

CONFLUENCE

A unified economic development plan for New Braunfels, Texas

Strategic planning process



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Our planning process began in 2022 with a Community Assessment that examined Greater New Braunfels’ growth and competitiveness, combining input with original research to help identify potential threats and opportunities that deserve our attention and investment.



SURVEYS

completed by over 300 business leaders



INTERVIEWS

with public, private, and nonprofit leaders



MEETINGS

with an Advisory Team comprised of elected and appointed leadership guiding economic development

Community assessment

About the data

Population dynamics

What influenced our emergence as one of the fastest-growing communities in the country?



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	% change
New Braunfels	57%
San Antonio MSA	19%
Austin MSA	33%
Texas	16%
United States	7%

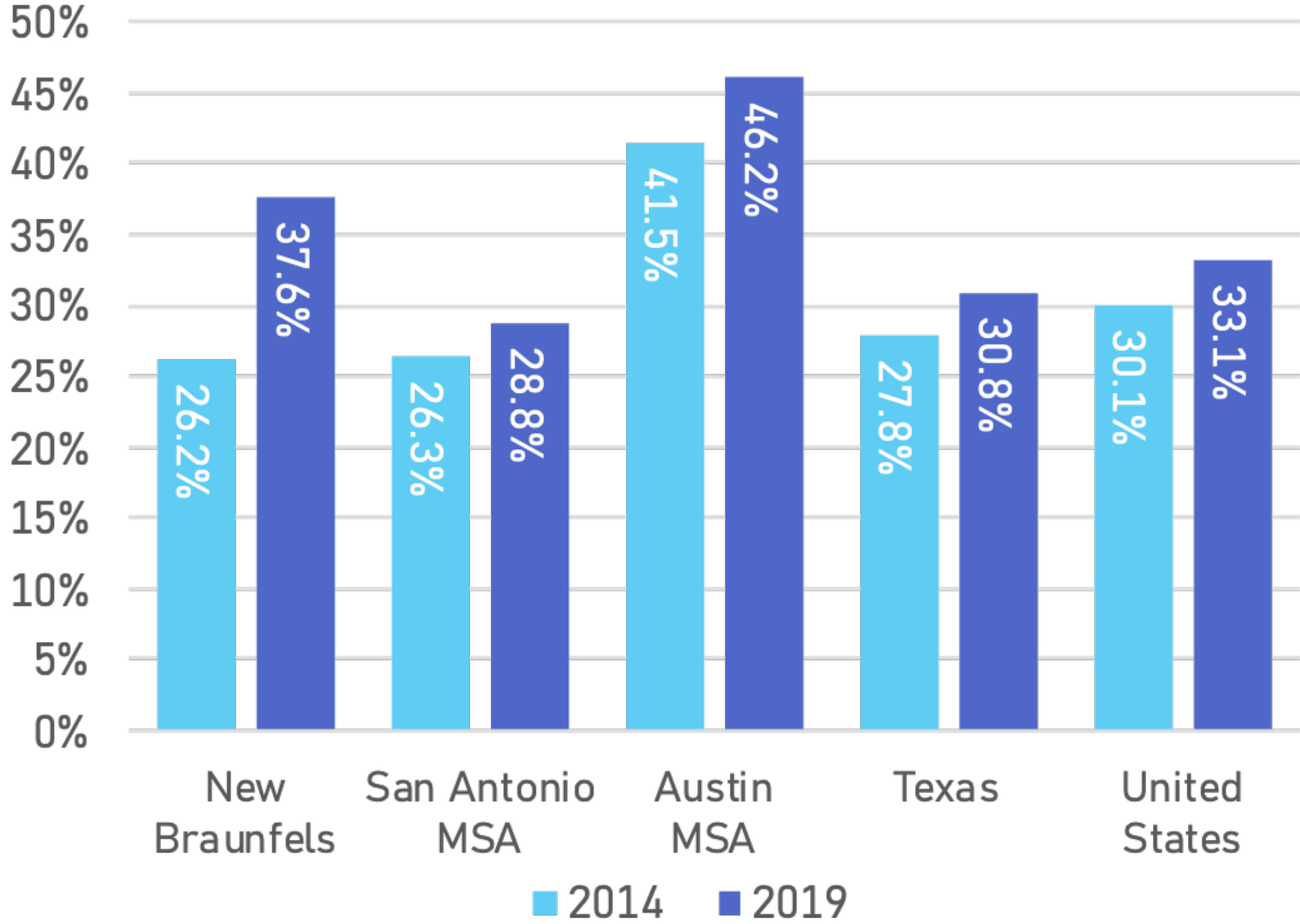
Top sources of net migration Comal County 2015-2019

