

**FINAL - MINUTES
OF THE NEW BRAUNFELS ECONOMIC DEVELOPMENT CORP. WORKSHOP
REGULAR MEETING OF MONDAY, NOVEMBER 3, 2025**

Strategic Planning Retreat

AGENDA

1. CALL TO ORDER

President Shane Hines called the meeting to order at 10:08AM.

2. ROLL CALL

Present: Kristen Carden, Kathy Meurin, Larry Hammonds, Tera Thompson, and Shane Hines

Absent: Don Austin and Jason Hurta

Also in Attendance: Mayor Neal Linnartz

3. CITIZENS' COMMUNICATIONS

This time is for citizens to address the Board on issues and items of concerns not on this agenda. There will be no Board action at this time.

None.

4. PRESENTATION

A) Presentation of an award recognizing the dedication and service of Kathy Meurin to the New Braunfels Economic Development Corporation

President Hines introduced the item. Jeff Jewell, Director of Economic and Community Development, presented Director Meurin an award celebrating her service to the NBEDC, since 2016. Members of the Board shared positive thoughts and well wishes for Director Meurin's final meeting.

5. DISCUSSION & WORKSHOP

A) Presentation, discussion, and deliberation to identify and prioritize NBEDC Strategic Planning Initiatives

President Hines introduced the item. Mr. Jewell introduced Karen Whichard and Khara Dodds, consultants from BerryDunn, as facilitators of the workshop meeting.

Ms. Whichard and Ms. Dodds introduced themselves, outlined the

agenda, reviewed Confluence and the City's Strategic Plan as guiding documents, addressed a strategic framework for the meeting, and reviewed community demographic and growth data. Ms. Whichard answered questions from the Board. The BerryDunn Consultants continued by reviewing recent NBEDC project expenditures, sharing best practices and strategies in placemaking, workforce support, public-private partnerships, infrastructure investments, and incentives from economic development efforts in other United States cities.

Ms. Whichard reviewed interview themes and led a thorough discussion with the Board and staff on observations and NBEDC successes. The following individual spoke at this time: Richard Kelsheimer. Ms. Whichard then led a discussion about strategic priorities, goal setting, and priorities of Confluence and the City's Strategic Plan which should guide the NBEDC's work. She then facilitated an activity with the Board and staff to brainstorm NBEDC priorities, the group shared their responses, and a larger group discussion ensued.

The Board took a break for lunch around 12:00PM and the meeting resumed roughly 20 minutes later.

Consultants categorized staff and the Board's priorities into four categories: Workforce Support, Long-Term Planning/Infrastructure, Placemaking, and Business Recruitment/Retention. Funding opportunities and eligible projects in the following categories were discussed: Downtown Centric Enhancements, Park Enhancements and Expansion, Workforce Support, West End Improvements, Miscellaneous Economic Development Projects, and Airport Improvements. Ms. Whichard facilitated another discussion, staff and the Board identified projects based on the greatest needs, biggest impact, by timing/date, exciting projects, and missing projects. The group discussed, deliberated, and asked questions.

Consultants will compile and document the results of the workshop into an Outcomes report and review at the January 15, 2026 meeting.

6. ADJOURNMENT

President Hines adjourned the meeting at 1:55PM.

By: _____
SHANE HINES, PRESIDENT