



Life Connected.

AGENDA
CITY COUNCIL JOINT MEETING WITH
ECONOMIC DEVELOPMENT CORPORATION
BOARD
CELINA POLICE DEPARTMENT
COMMUNITY ROOM
3025 S. COIT ROAD
MONDAY, FEBRUARY 9, 2026
4:00 PM

I. CALL TO ORDER AND ANNOUNCE A QUORUM PRESENT:

II. OPEN FORUM:

Open Forum is for information only. If you wish to speak, please sign one of the “Speaker Cards” and present to the City Secretary prior to the beginning of the City Council meeting. Speakers are limited to three (3) minutes. The Council can take no action. No charges and/or complaints will be heard against any elected official or employee of the city that are prohibited by law.

Please note Anyone wishing to furnish the City Council with copies/handouts regarding their item of interest must provide nine (9) copies and present them to the City Secretary for distribution to the City Council.

III. WORK SESSION:

- A. Facilitator Introduction
- B. State of Celina: Growth & Market Reality
- C. Downtown Strategy
- D. Target Business Sectors

IV. ADJOURNMENT:

“I, the undersigned authority, do hereby certify that the Notice of Meeting was posted on the bulletin board at City Hall of the City of Celina, Texas, a place convenient and readily accessible to the general public at all times and said Notice was posted on the following date and time: _____ at _____ : _____ and remained so posted continuously for at least three (3) business days prior to the scheduled time of said meeting.”

Ashley Owens, City Secretary

Police Department Headquarters is wheelchair accessible. Persons with disabilities who plan to attend this meeting and who may need auxiliary aids or services such as interpreters for persons who are deaf, or hearing impaired, or readers of large print, are requested to contact the City Secretary's Office at 972-382-2682, or fax 972-382-3736 at least two (2) working days prior to the meeting so that appropriate arrangements can be made.



Life Connected.

Economic Development
City of Celina, Texas

Memorandum

To: Honorable Mayor Tubbs and the Celina City Council
From: Anthony Satarino, Executive Director of Economic Development
CC: Robert Ranc, City Manager
Date: February 9, 2026

Agenda Item:

Facilitator Introduction

Background Information:

The Celina City Council and the Celina Economic Development Corporation (CEDC) will convene for a joint Strategic Alignment Workshop to review current market conditions, discuss major growth trends, and reinforce coordination between City priorities and CEDC implementation efforts. Celina continues to experience rapid growth and increasing market interest, which creates both significant opportunity and the need for intentional planning and alignment. The workshop presentation provides a high-level snapshot of where Celina stands today, including growth patterns, market dynamics, workforce commuting trends, and development readiness factors that influence how and where commercial investment can occur.

The workshop is also designed to move beyond general goal-setting and focus on how shared priorities translate into execution. Downtown Celina is used as a primary case study to explore what successful downtown development requires over time, including coordinated strategy, the right tools, and consistent follow-through. Peer examples are included to help illustrate how other communities have approached long-term downtown success and investment. In addition, the presentation introduces a framework for evaluating target business sectors and desired development types based on feasibility and market demand, helping align economic development efforts with infrastructure readiness, corridor characteristics, and community goals. The expected outcome of the workshop is a clearer understanding of priorities, improved alignment between City Council and the CEDC, and a stronger foundation for coordinated decision-making as Celina continues to grow.

Legal Review:

Supporting Documents:

1. Staff Presentation

Financial Consideration:

Staff Recommendation:



CELINA
ECONOMIC
DEVELOPMENT

City Council + CEDC

Strategic Alignment Workshop

February 9th, 2026
Facilitator: Rich Allen

Agenda:

1. Ground Rules & Purpose
2. State of Celina: Growth & Market Reality
3. From Priority to Plan: Downtown as a Case Study
4. Target Business Sectors: Identification to Feasibility
5. What Happens Next: Building the Work Plan
6. Wrap-Up & Alignment Check



Ground Rules & Purpose

Ground Rules

Focus on our Mission

Focus on Ideas and Substance

No Jabs - Focus on the Topics

Recognized Time Restraints

Allow Yourself to Stay Focused

No Sidebar Conversations

Be Open to Other Opinions

Why We Are Here



Last Year:

shared Alignment and adoption of a strategic framework

Why it Matters

- Brought new staff and new Board members into a shared understanding of priorities
- Established a shared “north star” for Council + EDC
- Set the foundation for follow-on planning and action



This Year:

move beyond surface alignment to execution planning

Why it Matters

- Translate priorities into specific choices and commitments
- Reduce uncertainty by defining what happens next
- Ensure momentum turns into measurable progress



Focus Today:

clarity, sequencing, and direction

Why it Matters

- Clarify what “top priority” means in practice
- Agree on the order of actions and investments
- Align roles and tools so efforts reinforce each other

Strategic Framework

Vision & Mission

Strategy

Focus Areas

Target Business Sectors

Priority Projects



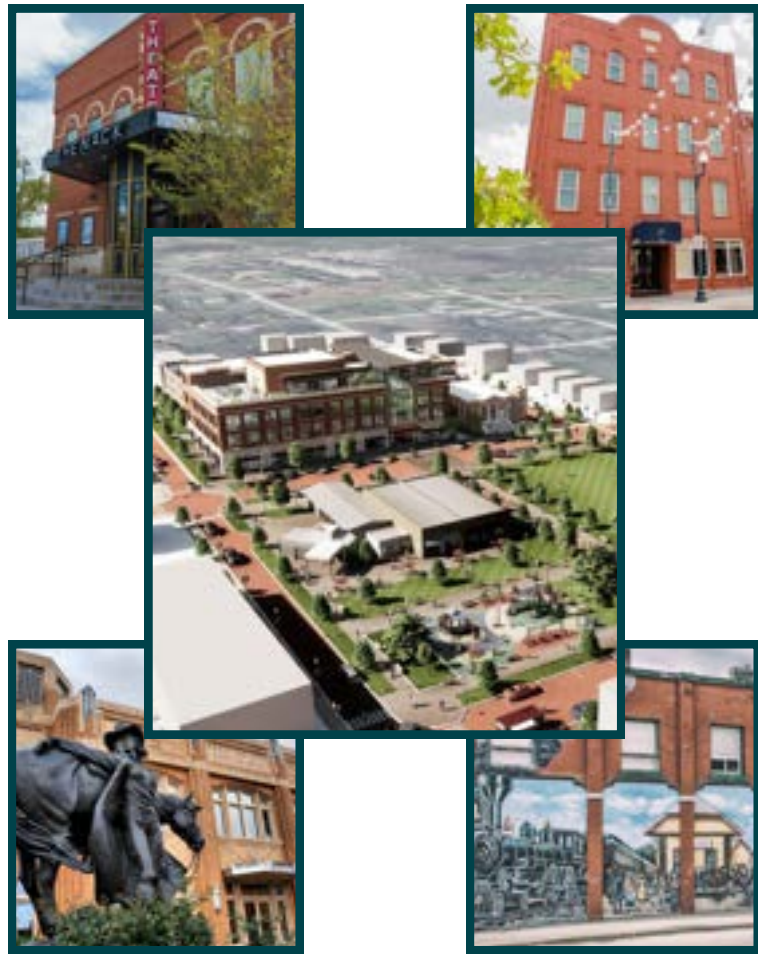
Strategic Framework

Council-adopted focus areas guiding execution

<p>Marketing & Communications</p> <p><i>Tell Celina's story clearly, consistently, and credibly</i></p>	<p>Community Economic Development</p> <p><i>Ensure growth strengthens quality of life and community identity</i></p>	<p>Business Attraction, Retention & Expansion</p> <p><i>Grow and retain businesses aligned with Celina's assets and market.</i></p>
<p>Destination Development</p> <p><i>Position Celina as a distinctive place to live, work, and visit</i></p>	<p>Education & Workforce Development</p> <p><i>Align talent, education, & housing with economic opportunity</i></p>	<p>Small Business Ecosystem</p> <p><i>Support entrepreneurs and strengthen local business networks</i></p>

