeted  
Prospects Engaged



Projected:

Actual:

Number of Web  
Visits



Projected:

Actual:

Change in Sales  
Tax Collection



Projected:

Actual:

Net Annual Increase in  
Commercial Property  
Value



Projected:

Actual:

Net Annual Increase  
in Commercial  
Square Footage



Projected:

Actual:

Number of Commercial  
Permits Issued



Projected:

Actual:

Number of Events  
Hosted



Projected:

Actual:





---

**Presenter:** Tom Muir - Executive Director  
**Agenda Item:** Proposed FY2025-26 MDD Budget

---

**Background and Explanation:**

The proposed FY2025-26 budget will be presented - documents will be distributed at the meeting.

**Board/Commission/Committee Recommendation:**

**Staff Recommendation:**

**Attachments:**

None