Bexar County	8,682
Harris County	1,645
Guadalupe County	1,520
Hay County	1,495
Travis County	593

Population dynamics

How are we growing and changing as a community?
What do these trends imply for our future?

% of Adults w/ Bachelor's Degree or Above (2014-2019)



Population dynamics

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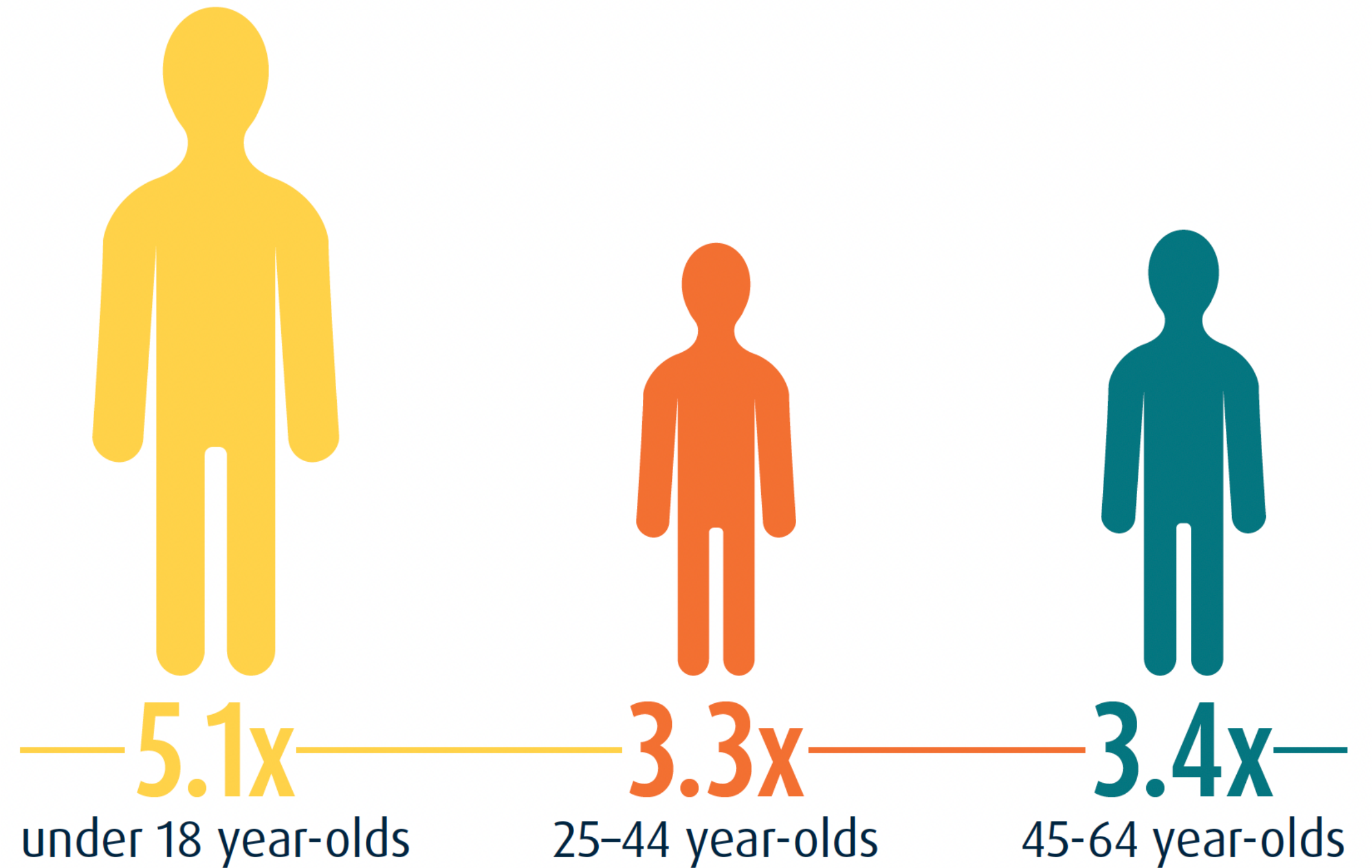