Last Year: Top Priority Projects

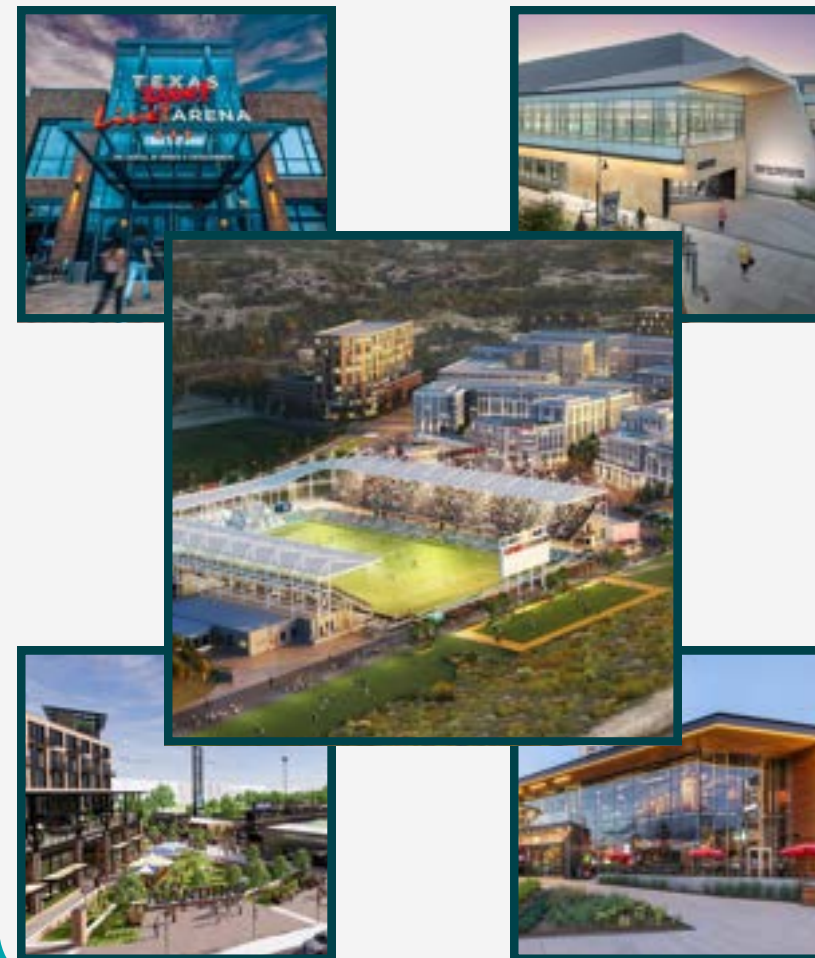
Downtown



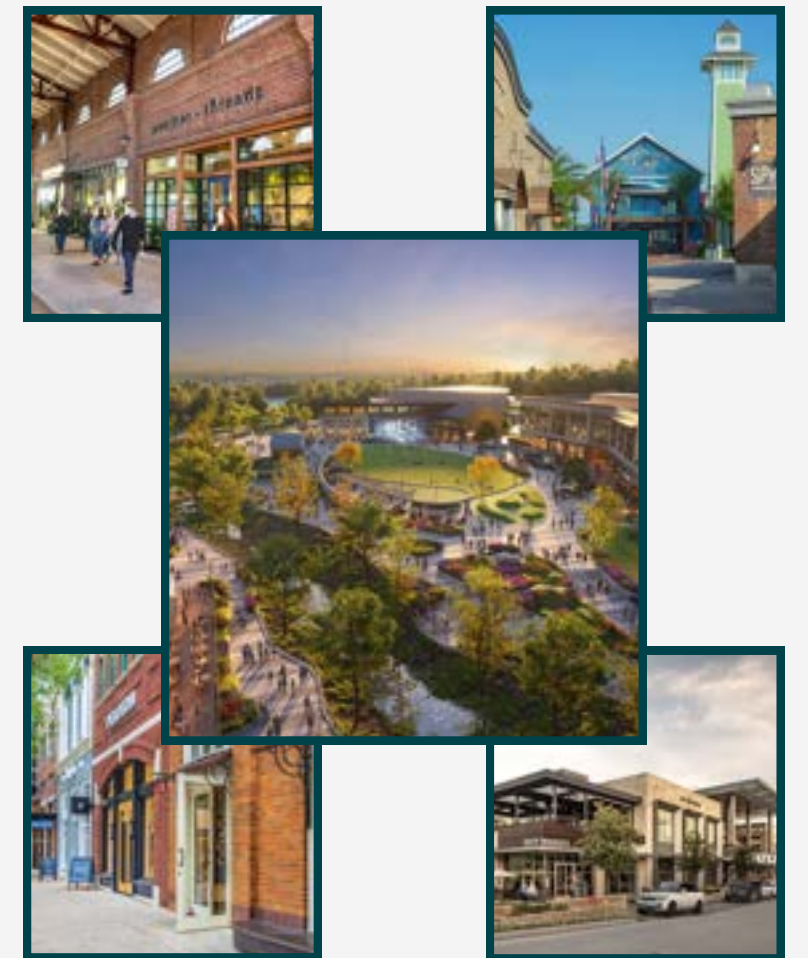
Western Heritage Development



Stadium-Anchored Mixed-Use



Open-Air Retail



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Work Plan: From Today to Action



Purpose: Turn today's direction into two work products



Output: Draft recommendations returned to Council + EDC Board



Approach: Market-backed analysis + coordinated downtown strategy + corridor-based feasibility

Deliverables



Downtown Economic Strategy

- Define downtown's role + outcomes
- Align plans, tools, and timing

Deliverables

- Role (destination / Main Street / hybrid)
- Outcomes + success measures
- Aligned toolkit + sequencing



Target Industries → Corridor Feasibility

- Confirm demand, timing, and requirements
- Match sectors to best-fit corridors/sites

Deliverables

- Refined sectors + examples
- Requirements + timing bands
- Corridor fit map (best / conditional / avoid)
- Catalytic opportunity types

Agenda:

1. **Ground Rules & Purpose**
2. **State of Celina: Growth & Market Reality**
3. **From Priority to Plan: Downtown as a Case Study**
4. **Target Business Sectors: Identification to Feasibility**
5. **What Happens Next: Building the Work Plan**
6. **Wrap-Up & Alignment Check**



State of Celina: Growth + Market Reality

Where Celina Is Today

Snapshot

<p>Population + Growth Rate</p> <p>Population - 64,795 Growth YOY - 17%</p>	<p>Median Household Income</p> <p>\$173,100</p>	<p>% College Educated</p> <p>59.2%</p>	<p>Major Employers</p> <p>Celina ISD City of Celina Methodist Celina</p>
<p>Housing Units built + pipeline</p> <p>Permits Issued - 2,352 Entitled - 18,461 Design - 6,107 Construction - 6,577 Inventory - 5,779</p>	<p>Workforce Perspective</p> <p>Workforce: \approx 34,000</p>	<p>Sales Tax Trend</p> <p>2021 - \$6.07M 2022 - \$7.36M 2023 - \$8.37M 2024 - \$10.31M 2025 - \$11.69M</p>	<p>Land Position Undeveloped (estimated)</p> <p>Citywide - 75% Commercial - 80% Residential - 60%</p>

Growth & Demand: What It Means Economically

Rooftops → Spend: *demand signal*

- Income/education profile supports **higher-value** retail, dining, and services
- Household growth is **increasing** day-to-day spending capacity
- Retail Leakage: **\$686M** unmet retail demand
- Sales Tax YOY Growth: **17.9%**
- Vacancy Rate: **3.9%**
- Average Lease Rate: **Low/Mid \$30's/sf**

Market Momentum *what's happening now*

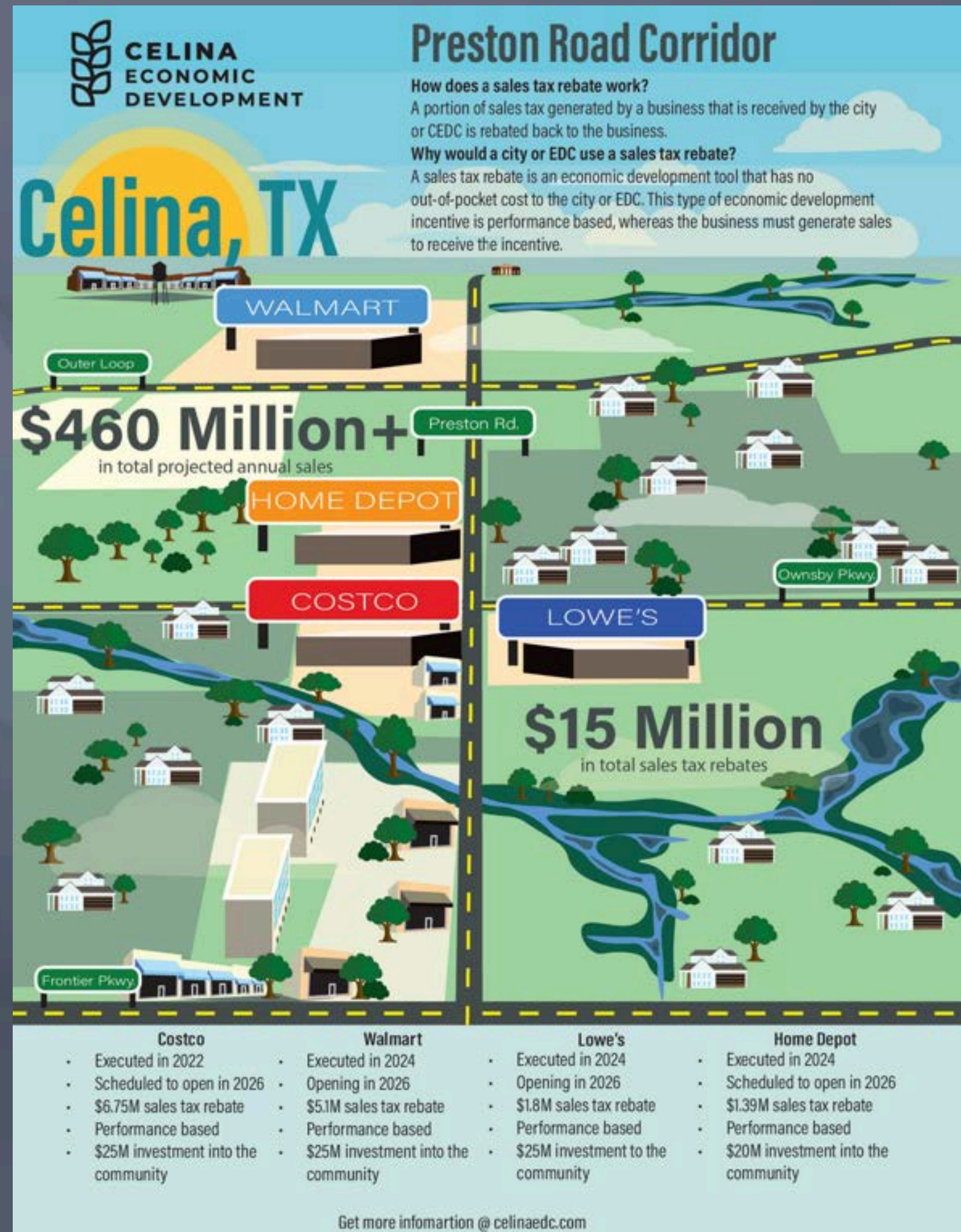
- **Commercial activity/pipeline:**
29 projects / 687,000sf
Constructed (2025): 303,225sf
- **Developer/operator interest:**
Prospects (2025): 19
Leads (2025): 95
- **Celina's advantage:** growth + regional access + available corridors + intentional planning

