NEW BRAUNFELS

ECONOMIC DEVELOPMENT CORPORATION

Retreat Outcomes Report

City of New Braunfels

BerryDunn

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Submitted On:
January 9, 2026

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1.0 INTRODUCTION

This section describes the project background and key project activities.

1.1 PROJECT BACKGROUND

The City of New Braunfels (City) retained Berry, Dunn, McNeil & Parker, LLC (BerryDunn) to facilitate the New Braunfels Economic Development Corporation (NBEDC) Board Retreat and help develop priorities for NBEDC. BerryDunn developed an environmental scan, facilitated the retreat, and developed this report in collaboration with the NBEDC to help guide future decision-making.

1.2 PROJECT TASKS

The project included the three phases outlined in Table 1.2.
The environmental scan can be found in Appendix A.

Table 1.2: Project Tasks

Key Project Tasks		
Phase	**Activity**	**Description**
Phase 1	**Project Work Plan and Schedule**	In July 2025, BerryDunn facilitated an initial planning meeting between BerryDunn's team and the City to confirm project goals, objectives, and expectations. BerryDunn prepared an initial data request to gain a detailed understanding of NBEDC's recent accomplishments, future funding opportunities, and relevant studies.
Phase 2	**Environmental Scan and Retreat Design**	BerryDunn conducted virtual interviews with NBEDC board members, key elected officials, and staff. The BerryDunn team also worked with the City Project Management Team (PMT) to develop an environmental scan that outlined best practices for economic development investment. Finally, the BerryDunn team worked collaboratively with the City PMT to design the prioritization retreat.
Phase 3	**Retreat and Outcomes Report**	BerryDunn facilitated a retreat session with the NBEDC board to identify strategic priorities aligned with the vision statements guiding the board. The retreat also identified the general types of projects that the board is interested in supporting. The BerryDunn team then worked with the City PMT to identify specific funding priorities to incorporate into the Retreat Outcomes Report for further refinement by the NBEDC board.

2.0 STRATEGIC PRIORITIES AND ASSOCIATED FUNDING

The following strategic priorities and goal statements were identified as a part of the retreat facilitation process.

WORKFORCE SUPPORT

Expand and align talent pipelines for target industries by increasing skills attainment, improving career pathways, and strengthening supportive infrastructure, including housing and child care, to foster a robust and attractive talent ecosystem.

PLANNING AND INFRASTRUCTURE

Make thoughtful and strategic investments in capital planning processes as well as infrastructure development in areas including transportation, drainage, public spaces, and trails to create an attractive environment for business growth and development and talent acquisition.

ENHANCING SENSE OF PLACE

Strengthen quality of place by advancing investments that preserve New Braunfels' character and improve downtown amenities, create unique outdoor spaces, and support catalytic projects for the community.

BUSINESS RECRUITMENT AND RETENTION

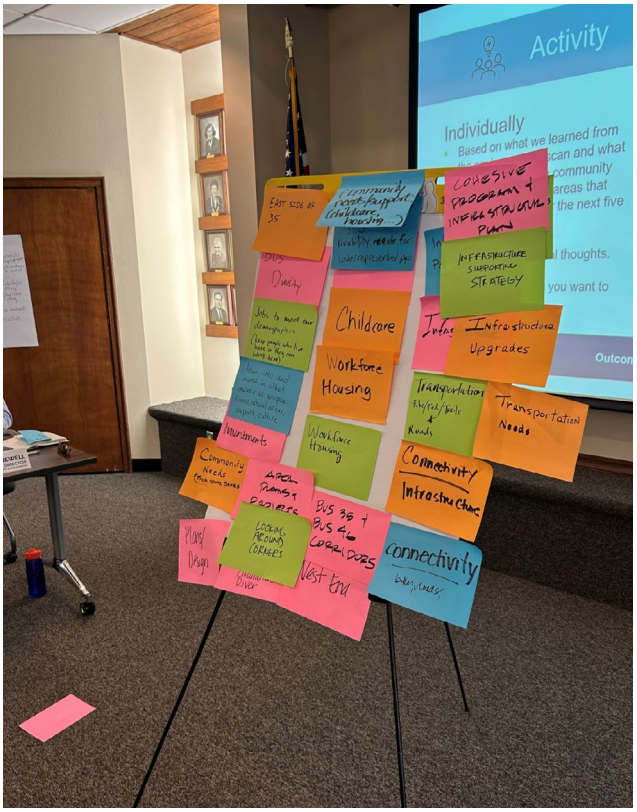
Grow a diverse, high-value economy by proactively attracting target industries, supporting new and existing businesses, and enabling business expansion through capital access, innovation, and market development.

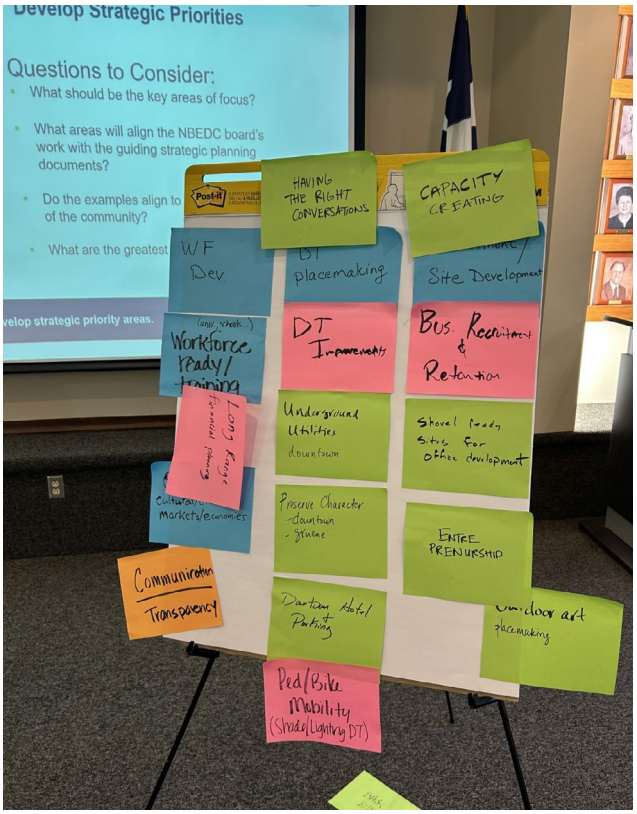
Further, the NBEDC board discussed funding opportunities or projects that would support their desired priority areas. Concepts included the following:

- Investing in current infrastructure and community amenities that would benefit from new investment and improvements such as Landa Park, Landa Haus, and the spring-fed pool.
- Funding to help advance necessary infrastructure improvements, including site readiness, riverfront master planning, streets and utility design master plan, and the Comal River parks master plan.
- Matching funds to advance MPO-eligible projects such as the San Antonio/Spur Roadway Improvement project.
- Funding the continued build-out of the City's trail network to include land acquisition, design, and construction.
- Focusing on placemaking investments in Gruene to include pedestrian enhancements.
- Providing continued support for catalytic projects to help enhance the downtown area while preserving the City's unique character and charm.
- Supporting work that creates a long-term capital planning and funding strategy that would identify needs and maximize the planned use of funding sources strategically to increase overall collective impact.
- Providing funding for placemaking downtown and in other areas of the community, including increased tree plantings and final design work for Castell Avenue.
- Providing appropriate design and matching funds for continued improvements of the City's sidewalk network to enhance placemaking and infrastructure.
- Exploring enhanced support for entrepreneurship.
- Identifying funding and a strategic approach to partner with developers for workforce housing.
- Continuing to invest in the New Braunfels National Airport.
- Identifying opportunities to help increase the availability of high-quality child care to support the workforce.
- Encouraging and supporting programs that help provide a highly skilled and trained workforce.

3.0 RECOMMENDED PROJECTS AND INITIATIVES BY PRIORITY

In considering strategic priorities, the projects identified in Table 3.0 are recommended for consideration and incorporation into an annual work plan. These projects will advance the NBEDC's priorities while also providing clarity to staff and the community about where the NBEDC intends to focus its resources to advance the overall economic and business environment for New Braunfels.





RECOMMENDED PROJECTS – BY STRATEGIC PRIORITY & PROJECT STAGE

1. WORKFORCE SUPPORT

Expand and align talent pipelines for target industries by increasing skills attainment, improving career pathways, and strengthening supportive infrastructure, including housing and childcare, to foster a robust and attractive talent ecosystem.

	PRELIMINARY STAGE	MID-STAGE	FINAL STAGE
Project Name	Research Feasibility, & Planning	Final Design	Construction & Implementation
TxFAME Scholarships	○	○	○
Infrastructure for Co-Working Space/ Entrepreneurship Hub	○	○	○
Phase 2 of TSTC + NLC at Central Texas Technology Center	○	○	○
Infrastructure/support for Childcare expansion efforts	✓	○	○
Workforce Study in partnership with Seguin EDC (RWEA effort)	✓	○	○

2. PLANNING AND INFRASTRUCTURE

Make thoughtful and strategic investments in capital planning processes as well as infrastructure development in areas including transportation, drainage, public spaces, and trails to create an attractive environment for business growth and development and talent acquisition.

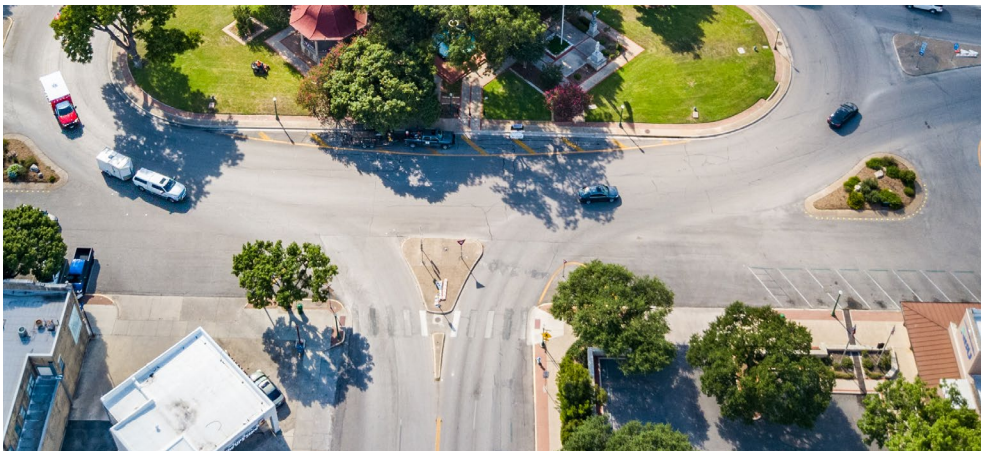
	PRELIMINARY STAGE	MID-STAGE	FINAL STAGE
Project Name	Research Feasibility, & Planning	Final Design	Construction & Implementation
Downtown Parking Structure	✓	○	○
Union Pacific Relocation	✓	○	○
Rivermill Project Infrastructure	✓	○	○
2028 AAMPO Citywide Pedestrian Project	✓	○	○
AAMPO Gruene Pedestrian Improvements	✓	○	○
South Castell Avenue Corridor	✓	○	○
Streets & Utility Design Master Plan	✓	○	○
San Antonio & Spur Streets Corridor	✓	○	○
FM306 bridge for Pedestrian/ Bicycles – connects Waterway Ln. with Goodwin Ln. (90/10)	✓	✓	○
2026 AAMPO Citywide Pedestrian Project	✓	✓	○

	PRELIMINARY STAGE	MID-STAGE	FINAL STAGE
Project Name	Research Feasibility, & Planning	Final Design	Construction & Implementation
Airport Infrastructure	✓	○	○
Water Way Lane Trail Connector	✓	✓	○ Est. 2027/28
Downtown ROW Enhancements	✓	✓	○
Dry Comal Creek Trail – Segment 1	✓	✓	○

3. ENHANCING SENSE OF PLACE

Strengthen quality of place by advancing investments that preserve New Braunfels' character and improve downtown amenities, create outdoor spaces, and support catalytic projects for the community.