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From 2014 – 2019, total population growth in the City (38%) was roughly three times (3.2) that of the megaregion (12%).

By looking at what ages the growth is highest, it is clear that New Braunfels has premier appeal to families with children.

406 average annual population growth for 5-10 year olds (14-19).



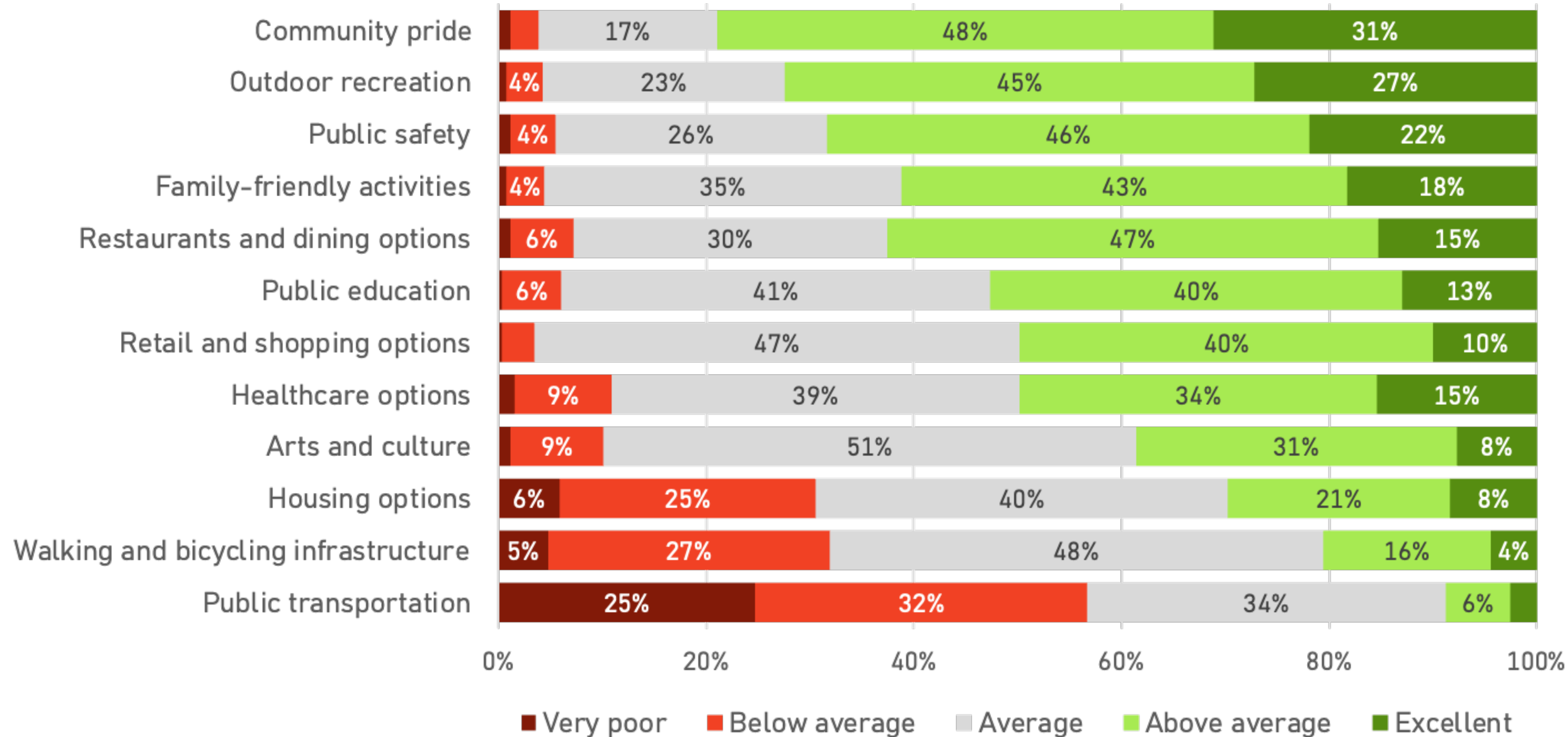
Quality of Life: Resident Perspectives



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What drives our appeal to residents? What threats to our attractiveness might exist?

“Please evaluate the attractiveness of the following attributes of the community's quality of life as they relate to your happiness and satisfaction as a resident or worker in New Braunfels.”



INFLOW

New Braunfels has a significant inflow in lower wage occupations

OUTFLOW

And a net outflow of high-earning jobs in various management, business, financial, and technical occupations

RESULTS

Well educated, highly paid residents must commute outside of the community because high wage jobs aren't abundant locally. Conversely, low and middle wage jobs are increasingly filled by non-residents who cannot afford to live locally.

WHY DOES THIS MATTER?

New Braunfels business leaders are concerned that this imbalance could make navigation and commuting difficult. In addition to investments in transportation infrastructure, the community can mitigate traffic impacts without stifling growth by facilitating denser, mixed-use development patterns that put people closer to jobs.

Top outbound occupations

Who is leaving our community each day for work?

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Occupation	Net outflow	Avg earnings
Business operations	518	\$77,431
Computer occupations	456	\$84,660
Postsecondary teachers	338	\$67,929
Other management occupations	238	\$80,367
Financial specialists	219	\$77,726
Engineers	197	\$97,196