Implication *the "so what"*

- Rooftops are **growing faster than jobs** → we need to capture employment uses intentionally
- **Target industries** help balance tax and jobs + services demanded
- **Timing:** infrastructure + approvals
- **Product:** the right sites/buildings for target users (pads, inline, flex, etc.)
- The EDC is **expanding tools and partnerships** to support growth

What is Already in Motion

Preston Road Retail Focus



Where Celina Is Today

Competitive Constraints: Examining North Texas Market

Office Market

space is available

DFW Office Direct Vacancy: 18.0%
Avg asking rent: \$32.10/SF

1. Tenants have choices; deals favor **quality + location + incentives**
2. New office demand tends to cluster in **major nodes/corridors**
3. Implication for Celina: be **selective**—target office that fits our product and corridors

Retail

space is tight

DFW Retail Occupancy: 95.6%
Avg direct rent: \$20.33/SF

1. Retail space is **highly occupied**; competition is for **sites and deliverable product**
2. Demand remains strong even as some chains close nationally
3. Implication for Celina: capture depends on **site readiness + access + timing**

Constraints

what affects feasibility

- **Large parcels/lack of shovel ready sites**
- **Infrastructure timing**
- **Rising land and construction costs**

Where Celina Is Today

Questions

Agenda:

1. Ground Rules & Purpose
2. State of Celina: Growth & Market Reality
3. **From Priority to Plan: Downtown as a Case Study**
4. Target Business Sectors: Identification to Feasibility
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From Priority to Plan: Downtown as a Case Study

Downtown as a Top Priority

Downtown



Downtown as an Economic Engine

Peer Examples



Grapevine, Texas
destination-driven model



McKinney, Texas
local-serving, incremental model

Downtown as an Economic Engine: A Peer Example

Grapevine positions Downtown as a...



Brand

What downtown signals to residents, workers, visitors.

Key Features

- A recognizable identity anchored in authentic Texas character
- Strong city-supported promotion through the destination marketing for attractions, restaurants, and experiences
- “Always on” brand positioning



Tax Generator

Downtown converts visits into local spending.

Key Features

- Downtown functions as a visitor-spend engine
- Programming and festivals are treated as business drivers
- Tourism ecosystem supports broader taxable activity



Destination

Downtown gives people a reason to choose Grapevine.

Key Features

- A year-round calendar of festivals and activations that generates large visitation.
- A “district experience” (walkable Main Street + attractions) that gives people a reason to travel, not just stop by
- Dedicated destination marketing capacity

The Decisions That Preceded Downtown Success



Grapevine, Texas

1

Public investment in streetscape and walkability

2

Event programming as economic strategy

3

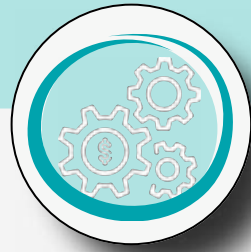
Intentional curation of uses through public-private partnership

4

Long-term public land stewardship before private development

Downtown as an Economic Engine: A Peer Example

McKinney positions Downtown as a...



Local Engine

Downtown is managed to support everyday vitality.

Key Features

- Supports a steady, everyday downtown that works for locals, not just events
- Uses a **Main Street model** to organize promotion, design, and economic vitality
- Reinforces local vitality by reinvesting in the downtown

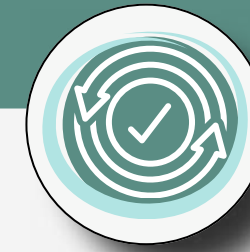


Small Business Champ

Downtown is intentionally built around "buy local" support and partnerships.

Key Features

- **Downtown Dollars** – a shared gift card purchased and redeemed at downtown merchants.
- Downtown programming designed to **drive small business sales**
- **Tenant mix** shaped to support local businesses



Consistent Vision

Standards and reinvestment protect consistent authentic character.

Key Features

- A careful balance of preservation + new development
- **TIRZ** district used to fund catalytic projects
- Clear design standards that protect character and quality.

The Decisions That Preceded Downtown Success



McKinney, Texas

1

Activate public spaces while reinvesting in the core

2

Decisions guided by a long-term framework

3

Use TIRZ to fund catalytic projects

4

Dedicated “quarterback” function.

Downtown Celina Today: A Web of Invested Owners



Roles/Programs

Who leads what, so effort is coordinated and consistent.

Key Elements

- **City:** major events, services, CIP delivery, parking & development, maintenance
- **EDC:** coordinates downtown initiatives, activation, marketing, attraction, retention, and incentives.
- **Main Street:** activation + small events; supports merchant engagement
- **Downtown Commission:** oversees the Main Street program
- **Property owners/private sector:** investment, leasing, redevelopment



Boundaries

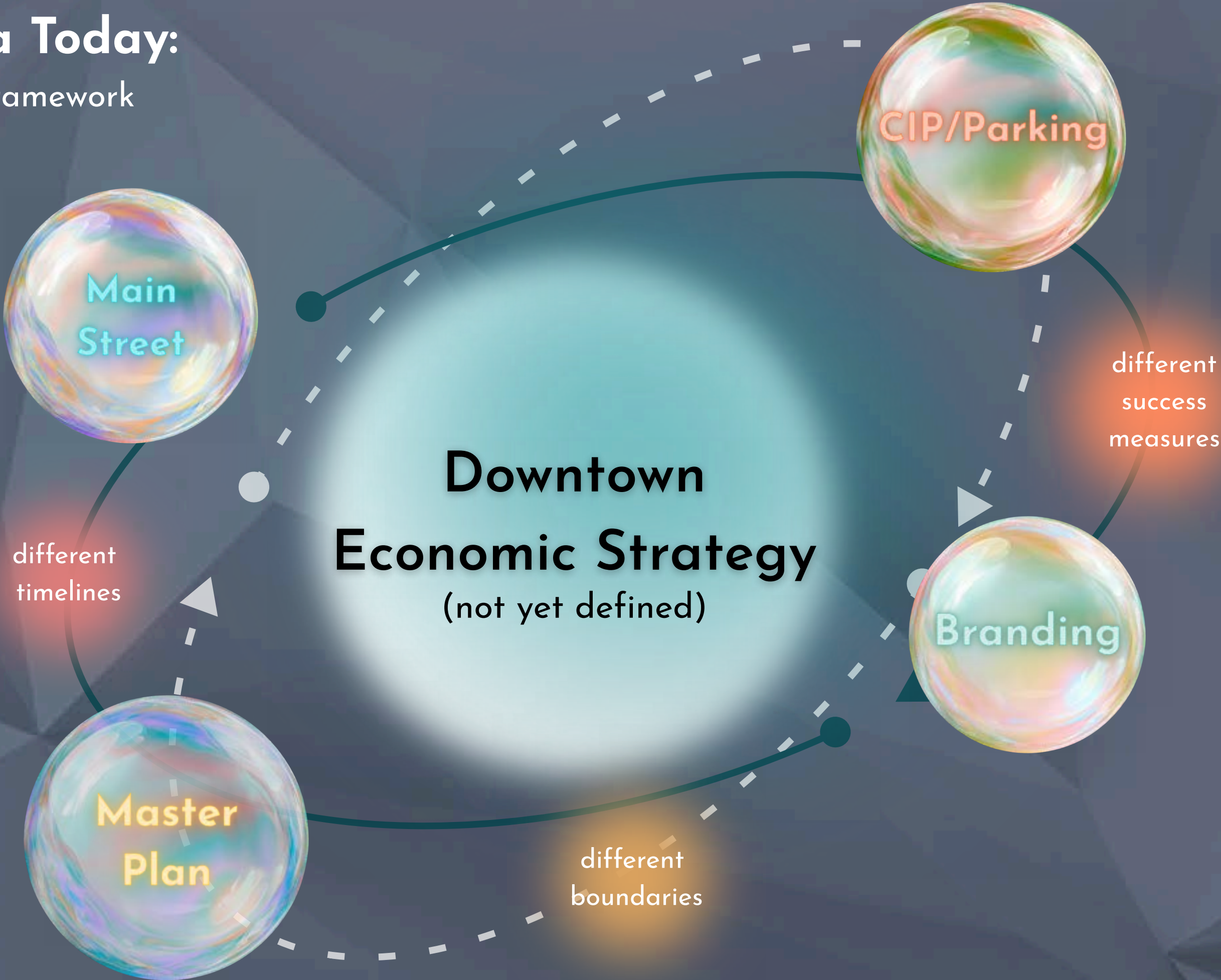
Downtown is defined by multiple overlapping districts—clarity matters.

Key Elements

- **Downtown Master Plan** (planning vision footprint)
- **Main Street district** (program + focus area)
- **TIRZ boundary** (reinvestment / financing district)
- **Open Container boundary** (events + activation area)
- **Neighborhood Empowerment Zone** (residential/reinvestment tool)

Downtown Celina Today:

Many Tools, No Shared Framework



Downtown is softening—traffic and business productivity are down, with vacancy elevated even as sales tax and lease rates hold steady.

Reaction

Visits from 2022 (peak) to 2025: **-6.9%**

DT visit per capita growth YOY: **-22.6%**

Downtown Sales tax growth YOY: **8.44%**

DT Sales Tax/ Business from 2022 (peak) to 2025: **-29.9%**

Downtown Lease Rates: Mid/High **\$20's/sf**

Downtown Vacancy Rates: **10%**

Current EDC Support for Downtown



Market & Deal Support

Evaluating projects and structuring deals to align market feasibility with City priorities

Key Functions

- Project intake and evaluation
- Incentive analysis and negotiation
- Market feasibility and deal structuring
- Testing feasibility of visitor driven uses



Business & Place Support

Supporting downtown businesses and placemaking efforts that strengthen daily activity and vitality.