	PRELIMINARY STAGE	MID-STAGE	FINAL STAGE
Project Name	Research Feasibility, & Planning	Final Design	Construction & Implementation
Spring-fed Pool & Landa Haus	○	○	○
Comal River Masterplan	○	○	○
Dittlinger Mill Project	○	○	○
Downtown Placemaking Initiatives	✓	○	○
HEB Soccer Fields/Camp Comal Athletic Fields	✓	○	○
Zink Street Gateway Intersection	✓	○	○



4. BUSINESS RECRUITMENT AND RETENTION

Grow a diverse, high-value economy by proactively attracting target industries, supporting new and existing businesses, and enabling business expansion through capital access, innovation, and market development.

	PRELIMINARY STAGE	MID-STAGE	FINAL STAGE
Project Name	Research Feasibility, & Planning	Final Design	Construction & Implementation
Airport Loan Forgiveness	○	○	○
Targeted Incentive Plan for Rivermill and West End	○	○	○
Industrial Site Readiness Plan	○	○	○
Entrepreneurship Gener8tor and Accelerator Project	✓	○	○
Continued support for Business Expansion and Relocations	✓	✓	○

APPENDIX A – PROJECT NARRATIVES

1. WORKFORCE SUPPORT

TxFAME Scholarships

TxFAME expands a pipeline of high-skill manufacturing talent by lowering the financial barriers for willing businesses to upskill selected employees in the FAME program. Strengthening this program supports local industry needs, improves job placement, and enhances New Braunfels' competitiveness for recruitment and expansion.

Infrastructure for Co-Working Space/ Entrepreneurship Hub

A dedicated entrepreneurship hub provides the physical and programmatic infrastructure needed for startups, remote workers, and small businesses to thrive. By supporting innovation and reducing barriers to entry, this project fuels job creation, diversifies the economy, and strengthens the City's entrepreneurial ecosystem.

Phase 2 of TSTC + NLC at Central Texas Technology Center

Expanding workforce training capacity at CTTC directly aligns the local talent pipeline with employer demand in high-growth sectors. Increasing access to technical education enhances labor force readiness and supports long-term business attraction and retention.

Infrastructure/support for Childcare expansion efforts

Expanding childcare availability removes a major constraint on workforce participation, particularly for working parents and lower-income households. This investment enables employers to retain talent and improves economic mobility citywide.

Workforce Study in partnership with Seguin EDC (RWEA effort)

This study provides a data-driven understanding of regional labor trends, skills gaps, and workforce challenges. The findings guide coordinated policy interventions that strengthen talent pipelines and support employer needs across the regional economy.

2. PLANNING AND INFRASTRUCTURE

Downtown Parking Structure

A structured parking facility supports continued downtown growth by increasing capacity for workers, visitors, and future development. This project unlocks higher-value land uses, supports local businesses, and sustains downtown as an economic engine.

Union Pacific Relocation

The City entered a MOU with Union Pacific Railroad to purchase the downtown New Braunfels site and agreed to reimburse certain work to include the design and construction of a new office building and other facilities, as necessary. Design and acquisition funding has been approved and the next requisite approval would be for construction funding of the facility.

Rivermill Project Infrastructure

Infrastructure tied to the Rivermill site supports the redevelopment of a strategically located catalytic property. Advancing this project drives reinvestment, increases tax base growth, and strengthens the City's attractiveness to employers and visitors.

2028/2026 – AAMPO Citywide Pedestrian Project

Matching funds for federally supported pedestrian improvements leverage outside dollars to enhance walkability and safety. Improved non-vehicle mobility boosts retail activity, supports tourism, and strengthens workforce access to jobs.

This project will go to construction in 2026 and needs construction match funding.

AAMPO Gruene Pedestrian Improvements

Matching funds for federally supported pedestrian improvements leverage outside dollars to enhance walkability and safety. Improved non-vehicle mobility boosts retail activity, supports tourism, and strengthens workforce access to jobs.

Helping to ensure high-quality pedestrian infrastructure in the Gruene area supports one of New Braunfels' signature tourism districts. Enhanced mobility and visitor experience translate directly into higher spending and local business success.

South Castell Avenue Corridor

Designing South Castell positions the corridor for future reinvestment, improved circulation, and redevelopment. Modernizing this major spine enhances downtown access and supports adjacent economic activity.

Streets and Utility Design Master Plan

Unified design standards help ensure consistent quality, aesthetics, and utility readiness across downtown. This reduces development uncertainty and supports more coordinated, high-quality investment.

San Antonio & Spur Streets Corridor (West End)

Upgrading key connectors enhances multimodal mobility and strengthens redevelopment opportunities. These improvements support business access, placemaking, and corridor revitalization.

FM306 bridge for Pedestrian/Bicycles

This project would construct a pedestrian/bike bridge over FM306 to connect with the existing trail network around Goodwin Lane. It also would provide a key connection between a planned trail project at Waterway Lane from Old FM306 to Gruene Road. The planned Waterway Lane trail has received preliminary funding support from the AAMPO and is proceeding forward with final design.

Airport Infrastructure

The airport is an enterprise fund, meaning that it does not receive general property or sales tax revenue support. Revenues generated at the airport through the leasing of land and the provision of goods and services are the primary revenue sources. Significant and ongoing capital needs in infrastructure and expanded facilities to meet ongoing and growing demand outpacing the airport's ability to self-sustain and fund those needed investments. As such, investments in airport infrastructure strengthen the City's logistics, business aviation, and corporate connectivity advantage. Enhancing airfield readiness positions BAZ as a regional economic catalyst and supports business expansion. In 2019 the city adopted an airport master plan to identify long-term infrastructure and facility investments to position the airport as the premier corporate and business aviation center in the San Antonio-Austin corridor. Many of the projects identified in the master plan - a new air traffic control tower, terminal and FBO facility, new corporate taxiways and aprons, and stormwater and drainage infrastructure construction – have had feasibility studies and planning undertaken since plan adoption. Upcoming potential projects include final design or matching funds for construction of the infrastructure and facility improvements identified in the master plan.