**WHILE SO MANY COMMUNITIES ARE ASKING:
HOW DO WE ATTRACT JOBS?**



**NEW BRAUNFELS IS ABLE TO ASK:
HOW DO WE ATTRACT THE **RIGHT** JOBS?**

Strategic plan

Vision

When speaking with businesses, residents, and community leaders, it was clear that we needed a compelling economic vision that aligned with our community vision. These visions are interrelated and require a development vision to achieve them.



Strategic priorities



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1. Attract quality jobs in target industries
2. Create competitive office and industrial spaces
3. Support the success of startups
4. Align and optimize the workforce
5. Improve mobility and transportation options
6. Execute proactive land use & development strategies



ATTRACT QUALITY JOBS IN TARGET INDUSTRIES

High-skill, high-wage jobs are growing across the I-35 megaregion. Positive momentum through targeted strategies can help the community achieve greater economic balance (in terms of its commuting flows) and greater economic diversity (in terms of employment mix).

HOW DO WE GET THERE?

- › Invest in existing local companies through a robust business retention and expansion program
- › Deploy a highly targeted marketing strategy to desired industries and operations
- › Invest in media and public relations to promote our competitiveness
- › Update guidelines for incentive evaluation to align with targeted industries

HOW WILL WE MEASURE SUCCESS?

- › Job growth in targeted occupations, industries, and operations
 - › Existing companies
 - › New companies
- › Percent of residents who live and work in New Braunfels segmented by wages



CREATE COMPETITIVE OFFICE AND INDUSTRIAL SPACES

The relative lack of office space is an inhibitor to competitiveness for high-skill, high-wage job recruitment. Also, there is a need for ready-to-go industrial properties that can help the community compete for investments that are looking for quick-to-market solutions.