Key Functions

- Support for downtown businesses and entrepreneurs
- Event coordination and activation support
- Partnering on placemaking efforts



Coordination & Advocacy

Integrating City departments, partners, and projects to support consistent downtown decision-making.

Key Functions

- Coordination across City departments
- Developer and business navigation
- Advisory role on downtown-related decisions



**Downtown
success
requires clear
direction on:**

-  **What downtown should be**
(destination, local-driven, or hybrid)
-  **What we want downtown to deliver**
(sales tax, jobs, community identity, local biz support)
-  **How we use tools and time investments**
(land, infrastructure, incentives, sequencing)
-  **How we execute and stay consistent**
(clear ownership, partnerships, decision-making)
-  **Who leads what**
(City leadership vs. market-driven investment)

What a Downtown Economic Strategy could address:



What the market wants and what will actually work here



What we want downtown to include - and in what order



How we time infrastructure improvements (and parking) to match downtown momentum and private investment



How we use incentives and land tools to shape outcomes



How we build a destination—using events and programming as an economic strategy



How we implement it and keep decisions consistent (who leads, who partners)

**Downtown
Economic
Strategy**
=
**THE
CONNECTIVE
TISSUE**



The Economic Strategy would sit above the workstreams—not as authority, but as alignment.



Not a new plan—an operating framework.

The Downtown Economic Strategy links:

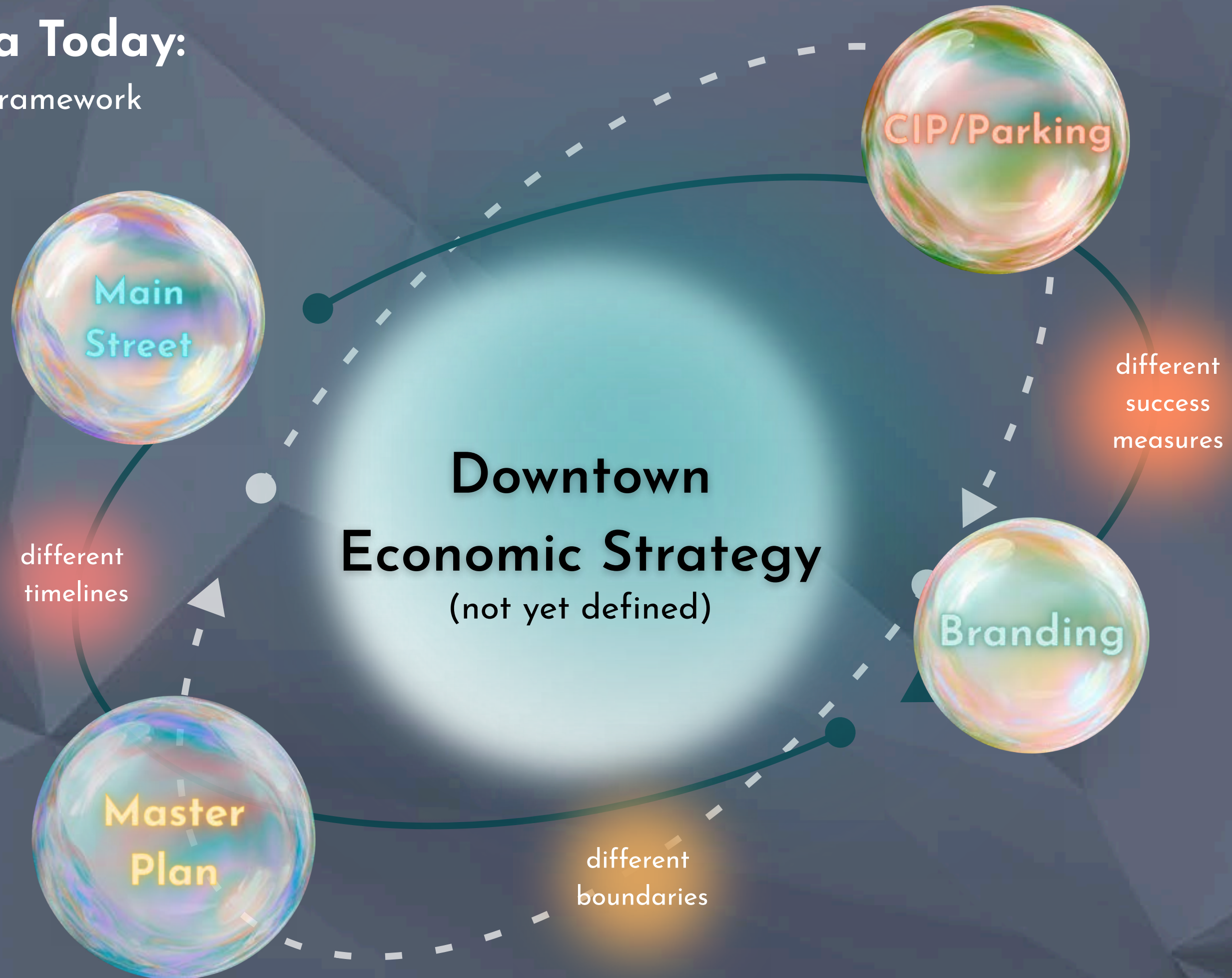
- Master Plan
- Main Street
- CIP/parking
- Branding



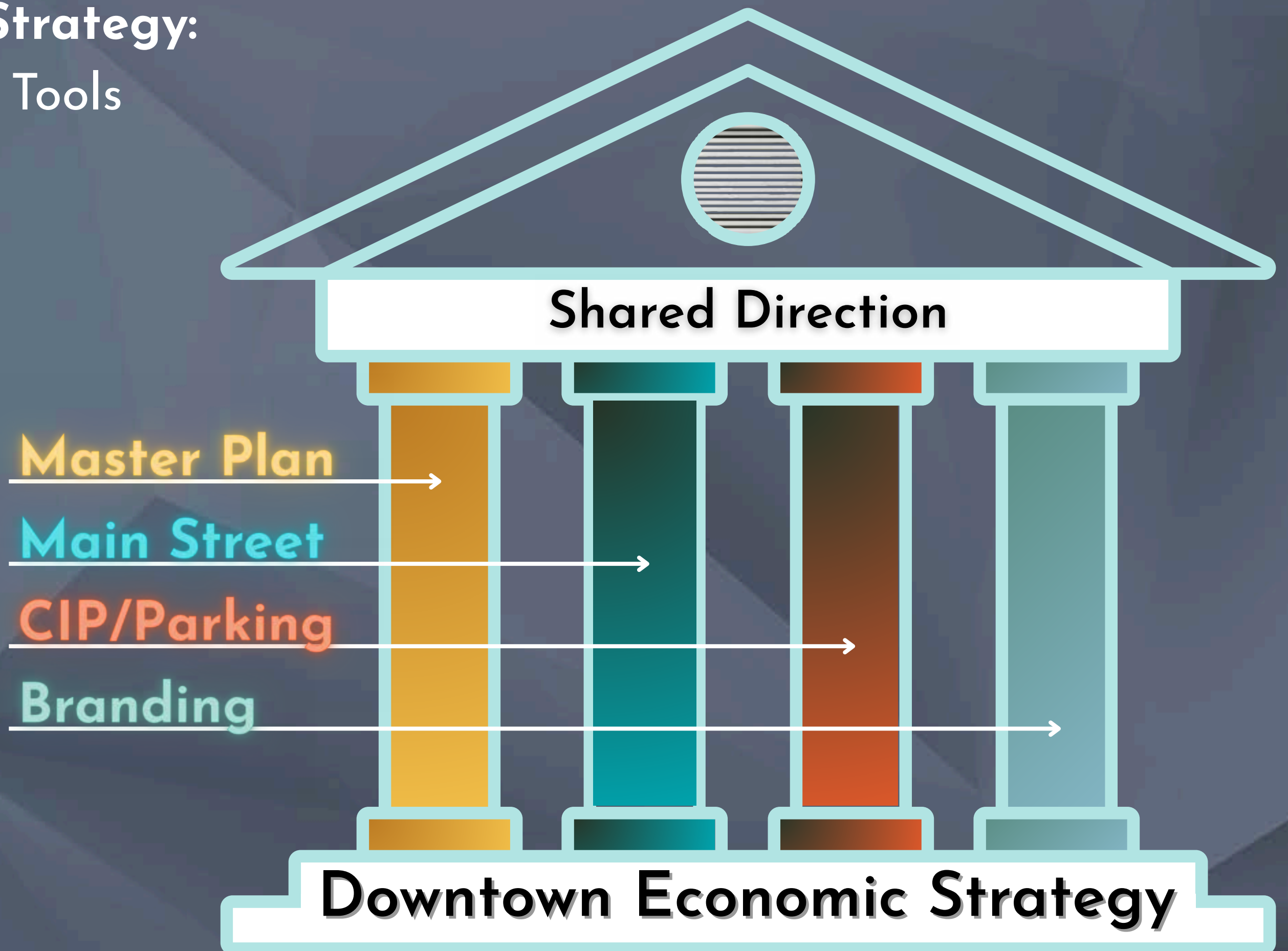
Plan would also provide for tools and metrics

Downtown Celina Today:

Many Tools, No Shared Framework



Downtown Economic Strategy: One Framework, Many Tools





Activity

Downtown: Aligning on Direction

We're looking for clarity on where to focus first—activation, recruitment, or investment—so efforts aren't spread thin. .



We all agree downtown is a top priority. Let's define what that actually means—so our actions and investments line up.



We're looking for a shared definition of what "#1 priority" means—why it matters and what progress looks like in 12-18 months.



Downtown: Aligning on Direction

Instruction:

“If we lean on **ONE** lever for the next 18 months, which is it—and why?”