Water Way Lane Trail Connector

The City initially completed a preliminary design for an extension of Waterway Lane as a roadway and presented it at a public meeting in August 2021. However, input from the public during that meeting strongly opposed the development of a roadway segment. Based on that feedback, the City reviewed other options for implementing alternative transportation solutions and worked with consultants to develop a conceptual design for a hike and bike trail from Gruene Road to Old FM 306.

Downtown ROW Enhancements

Upgrading downtown right-of-way improves aesthetics, accessibility, and support for businesses. The Downtown Right-of-Way Enhancements project strengthens the economic productivity of downtown by repairing the broken sidewalk network, closing pedestrian gaps, adding wayfinding, lighting, trees, ADA-compliant crossings, and creating a more coherent and inviting environment for commerce. As documented in the Project Plan, walkability has been repeatedly identified in prior plans—including the 2010 Downtown Plan, Envision New Braunfels, and the AAMPO Walkability Report—as a critical success factor for downtown vitality, retail performance, and business investment. The enhancements

reduce friction for residents and visitors, increase dwell time, and improve business visibility, directly supporting the district's role as the economic and cultural heart of New Braunfels.

Phase 1 - Academy, Market, and Mill Streets – advances shovel-ready plans for targeted street reconstructions that modernize mobility, integrate pedestrian improvements, and prepare corridors for reinvestment. The engineering scope includes roadway reconstruction, ADA upgrades, traffic signal improvements, drainage modifications, and aesthetic elements—all of which enhance safety, visibility, and mobility while addressing aging infrastructure that constrains economic activity. The project's deliberate coordination with utilities, drainage, and existing/planned development ensures that downtown remains competitive for mixed-use, tourism, and business growth by delivering predictable, high-quality infrastructure.

Dry Comal Creek Trail – Segment 1

Trail construction supports many economic and community development goals in New Braunfels. As a community defined by rivers, outdoor recreation, and quality of life, trails reinforce the attributes that attract residents, visitors, and talent to the city. They support economic development by enhancing quality of place. Trails increase property values, stimulate reinvestment along corridors, and make adjacent areas more attractive for housing, retail, and mixed-use development. They improve workforce attraction and retention because access to safe, connected outdoor recreation is a key factor for families, young professionals, and employers deciding where to locate or remain.

Trails also function as mobility infrastructure. In a growing city, trails provide alternative transportation options that connect neighborhoods to schools, parks, downtown, and employment centers.

The NBEDC supported final design of segment 1 of the Dry Comal Creek Trail and the MPO is planning to let the project for construction in the spring of 2026. The MPO will provide 80% of construction costs but the City needs to identify the 20% match to complete the project.

3. ENHANCING SENSE OF PLACE

Spring-fed Pool & Landa Haus

Enhancing these iconic amenities preserves the City's unique character while boosting tourism and local recreation. Strong cultural and recreational assets deepen talent attraction and reinforce New Braunfels' competitive identity.

Comal River Masterplan

A coordinated plan for the river corridor guides sustainable recreation, safety, infrastructure, and stewardship of natural resources and begins to unlock the question of how the river can enhance economic development competitiveness. This enhances one of the region's most significant tourism and placemaking assets.

Dittlinger Mill Project

Infrastructure tied to the Dittlinger Mill site supports the redevelopment of a strategically located catalytic property. Advancing this project drives reinvestment, increases tax base growth, and strengthens the City's attractiveness to employers and visitors. The project is complicated by the presence of flooding conditions and previously identified investments in river and recreation infrastructure.

Downtown Placemaking Initiatives

Tactical and strategic placemaking efforts activate public spaces, support downtown businesses, increase dwell time, and strengthen community identity. Enhanced vibrancy makes the district more attractive for private investment.

HEB Soccer Fields/Camp Comal Athletic Fields

Investing in high-quality recreational facilities enhances youth sports, tourism, and quality of life. These assets draw regional visitors and support family-friendly economic activity. The improvement of HEB and Camp Comal fields were key action steps after the completion of the sports complex in the NBEDC's athletic fields master plan study from 2016.

Zink Street Gateway Intersection

The project reconfigures Zink, Bridge, and Seguin into a roundabout (traffic circle). Traffic circles function as placemaking tools and community gateways by slowing traffic, creating aesthetic focal points with landscaping or art, improving pedestrian/cyclist safety, and establishing distinct entry points for neighborhoods or business districts, transforming intersections from mere crossings into community assets that encourage slower speeds, local identity, and enhanced public space. This supports reinvestment, improves traffic flow, and enhances the district's economic vitality.

4. BUSINESS RECRUITMENT AND RETENTION

Airport Loan Forgiveness

The NBEDC paid for the extension of the corporate taxiway in 2016. Since that investment, four corporate hangars have been constructed. The NBEDC provided half the funds as a grant and the other half ($1.2M) as a 10-year amortizing loan to the airport. The airport has been making that $129,000 annual payment for the last three years. This action would forgive the remaining loan balance and free up $129,000 in annual debt service commitments for the airport to make investments in other projects.

Targeted Incentive Plan for Rivermill and West End

Strategic incentives for these redevelopment areas help overcome financial barriers and accelerate private investment. Unlocking catalytic sites expands the tax base, supports housing and mixed-use development, and strengthens economic mobility. Continued stakeholder engagement in the West End indicates a desire to grow the area into its own unique district.

Industrial Site Readiness Plan

Preparing industrial sites in advance reduces risk for prospective employers and accelerates the recruitment timeline. Identifying needed infrastructure investments, as well as deficits, prepares the NBEDC and prospective private investors to move with greater certainty to completing those investments. Ready-to-build sites are a top factor in corporate decision-making and make New Braunfels more competitive.