HOW DO WE GET THERE?

- › Evaluate, identify, and prepare high-value sites for office and industrial uses
- › Invest in engineering and environmental studies that expedite or certify site readiness
- › Deploy funds to accelerate site readiness and prepare speculative space
- › Utilize available financial incentives to encourage desirable developments

HOW WILL WE MEASURE SUCCESS?

- › Square feet of Class A office product
- › Quick-to-market industrial inventory so we qualify for more projects



SUPPORT THE SUCCESS OF STARTUPS

Self-employment rates are comparable to our regional peers, but New Braunfels lacks startup density (as measured by angel, venture, or private equity funded companies). Intentional support of homegrown companies with high-growth potential will yield important opportunities for New Braunfels' talented population.

HOW DO WE GET THERE?

- › Study of the startup economy and identify niche opportunities for targeted support in New Braunfels
- › Evaluate the potential feasibility of operating models
- › Advance results of the feasibility study, potentially including formation of a new startup hub

HOW WILL WE MEASURE SUCCESS?

- › Companies that receive seed, venture, and private equity funding
- › Self-employment as a share of total employment



ALIGN AND OPTIMIZE THE WORKFORCE

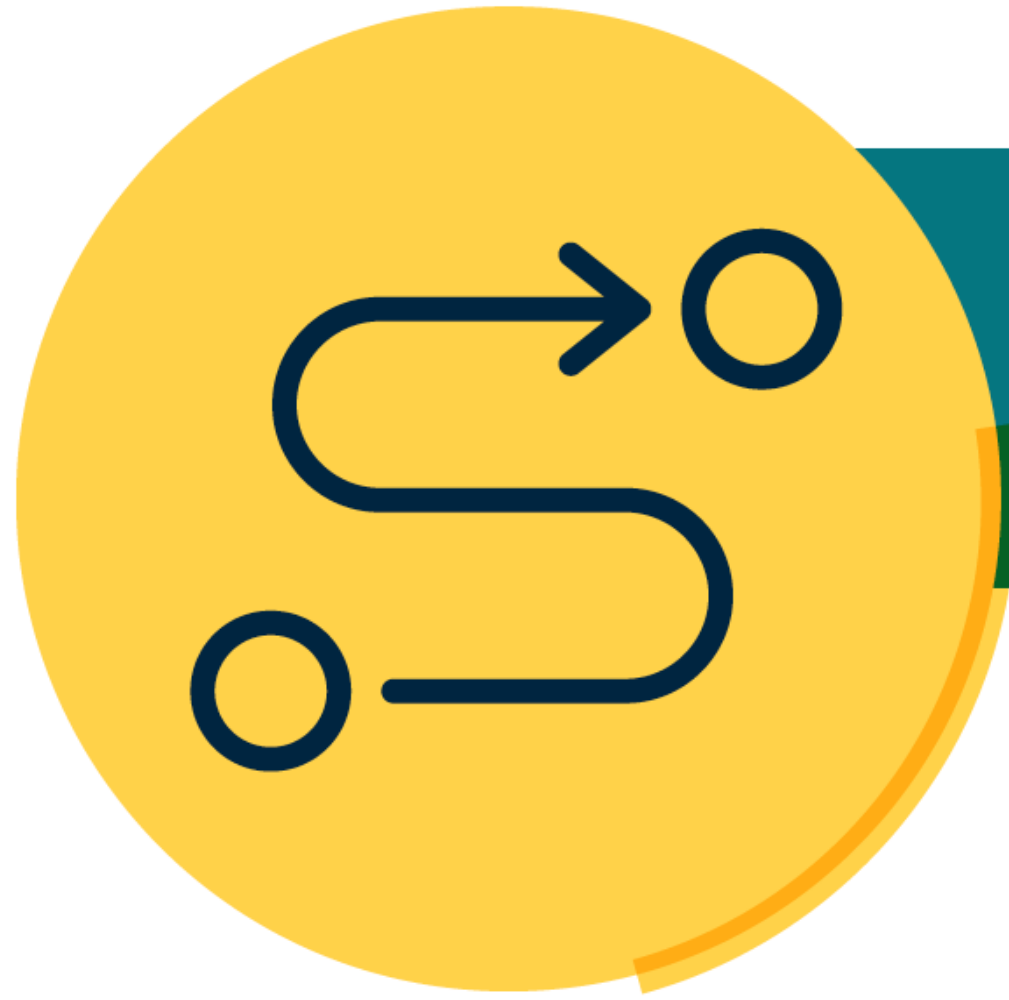
Access to talent is the most crucial factor in company location decisions. Additionally, workforce issues like housing and workforce participation rate are deepening nationally and significantly impacting companies' ability to hire and grow. Creating best-in-class strategies to address this challenge will be critical.