Lever options:

- **Activate:** events, programming, pop-ups, placemaking
- **Recruit:** tenant mix, targeted operators, business support
- **Invest:** public realm, parking approach, infrastructure timing

Pick your lever + one sentence why

**Three
Levers**

Downtown: Aligning on Direction

Step 1 – Pair discussion

(1 Councilmember + 1 Board member)

Each pair answers these prompts

1. In one sentence: "Downtown is our #1 priority because _____."
2. In 18 months, we'll know we're making progress if _____."
3. The biggest thing holding downtown back right now is _____."

Define
the
Priority

Downtown: Aligning on Direction

Step 2 – Choose your “Top 1”

Each pair selects **one** item to share with the room:

- one purpose statement

OR

- one progress indicator

OR

- one barrier

Step 3 – Report-out

Choose **ONE** item to share (purpose or progress or barrier).

Each pair will have **~30 seconds** to report out.

Define
the
Priority

Downtown: Aligning on Direction

Step 1 – Review

- Review the list of downtown success indicators

Step 2 – Dot Vote

You will receive **3 dots**

Place your dots next to the indicators you believe matter most

You may put multiple dots on one indicator

Step 3 – Discussion

Group discussion of top vote-getters and how to apply them to the Downtown Economic Strategy

**Success
Indicators**



10-Minute Break



Agenda:

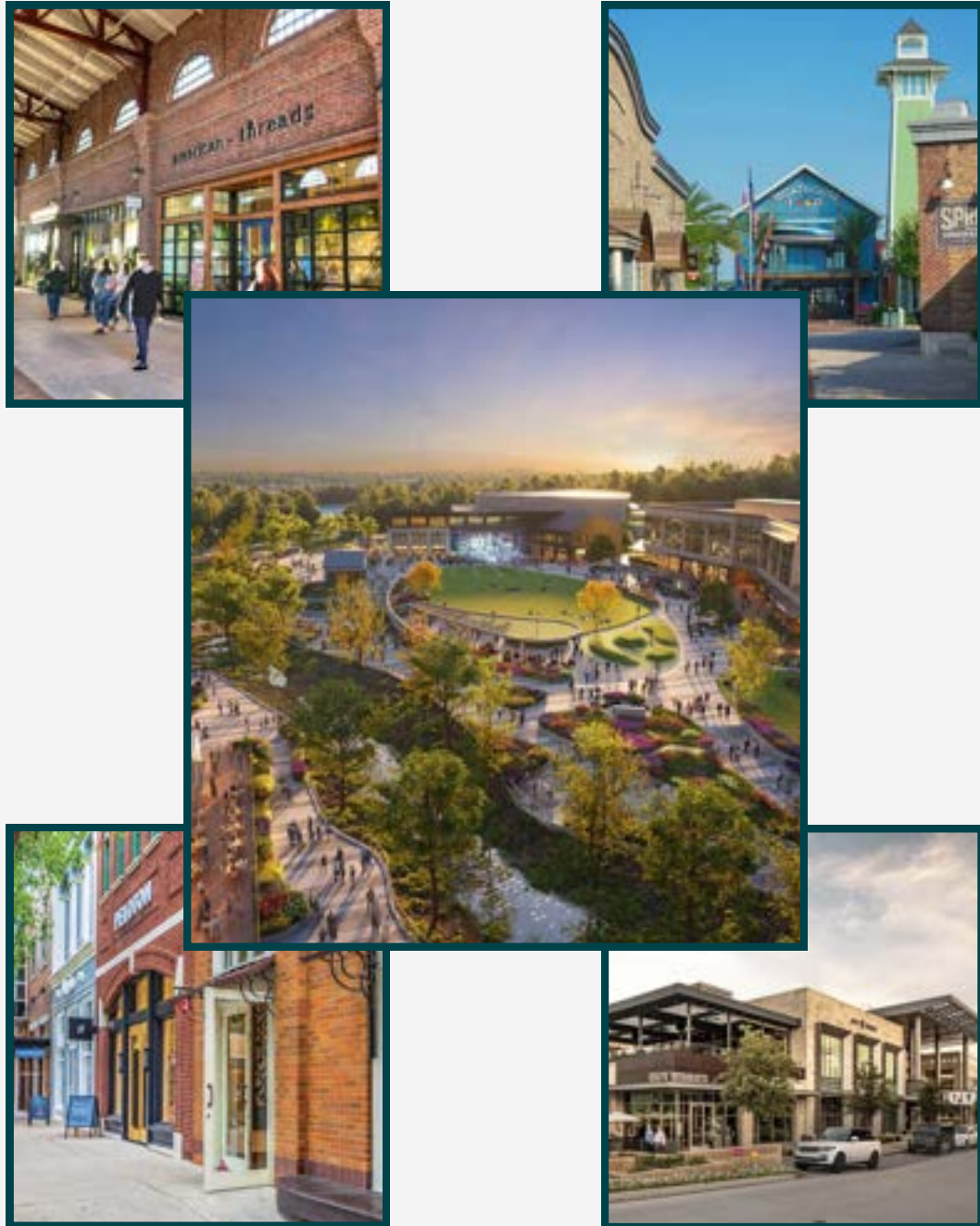
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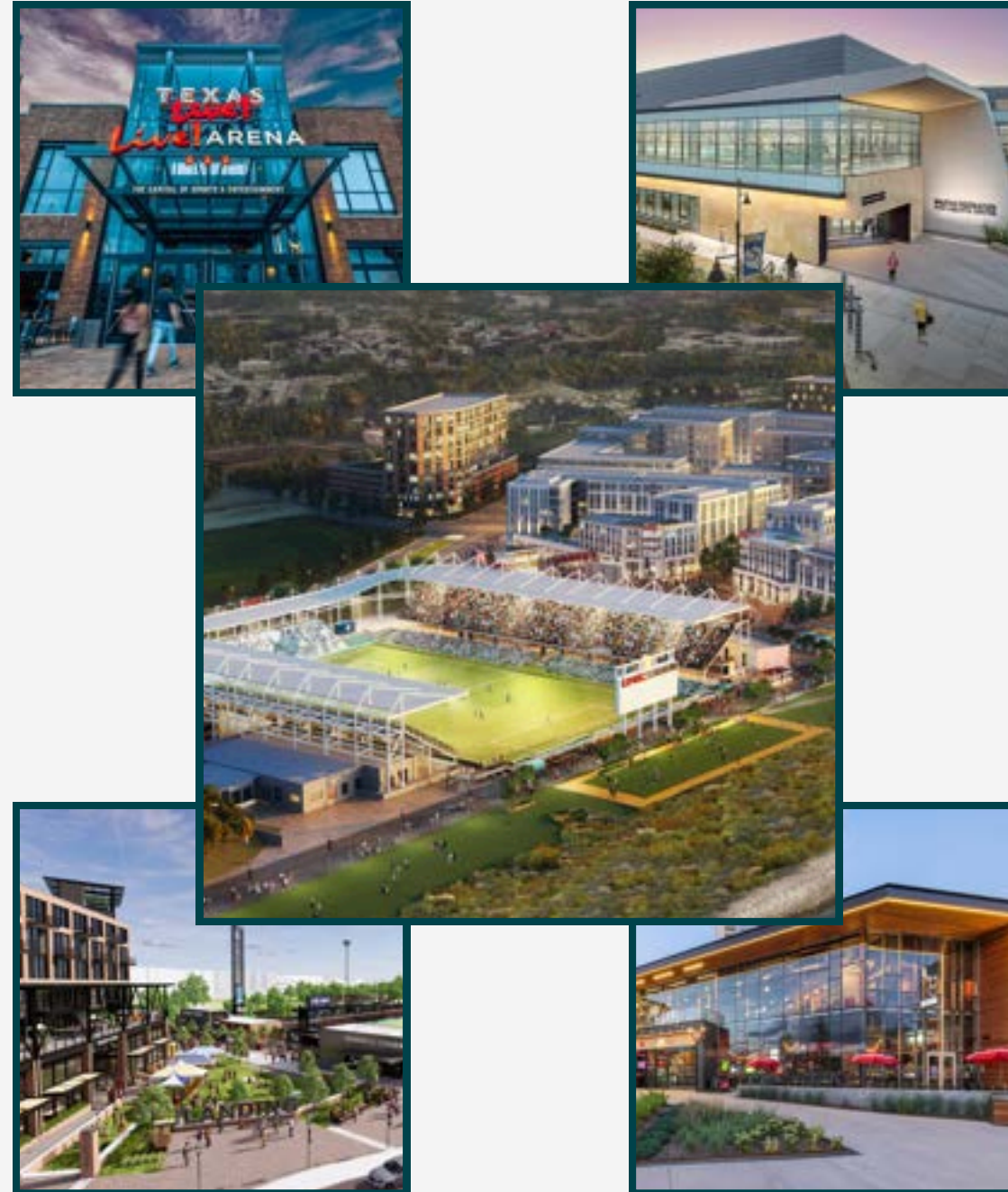
Target Business Sectors: Identification to Feasibility