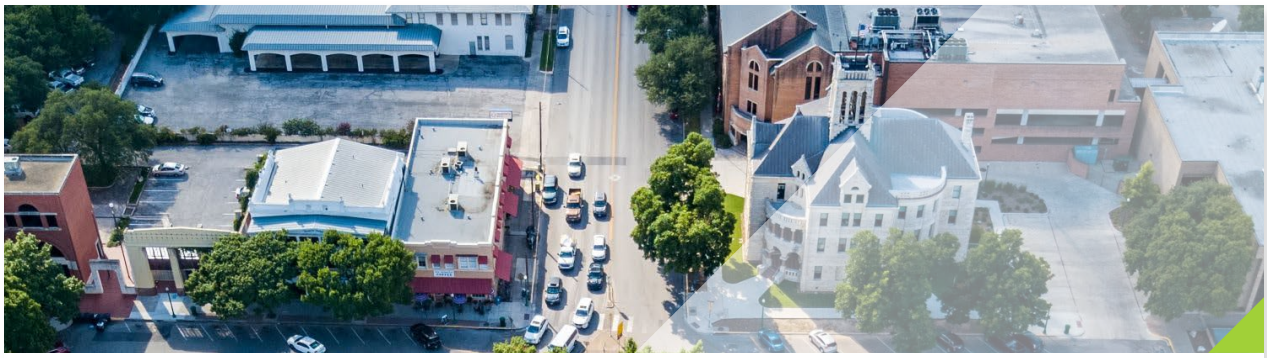
Entrepreneurship Gener8tor and Accelerator Project

Hosting a gener8tor partner program enhances a city's reputation as innovation-oriented and business friendly. For New Braunfels, this would support strategic goals related to innovation, workforce development, and industry diversification by signaling to investors, startups, and talent that the City supports entrepreneurial growth. A gener8tor-style accelerator in New Braunfels would give early-stage founders structured support, mentorship, and investor readiness training that is not easily accessible through generic business workshops or existing systems in the community. This would directly build entrepreneurial capacity and help founders move from concept to scalable business. Programs like the ones offered at gener8tor help keep local talent engaged in the community rather than moving to larger startup hubs and by providing entrepreneurial resources locally, New Braunfels can retain more creative and technical talent in its economy, fostering a self-reinforcing innovation ecosystem.

Continued support for Business Expansion and Relocations

Ongoing support ensures that existing employers remain competitive and that new firms see New Braunfels as a stable and proactive partner. Retention and expansion efforts generate most net new jobs and safeguard long-term fiscal health.

APPENDIX B – ENVIRONMENTAL SCAN AND RETREAT POWERPOINT PRESENTATION



New Braunfels Economic Development Corporation Retreat

November 3, 2025

BerryDunn

City of New Braunfels

Agenda

- Review Environmental Scan
- Identify Strategic Priorities
- Define Strategic Goals
- Prioritize Projects and Initiatives

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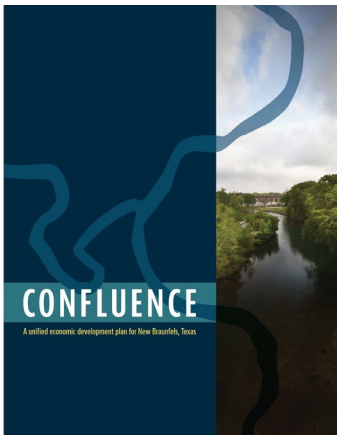
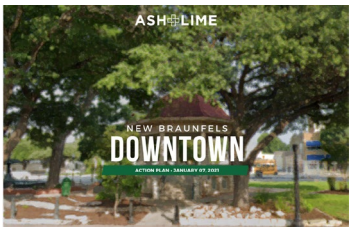
Environmental Scan

BerryDunn 3

Guiding Strategic Plans





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Strategic Framework

Each core vision has its own objectives:

- **Balance jobs, housing, and infrastructure** so residents can live and thrive in a complete community
- **Create and compete for quality jobs** aligned with local skills
- **Bring jobs closer to people** through intentional land use, redevelopment, and mobility improvements

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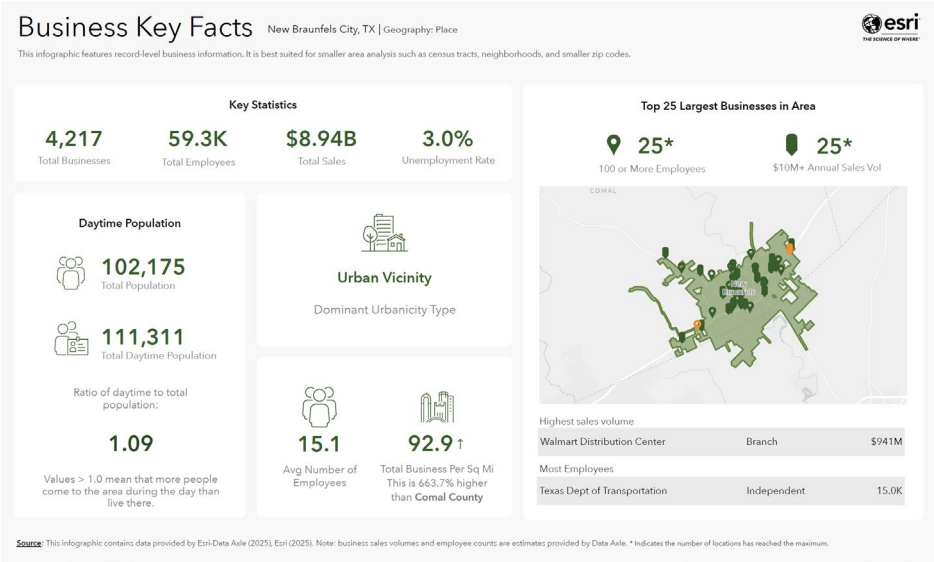
Community Data



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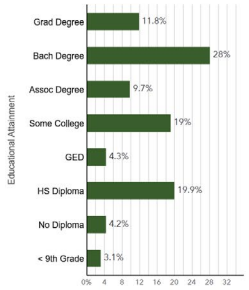
Community Data

Business Key Facts | New Braunfels City, TX | Geography: Place

esri

About the Workforce

15.3%	21.0%	63.7%
Services	Trades/Skilled Labor	Office Based



Tapestry
Top 3 segments by household count

G2 Up and Coming Families >	7,279 | **17.9%**
K6 City Greens >	5,575 | **13.7%**
D3 Modern Minds >	5,469 | **13.5%**
Other	22.3K | **54.9%**

View comparison table

About the Community

2.4%↑	94	3.6%↑
Pop Growth Rate is 391.7% higher than **United States**	Wealth Index Below 100 – **low** Above 100 – **high**	Housing Units Growth Rate is 325% higher than **United States**.

