



ECONOMIC DEVELOPMENT STRATEGIC PLAN (2022)

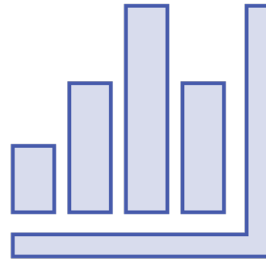
Greater New Braunfels

Strategic Planning Process

1. ENGAGEMENT (January – February)



2. ASSESSMENT (February – March)



3. PLANNING (March – April)



Stakeholder Engagement

305 survey responses

16 interviews

5 Advisory Team meetings

Assessment

Evaluate **performance relative to the region, state, and nation**

Identify the **opportunities and threats** confronting Greater New Braunfels and its economy today

Articulate where **stakeholders want to see improvement** and where investors expect a return



COMMUNITY ASSESSMENT (2022)

Greater New Braunfels

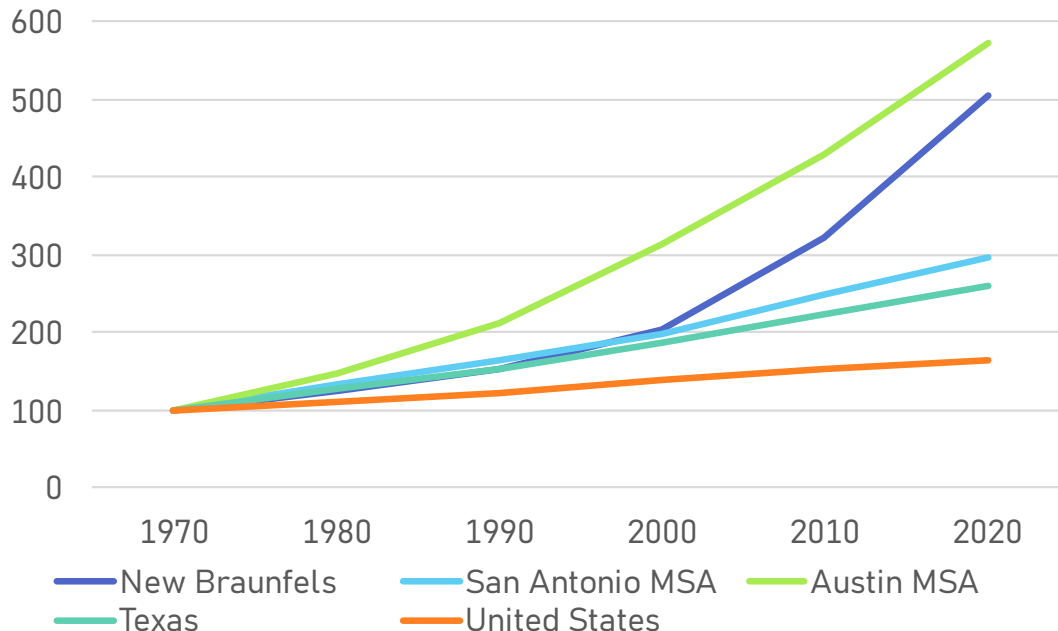
Population Dynamics: Growth & Change

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

Population Growth (2010 – 2020)

	2010	2020	Net Change	% Change
New Braunfels	57,740	90,403	32,663	57%
San Antonio MSA	2,142,508	2,558,143	415,635	19%
Austin MSA	1,716,289	2,283,371	567,082	33%
Texas	25,145,561	29,145,505	3,999,944	16%
United States	308,745,538	331,449,281	22,703,743	7%

Population Index (1970 Population = 100)