Last Year: Top Priority Projects

Open-Air Retail



Stadium-Anchored Mixed-Use

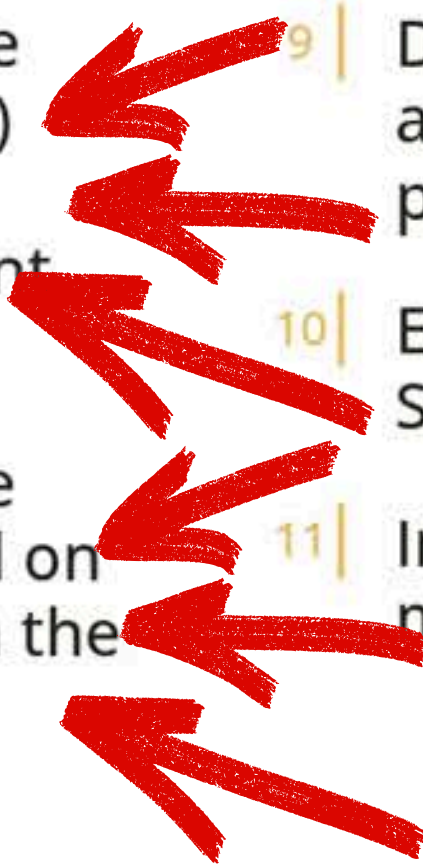
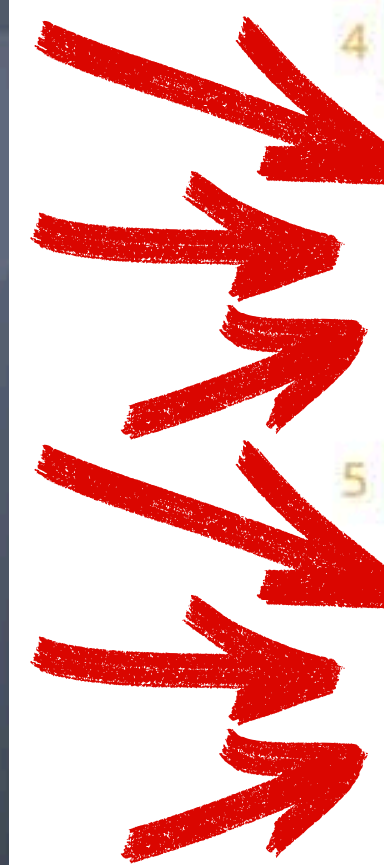


Western Heritage Development



Priority Objectives

- 1 | Prioritize the reconstruction of Downtown roads in the five-year Capital Improvement Plan.
- 2 | Prioritize the completion of all phases of Ousley Park.
- 3 | Expand access to water resources through multiple initiatives.
- 4 | Focus on the top priority projects from the Economic Development Corporation (EDC) Strategic Framework (Open-Air retail, Downtown, Western Heritage Development and Stadium-Anchored Mixed-Use).
- 5 | Evaluate proposed development along the Dallas North Tollway (DNT) corridor based on the DNT Overlay standards, particularly in the high-rise zone.
- 6 | Develop a comprehensive water conservation plan.
- 7 | Examine and propose tools to preserve the historical character of the residential areas of Downtown.
- 8 | Promote civic pride amongst residents and businesses.
- 9 | Develop a comprehensive program for arts and culture, including funding and key projects.
- 10 | Evaluate and implement Local Business Support Program action items.
- 11 | Implement a comprehensive, five-year maintenance program for all City assets.



Target Business Sectors



Corporate Services

Examples

- Professional offices (accounting, legal, engineering, insurance)
- Corporate/regional office hubs
- Medical office / specialty clinics (non-hospital)
- Back-office / shared services
- Business support services (printing, logistics coordinators, staffing)
- Coworking / flex office / executive suites



Entertainment/Destination

Examples

- Family entertainment center
- Boutique fitness / wellness studios
- Cinema / dine-in theater
- Live music/ performance venue
- Food hall / marketplace concept
- Experience retail
- Festival/event space programming



Limited/Light Industrial

Examples

- Small-scale manufacturing / assembly
- Warehousing and distribution (small to mid)
- Contractor yards
- Building products / materials suppliers
- Last-mile logistics / delivery hub
- Food production (co-packing, commercial kitchens)
- Flex industrial (office + warehouse)



Retail

Examples

- Grocery and neighborhood retail centers
- Restaurants (fast casual + sit-down)
- Personal services (salon, medspa, barber, nail)
- Home services showroom
- Outdoor/active retail (sporting goods, bike shop)
- Local boutiques and specialty shops
- Convenience retail (pharmacy, bank branch)



Specialized Technologies

Examples

- R&D / product development labs (light footprint)
- Clean tech components / advanced materials (light industrial + lab)
- Medtech devices / diagnostics support
- Robotics/automation integrators
- Data/IT services
- Ag-tech / environmental sensing and controls

Why We're Deep-Diving Now:



Growth timing and accelerating decisions



Infrastructure and corridor choices are becoming more consequential



Market demand and site readiness determine what's realistic

For each Target business Sector, we need clarity on:



DEMAND:

Who is looking? What's the market pull?



TIMING:

Near-term vs mid-term vs long-term



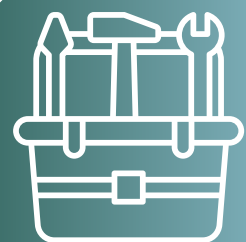
REQUIREMENTS:

Utilities, access, workforce, building/product type



SITE FIT:

What kind of site/corridor does it need?



TOOLS:

What (if anything) should we do to compete:

Barriers to Landing Target Business Sectors in Celina

What we need to solve:



Shovel-ready sites + right product



Time CIP/corridor improvements

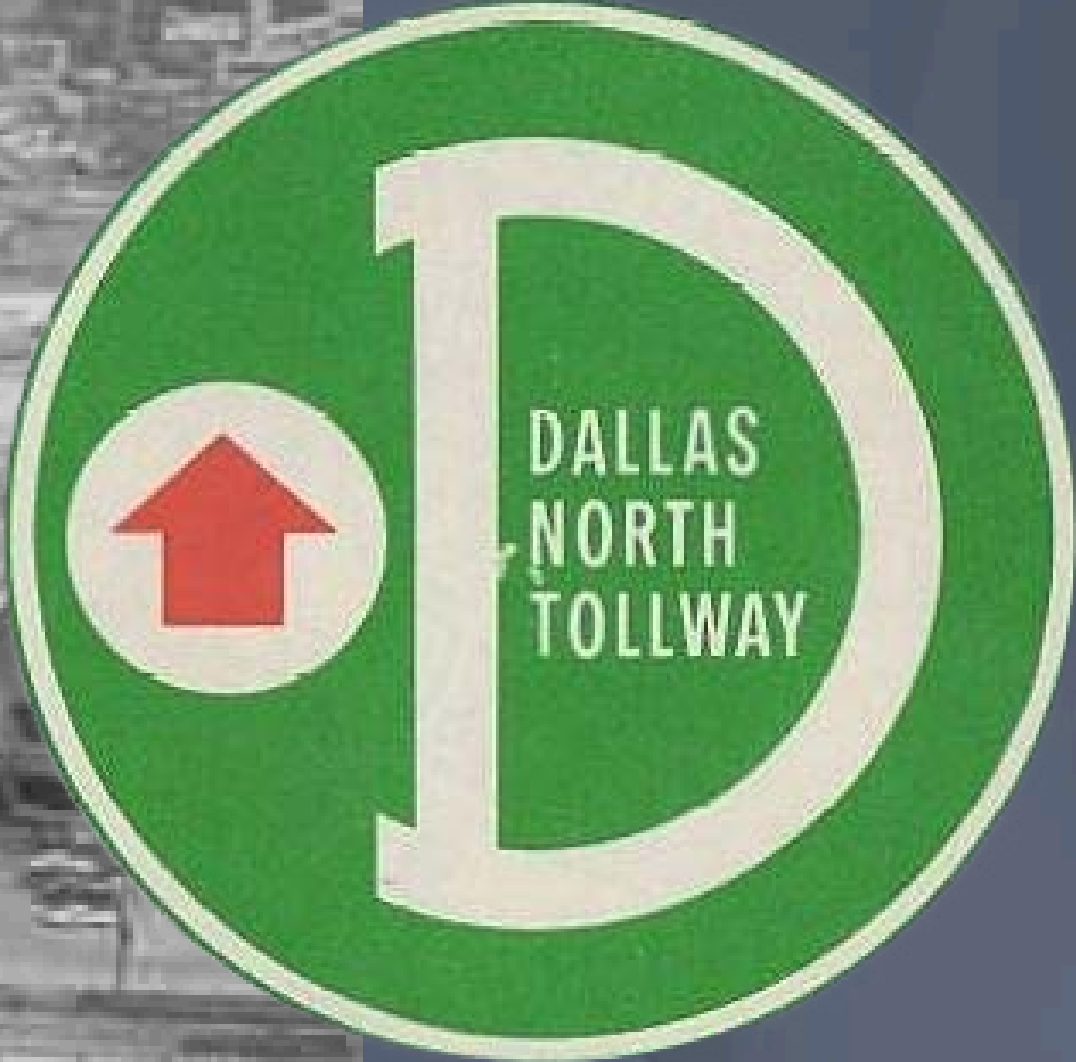


Feasibility gaps from rising land/construction costs



Shared playbook and clear ownership

The Tollway Effect: How Growth “Marched North”