Businesses Per 1,000 Population

Business Categories	New Braunfels...	States Texas	United States of America United States
Restaurants	3.37	2.58	2.45
Health Care & Social Assistance	5.31	3.34	3.76
Retail	5.74	4.41	4.59
Manufacturing	1.10	1.13	1.32
Finance & Insurance	2.19	1.86	1.79
Professional & Tech Services	3.16	3.32	3.60

G2 Up-and-Coming Families
Married Couples
Single Family
Households
Diversity
Age
Income
- Frequently use coupons
- Visit movies, zoos, theme parks
- Use smart home devices and systems
- Have mortgages, credit card balances

K6 City Greens
Married Couples, Singles Living Alone
Single Family
Households
Diversity
Age
Income
- Tend to bank and shop online
- Regularly build retirement savings
- Listen to public radio, online news
- Tend to spend time outside

D3 Modern Minds
Married Couples, Singles Living Alone
Multi-Units, Single Family
Households
Diversity
Age
Income
- Tend to shop online
- Spend on clothing, travel, dining
- Stay connected using social media
- Often opt for active vacations

Source: This infographic contains data provided by Esri-Data Axle (2025), Esri (2025). Note: business sales volumes and employee counts are estimates provided by Data Axle. * Indicates the number of locations has reached the maximum.

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Recent Investments

FY23 Expenditures	
Grant to Texas State Technical College for Equipment to support TxFAME program	$1,000,000
Last Tuber's Exit - final design (CIP)	$161,812
Landa Lake Dam Repair - engineering & design (CIP)	$215,000
Castell Avenue Drainage: Phase 1 - Coll Street Improvements - final design (CIP)	$649,500
Citywide Pedestrian Improvements Phase - final design (CIP)	$260,007
Downtown ROW Enhancements Phase 1 - final design (CIP)	$474,920
Dry Comal Creek Trail Segments 2&3 - feasibility studies (CIP)	$485,584
Zipp Sports Complex Construction (CIP)	$3,500,000
Kohlenberg Road - final design (CIP + Business Support)	$1,308,404
PSA with EPS - feasibility of Gruene 16 property (possible business development effort)	$89,160
Airport North Ramp - construction match with TxDOT	$600,000
Last Tuber's Exit - final design (CIP)	$161,812

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Recent Investments

FY24 Expenditures	
Annual Contract with SPARK Small Business Center	$250,000
Alligator Creek Trail West - Construction (CIP)	$2,000,000
130 Acres of Parkland Acquisition	$8,000,000
Grant to New Braunfels Youth Collaborative - support gym renovations	$1,501,742
Castell Avenue Drainage: Phase 1 - Coll Street - construction (CIP)	$7,200,000
Common Street Pedestrian Improvements - construction (CIP)	$700,000
Last Tuber's Exit - construction (CIP)	$1,200,000
Landa Lake Dam Repair - construction (CIP)	$1,000,000
Citywide Pedestrian Improvements Package 2 - construction (CIP)	$1,300,000
NBU HQ Purchase for future development opportunity	$4,550,000
Add-on for Phase 2 to PSA with EPS for Gruene 16 property	$45,000
Incentive to 210 S. Castell - CoOp Marketplace Project	$4,500,000
AAMPO Citywide Pedestrian Project - final design	$200,000

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Recent Investments

FY25 Expenditures	
Annual Contract with SPARK Small Business Center	$250,000
Downtown ROW Enhancements (landscaping, UGU, Ped Lighting) - additional final design	$200,000
Citywide Pedestrian Improvements Phase 2 - final design (CIP)	$90,000
Kohlenberg Road Intersection Improvements - design & construction (CIP & Business Support)	$1,500,000
Additional Grant funds to Headwaters at the Comal Project	$2,300,000
Escrow & Due Diligence Funding for additional parcels near Gruene 16 project	$75,000
Phase 1 Grant to Northeast Lakeview College - relocation & renovation	$1,200,000
Dry Comal Creek Floodplain Remapping Project (CIP)	$240,000
Additional Grant to Northeast Lakeview College - single phase relocation/renovation	$3,800,000
Incentive to Lefko USA, Inc. (relocation incentive for jobs and investment)	$950,000

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Best Practices and Strategies

- Placemaking
- Workforce Support
- Infrastructure Investment
- Public Private Partnerships
- Incentives

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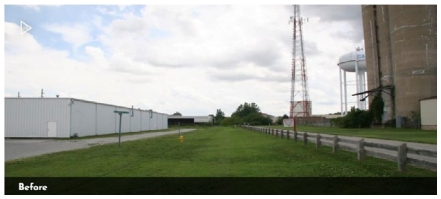
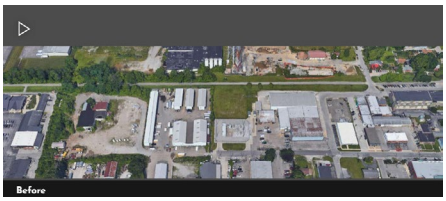
Best Practices - Placemaking

Carmel, Indiana





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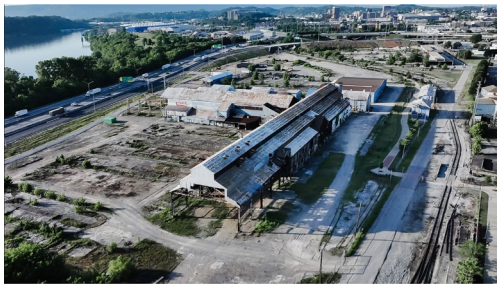
Best Practices – Placemaking and PPP