HOW DO WE GET THERE?

- › Optimize offerings at the Central Texas Technology Center to support target industries
- › Provide technical training to residents to advance their careers
- › Invest in workforce housing product
- › Continue to advance higher education opportunities for residents

HOW WILL WE MEASURE SUCCESS?

- › Number of approved multi-family permits
- › Percent of residents with a credential or college degree
- › Number of training opportunities available for residents and local companies



IMPROVE MOBILITY AND TRANSPORTATION OPTIONS

We can mitigate traffic impacts without stifling growth by focusing on the alignment of jobs and resident skills, and by facilitating denser, mixed-use development patterns that put people closer to jobs and services.

HOW DO WE GET THERE?

- › Advance critical infrastructure projects
- › Advocate for necessary transportation infrastructure investments
- › Improve pedestrian connectivity and trail infrastructure
- › Help identify opportunities for next generation transportation technology deployment

HOW WILL WE MEASURE SUCCESS?

- › Commuting times
- › Connectivity to I-35 and SH130



EXECUTE PROACTIVE LAND USE AND DEVELOPMENT STRATEGIES

While other communities must stimulate growth, New Braunfels is afforded the opportunity to guide and steer the growth that is coming to it. We must initiate new developments that align with the community's vision.

HOW DO WE GET THERE?

- › Expedite catalytic private developments that align with the community's vision
- › Proactively guide the development of property in alignment with existing land use plans
- › Develop a new Downtown Master Plan to guide desirable and intentional investment
- › Evaluate opportunities to increase the organizational capacity in downtown New Braunfels

HOW WILL WE MEASURE SUCCESS?

- › Tax value added through infill development including Class A office
- › Number of hotel keys suitable for corporate groups

Public-private partnership

Why a public-private partnership?



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To maximize alignment across each organization (Chamber, EDF, EDC, City, NBU, County), their operational planning, and their budgeting.

Confluence is a public-private partnership managed by the Chamber. Through operating agreements, the Chamber provides the staff infrastructure for the partnership and its core operations.

Economic Development Corporation

Type B



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The EDC is a corporation at the City of New Braunfels whose revenue is derived from a 3/8 cent sales tax. The NBEDC is led by a board of directors appointed by City Council and is staffed jointly by the Chamber and the economic development department of the city.

What is the EDC's role?

To invest in New Braunfels' economic development and quality of life "product". The proactive alignment of investments with the plan will be critical to success.

Economic Development Foundation

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The EDF is a 501c3 nonprofit founded in 2005 to generate private sectors dollars to compliment public sector resources. Through its board of directors and operating agreement with the Chamber, the EDF also ensures private sector accountability in economic development.

The target for private sector investment in Confluence is \$750,000 per year.

Campaign timeline



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- 2022
 - Assessment
 - Planning
- 2023-2027 - Implementation
- 2025 - Mid-course assessment
- 2027 - Planning for next cycle

Questions