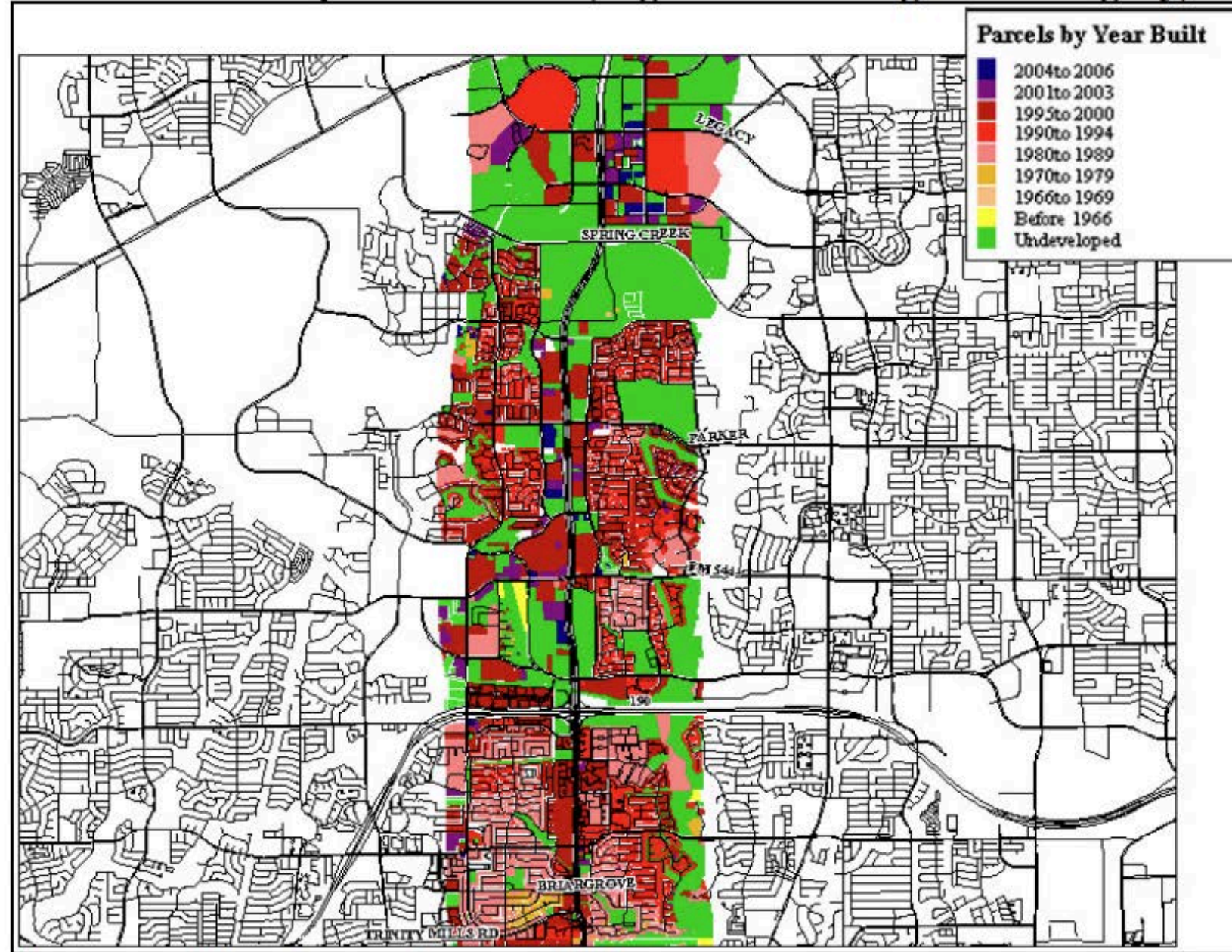


The Tollway Effect: How Growth “Marched North”

UNT Study

Figure A-4

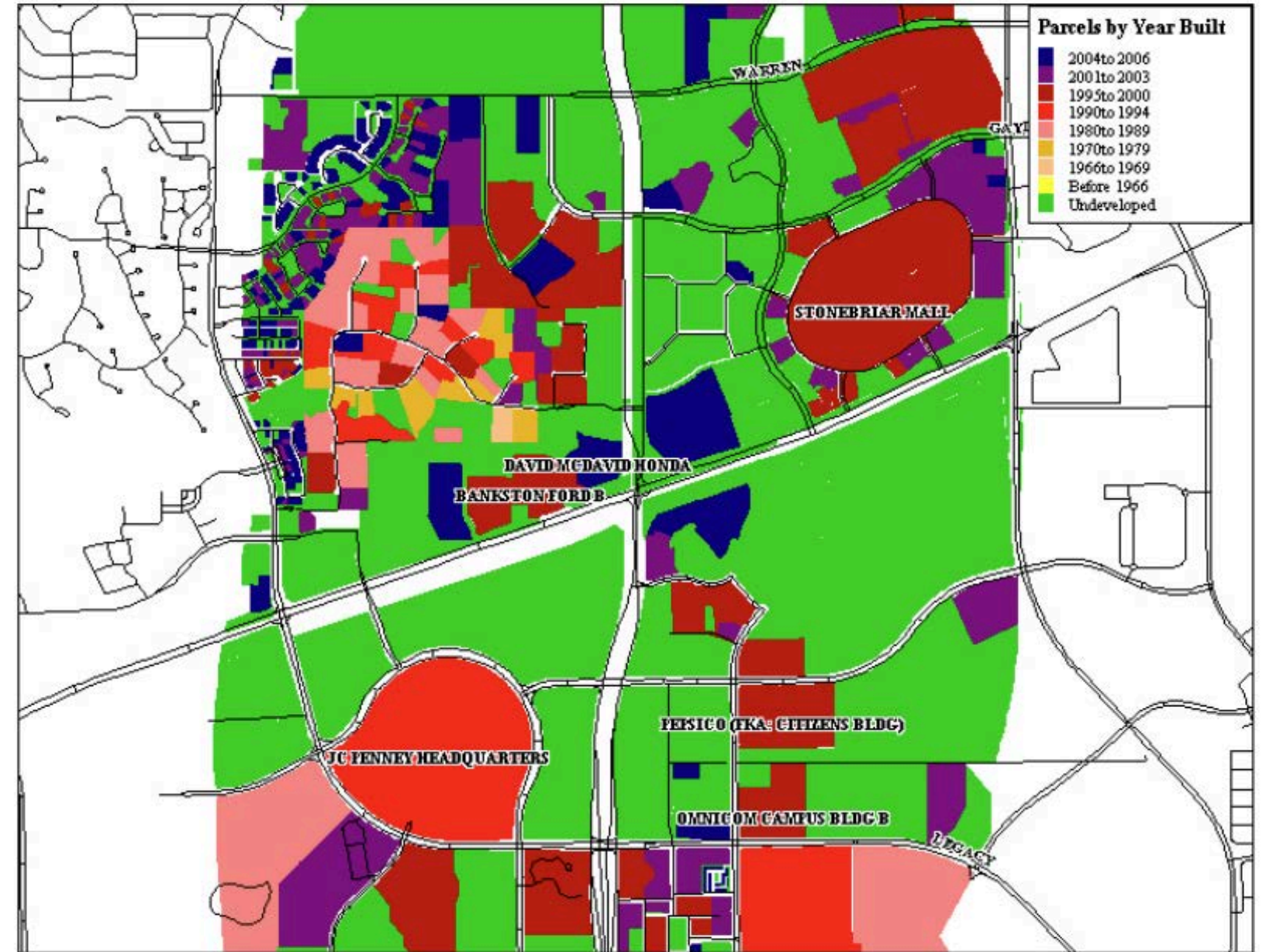
Pace of Development of DNT (Segment 3: Briargrove to Legacy)



Source: Collin County Appraisal District

Figure A-5

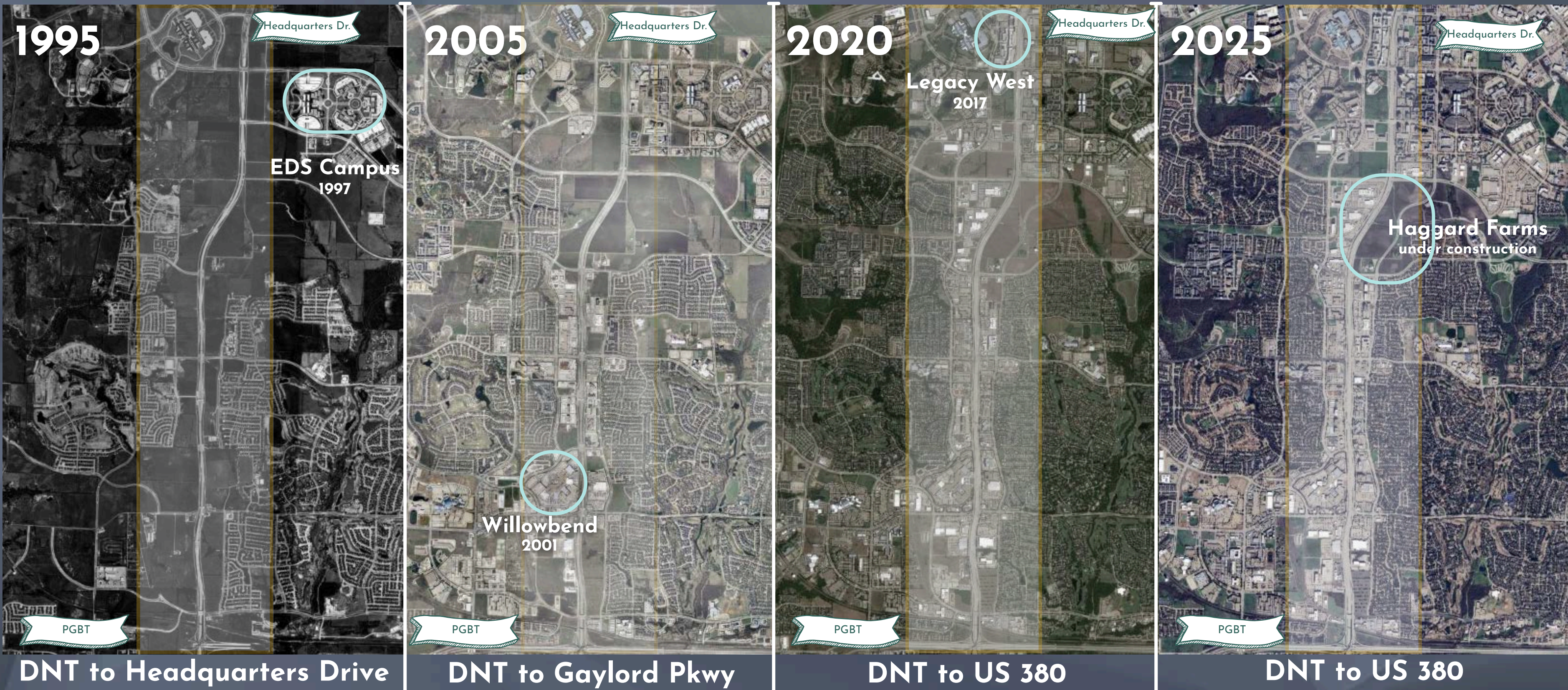
Pace of Development of DNT (Segment 4: Legacy to Gaylord Parkway)