Chattanooga, Tennessee



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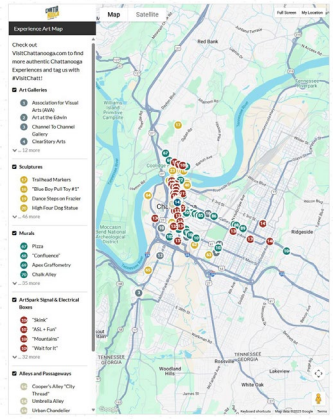
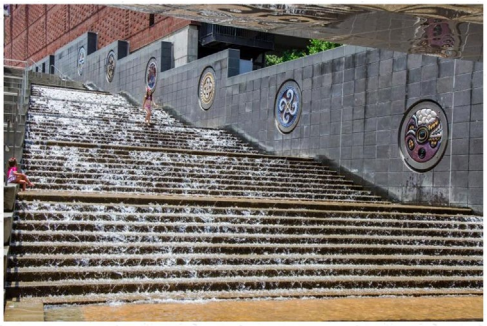
Best Practices – Placemaking and Public Art

Chattanooga, Tennessee





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Best Practices – Placemaking and Infrastructure

Greenville, South Carolina

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Best Practices – Workforce Support

Marion County, South Carolina Workforce Training

Marion offers and coordinates customized job training opportunities for new and existing companies through a network of schools, colleges, universities and training facilities.

Marion County has its own technical education center for high school students as well as a new workforce development center, which provides opportunities to prepare for the workplace or continue further technical training at a technical college or university.

Other programs include ReadySC and ApprenticeshipCarolina, which offer customized solutions for publicly funded and customized workforce training programs.

Marion COUNTY SOUTH CAROLINA | ECONOMIC DEVELOPMENT COMMISSION

ACT Work Ready Communities
MARION
SOUTH CAROLINA
CERTIFIED APR 2015

Status History:
Certified: Apr 2015

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Best Practices – Workforce Support

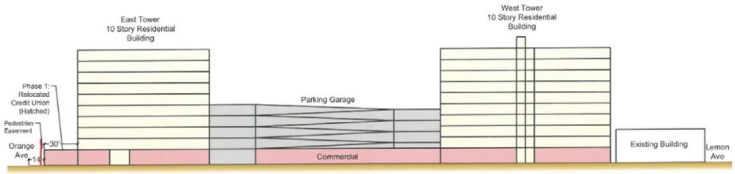
Sarasota, Florida

First Street - Attainable Workforce Housing Project

The proposed development will use the City's new downtown affordable housing density bonus and the State of Florida Live Local Act for the initiative, which will include:

- Two 12-story buildings with a total of ± 192 residential units
- ± 15,100 square feet of ground floor commercial space
- Parking garage with three levels and ± 280 spaces
- 12 surface parking spaces
- ± 7 on-street parking spaces

Ground floor commercial space in each building will be sold with proceeds paying down a revenue bond that will be issued for the estimated $70-80 million construction costs.



Best Practices – Workforce Support

Missoula, Montana

The Scott Street Ravara mixed-use, mixed-income development is planned on a portion of the former White Pine Sash facility in the Northside neighborhood.

The project includes 89 home ownership units on a 3-acre Community Land Trust. An estimated 53 percent of the home ownership units will be income restricted for households earning 120 percent of Area Median Income and below. The adjacent 5 acres is master planned for up to 220 housing units and an estimated 30,000 square feet of commercial space.

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Best Practices – Workforce Support

Crawfordsville, Indiana Childcare Center

City identified childcare as a major barrier to workforce participation during business recruitment and expansion efforts.

Formed a local taskforce to address childcare challenges.

Developed an early learning center to serve 124 children in partnership with public and private entities with an investment of $5 million.

Montgomery County Early Learning Center

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Interview Themes

- Economy is strong and growing, but not as strong as in prior years. Sales tax is flat, and there are challenges with housing and the labor market
- Recent accomplishments include investments in infrastructure, trails, sidewalks and parks and the successful recruitment of major employers
- Placemaking is vital for attracting residents and businesses, and should be done in a way the fits the New Braunfels context
- Opportunities include diversifying industry mix, investing in infrastructure, and supporting workforce needs

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Discussion

What did the information reveal to you? What stood out in the presentation?

Did you learn anything new?

What themes are the most important in shaping your thinking about the strategic direction of the NBEDC?

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Strategic Priorities

Strategic Priorities are the key areas of focus for an organization.

These priorities refer to the small number of focal points critical to achieving your mission and realizing your vision.

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Vision Statements Guiding our Work

CONFLUENCE
A unified economic development plan for New Braunfels, Texas

City of New Braunfels

The City of New Braunfels is a vibrant and inviting place where people enjoy meaningful community connections, unique cultural opportunities, and an exceptional quality of life surrounded by world class natural resources.

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Plan Priority Areas Guiding our Work

CONFLUENCE
A unified economic development plan for New Braunfels, Texas

- Attract Quality Jobs in Target Industries
- Create Competitive Office and Industrial Spaces
- Support the Success of Startups
- Align and Optimize the Workforce
- Improve Mobility and Transportation Options
- Execute Proactive Land Use and Development Strategies

City of New Braunfels

- Economic Mobility
- Community Identity
- Enhanced Connectivity
- Community Well-Being
- Organizational Excellence

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Activity

Develop Strategic Priorities

Individually

- Based on what we learned from the environmental scan and what you know about the community what are the priority areas that should guide us over the next five years?
- Write down your initial thoughts.
- Decide on the ideas you want to report out

Questions to Consider:

- What should be the key areas of focus?
- What areas will align the NBEDC board's work with the guiding strategic planning documents?
- Do the examples align to the broad needs of the community?
- What are the greatest areas of need?

Outcome: Develop strategic priority areas.

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Strategic Goal Statements

GOAL

Strategic goal statements are long-term, broad, continuous statements that define the strategic priority and how you will make progress toward your vision.

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Example Goal Statements

CONFLUENCE
A unified economic development plan for New Braunfels, Texas

City of New Braunfels

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.

Enhanced Connectivity:

Coordinate land use with strategic investments in multimodal transportation, so residents and visitors can travel safely and easily throughout the City.

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Activity

Develop Goal Statements

Individually

- Based on what we learned from the environmental scan and what you know about the community what are the priority areas that should guide us over the next five years?
- Write down your initial thoughts.
- Decide on the ideas you want to report out

Questions to Consider:

- What result do you want to achieve in each priority area?
- What does success look like?

Outcome: Develop strategic goals.

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Project Prioritization

Now that we have draft priorities and goals, what are the types of projects and initiatives that the EDC should fund?

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Funding Opportunities

- Can support projects directly and indirectly
  - Direct examples includes incentives directly to a specific project and assuming public infrastructures costs
  - Indirect examples include funding plans, studies, and design to lay groundwork for future capital investment
- Projects identified from previous planning, engagement, input efforts or they are ideas/new programs*
- Projects can be organized by strategic priority, urgency, leverage, complexity and/or timeframe
- Projects tied to other opportunities – private sector leverage
- Projects "unlock" other opportunities for investment or priority
- Short-term vs Long-term buckets
  - Quick wins within 12-18 months vs. Long-term positioning and capital commitments

TERRACED GROUTED STONE ALONG NORTH BANK

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Eligible Projects

Downtown Centric Enhancements
Downtown Right-of-Way Enhancements *Includes Landscaping, Ped Lighting, & UG Conversions*
S. Castell Avenue Corridor (Phase 2) *From Bridge St. to Coll St., Coll St. to Garden St., & Garden St. to John St*
S. Castell Avenue Corridor (Phase 3) *From John St. to Elm St. and Elm St. to Business 35.* *Zink Roundabout – Final Design and Construction Match*
DT/West End Lighting, Trees and tree wells*
Dittlinger Mill Support
Mainzer
River Mill Improvements
Civic/Convention Center Expansion/Hotel
Underground Utility Master Plan*
Downtown Parking Facilities

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Eligible Projects

Park Enhancements and Expansion
Community Park Development (NW Area)
Dry Comal Greenway Trail (Segments 2)
Mission Hill Park Phase 2
Olympic Pool & Bathhouse Renovation
Tier 1 Park Enhancements
Zipp Family Sports Park (Phase 2)
Alligator Creek Linear Park & Trail - Western Connection
Alligator Creek Trail (East)
Comal River Area Improvements (Tube Chute, Hinman Island, Prince Solms, etc.)
Callen's Castle Park
Camp Comal Park Development
Cypress Bend Park Renovation

Park Enhancements and Expansion
Landa Haus - renovations
Recreation Center 2
Spring Fed Pool Master Plan
Landa Park Circulation
Athletic Fields Renovations (HEB, Camp Comal, Fred Fields)
Guadalupe River Park - Phase 1 - Fair Ln. Realignment
Faust Street Bridge Rehab
Guadalupe River Park - Park
Pickleball Facility

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Eligible Projects

Workforce Support Infrastructure
TX Fame Scholarships for local businesses*
Workforce Housing Annual Commitment*
Joint Workforce Study w/ Seguin EDC (RWEA)
Early Childhood Education Commitment
Entrepreneurship initiatives*

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Eligible Projects

West End Master Plan Improvements
Engineering/design of ROW improvements - West End
Drainage improvements - West End
Incentives Fund for West End Businesses*
Construction/design/match for ROW improvements
Aesthetic/open space improvements*

SPUR STREET - DRAFT CONCEPTUAL LAYOUT

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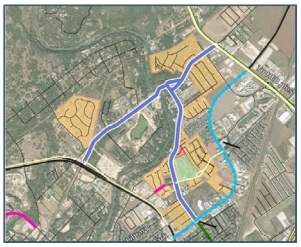
Eligible Projects

Miscellaneous Economic Development Projects
Gruene Pedestrian Improvements - Design and Match
Business Park Infrastructure Support*
Guadalupe River Master Plan
Rivers and Adjacent Properties Master Plan*
Prince Solms Master Plan*
Comal River Master Plan*
Business 35 Corridor Plan*
Broadband Enhancement (Downtown & KBAZ)
Comal County Fairgrounds/Association Property Redevelopment
Dry Comal Creek Trail Phase 1 - Construction
Dry Comal Creek Trail Phase 2 and 3 – Property Acquisition



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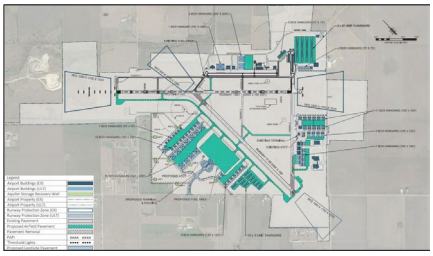
Eligible Projects

Airport Improvements
Air Traffic Control Tower (Site Study & Final Design/Construction)
North Ramp Replacement
Terminal Feasibility Study
Perimeter Fence
Master Drainage Plan (Airport)
Airport-West Side Infrastructure & Improvements
Runway Extensions & Improvements
Airside Improvements
Fuel Farm Expansion
Loan Forgiveness
Airport CO Repayments (annual)
Runway/Taxiway Rehabilitation (Design & Construction)
Airport Infrastructure Analysis
T-hangar infrastructure

AIR TRAFFIC CONTROL TOWER RENDERING PREPARED BY PGAL, AUGUST 2025



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Activity

Project Prioritization

Individually

- Based on everything we have discussed, what are the priorities for NBEDC expenditures over the next year? The next five years?
- Write down your initial thoughts.
- Decide on the ideas you want to report out

Questions to Consider:

- Where are the greatest needs?
- What will have the biggest impact?
- What are the needs from a timing perspective?
- What excites you?
- What's missing?

Outcome: Prioritize future investments in the community.

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Next Steps

- BerryDunn will compile and document the results of this conversation into an Outcomes Report
- We will review this report with you all January 15, 2026, at your regular meeting
- Once final, we will craft a recommendations presentation to the City Council

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