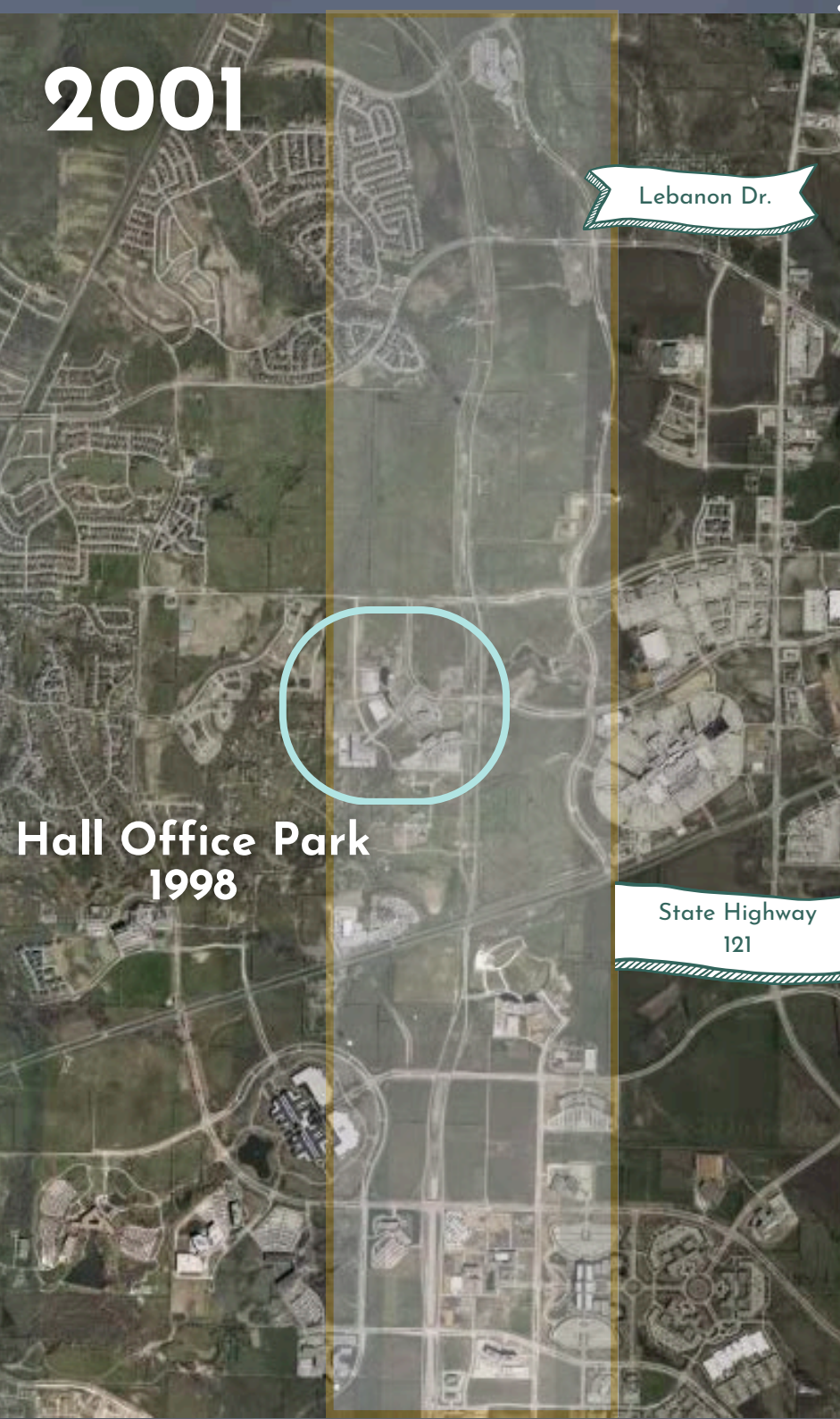
Source: Collin County Appraisal District

Frisco and Plano’s growth followed deliverable infrastructure and ready product along the DNT corridor.

Dallas North Tollway Corridor - George Bush Turnpike to Headquarters Drive



Dallas North Tollway Corridor - Legacy Drive to Lebanon Road



2001

Lebanon Dr.

State Highway 121

Hall Office Park
1998

DNT to Headquarters Drive



2005

Lebanon Dr.

State Highway 121

Stonebriar Mall
2000

DNT to Gaylord Pkwy



2013

Lebanon Dr.

State Highway 121

DNT to US 380



2020

Lebanon Dr.

State Highway 121

The STAR opens
2016

DNT to US 380

What are the triggers to accelerate investments?



Infrastructure readiness (utilities and roads)



Entitlement/zoning posture



Land availability / assemblage



Developer / operator interest



How sites win deals:



Speed and certainty



Infrastructure + access



Total project economics



Workforce and rooftops



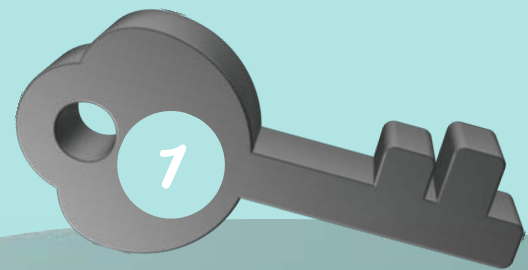
City/EDC responsiveness

Keys that Unlock Target Business Sectors

Frisco Benchmark

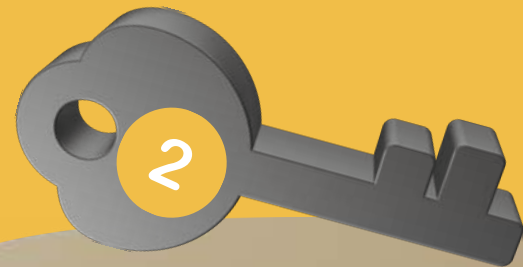
INFRASTRUCTURE READINESS

Build capacity and access ahead of demand.



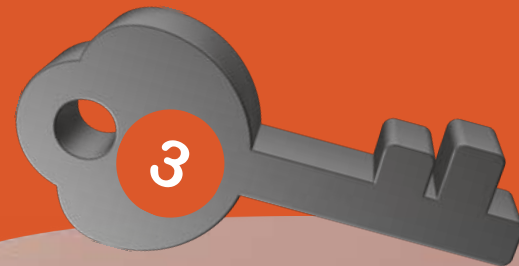
PLANNING CERTAINTY

Make 'yes' & "no" predictable: clear plans, clear process.



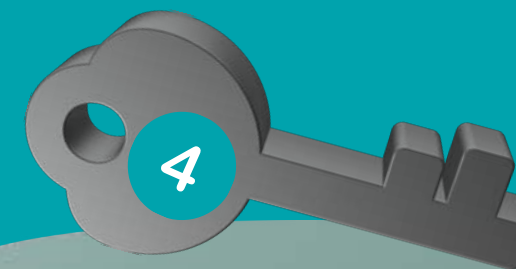
DELIVERABLE SITES + PRODUCT

Have the right sites/buildings ready when users are shopping.



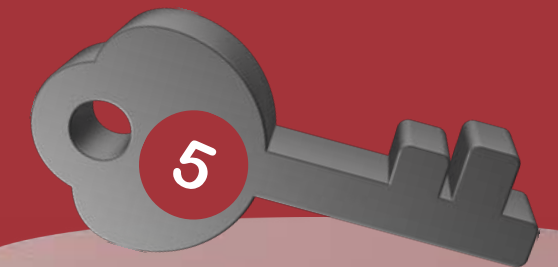
COMPETITIVE TOOLS

Use incentives strategically to close gaps and win deals.



PARTNERSHIP + SALES EFFORT

One team approach with fast responsiveness.



Consultant Kickoff: Target Business Sectors + Corridor Feasibility

Purpose today: listen, capture Council/Board direction, and validate feasibility



What they're doing:

- Validate market demand for target sectors
- Define requirements + timing (infrastructure, sites, product)
- Identify best-fit corridors/areas and sequencing



What they're doing TODAY:

- Brief project overview
- Listening session: Council + Board input to guide the work

Discussion

Agenda:

1. Ground Rules & Purpose
2. State of Celina: Growth & Market Reality
3. From Priority to Plan: Downtown as a Case Study
4. Target Business Sectors: Identification to Feasibility
5. **What Happens Next: Building the Work Plan**
6. Wrap-Up & Alignment Check



What Happens Next: Building the Work Plan

Work Plan: From Today to Action



Purpose: Turn today's direction into two work products



Output: Draft recommendations returned to Council + EDC Board



Approach: Market-backed analysis + corridor-based feasibility + coordinated downtown strategy



Deliverables



Target Sectors → Corridor Feasibility

- Confirm demand, timing, and requirements
- Match sectors to best-fit corridors/sites

Deliverables

- Refined sectors + examples
- Requirements + timing bands
- Corridor fit map (best / conditional / avoid)
- Catalytic opportunity types



Downtown Economic Strategy

- Define downtown's role + outcomes
- Align plans, tools, and timing

Deliverables

- Role (destination / Main Street / hybrid)
- Outcomes + success measures
- Aligned toolkit + sequencing

Work Plan: Touchpoints + Timeline

Council + Board Touchpoints

- Set direction and priorities (today_)
- Check-in workshop
- Draft review
- Adoption path

Decisions We'll Bring Back

- What downtown should be and deliver
- Which corridors fit which targets
- What tools we'll use, and in what order



Agenda:

1. Welcome, Purpose & Ground Rules
2. State of Celina: Growth & Market Reality
3. From Priority to Plan: Downtown as a Case Study
4. Target Business Sectors: Identification to Feasibility
5. What Happens Next: Building the Work Plan
6. **Wrap-Up & Alignment Check**



Wrap-Up & Alignment Check



Wrap-Up & Alignment

W.I.F.L.E