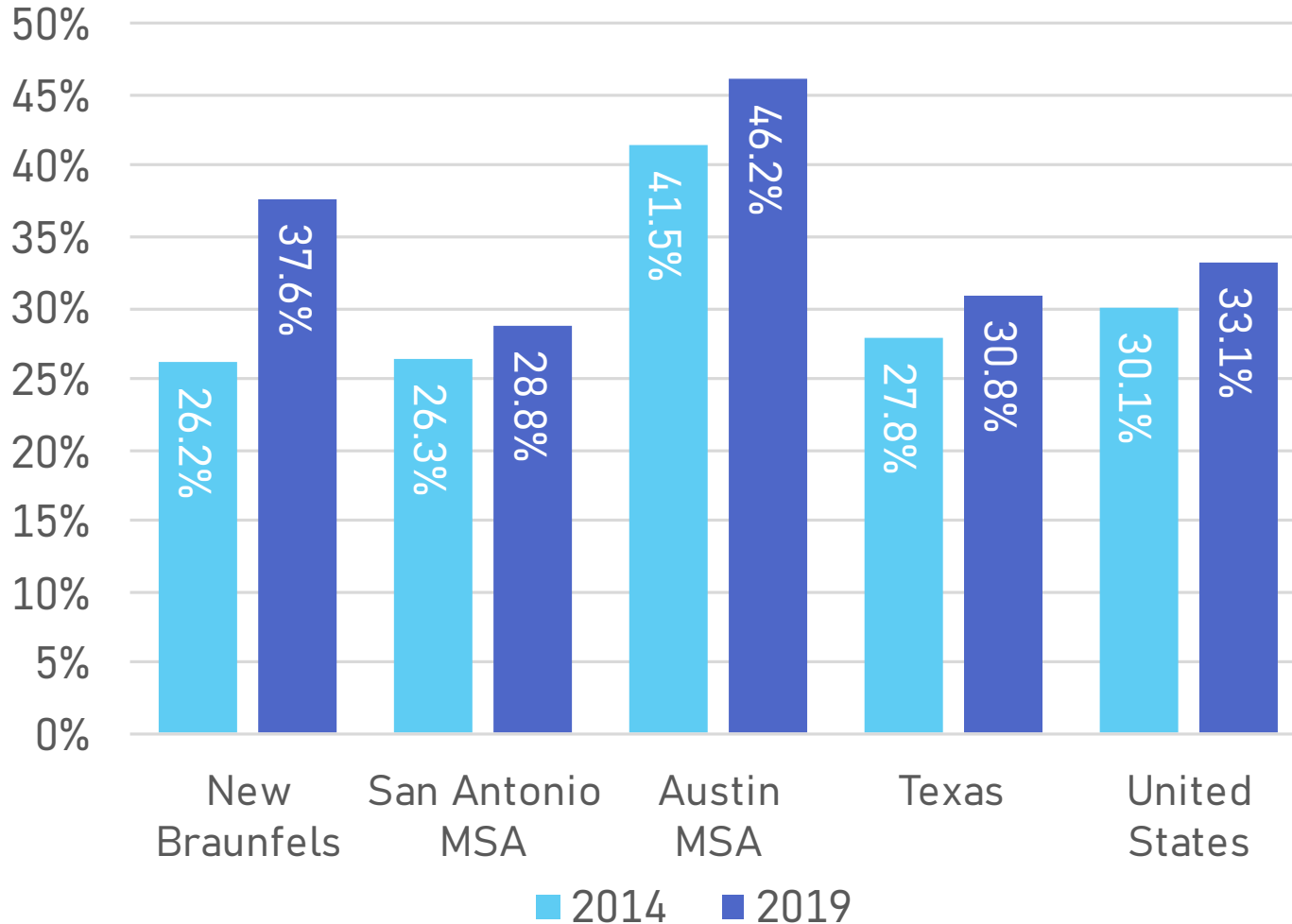
Top Sources of Net Migration, Comal County (2014 – 2019)

Bexar County, TX	8,682
Harris County, TX	1,645
Guadalupe County, TX	1,520
Hays County, TX	1,495
Travis County, TX	593
Nueces County, TX	424
Fort Bend County, TX	402
Montgomery County, TX	311
Collin County, TX	299
Riverside County, CA	283
Tarrant County, TX	271
Williamson County, TX	266
San Diego County, CA	256
Brazoria County, TX	242
Galveston County, TX	228
Los Angeles County, CA	225
Hidalgo County, TX	224
El Paso County, TX	190
Victoria County, TX	186
Webb County, TX	179

Population Dynamics: Growth & Change

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: Growth & Change

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

Population Growth by Age (2014 – 2019)

	New Braunfels	I-35 Mega Region	New Braunfels vs. Mega Region
Under 18	33%	6%	5.1x
18-24	13%	6%	2.2x
25-44	48%	15%	3.3x
45-64	34%	10%	3.4x
65+	55%	27%	2.0x
Total	38%	12%	3.2x

406 Average annual population growth, 5-10 year-olds (2014-2019)

466 Average enrollment at NBISD elementary campuses (2020)

Quality of Life: Resident Perspectives

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

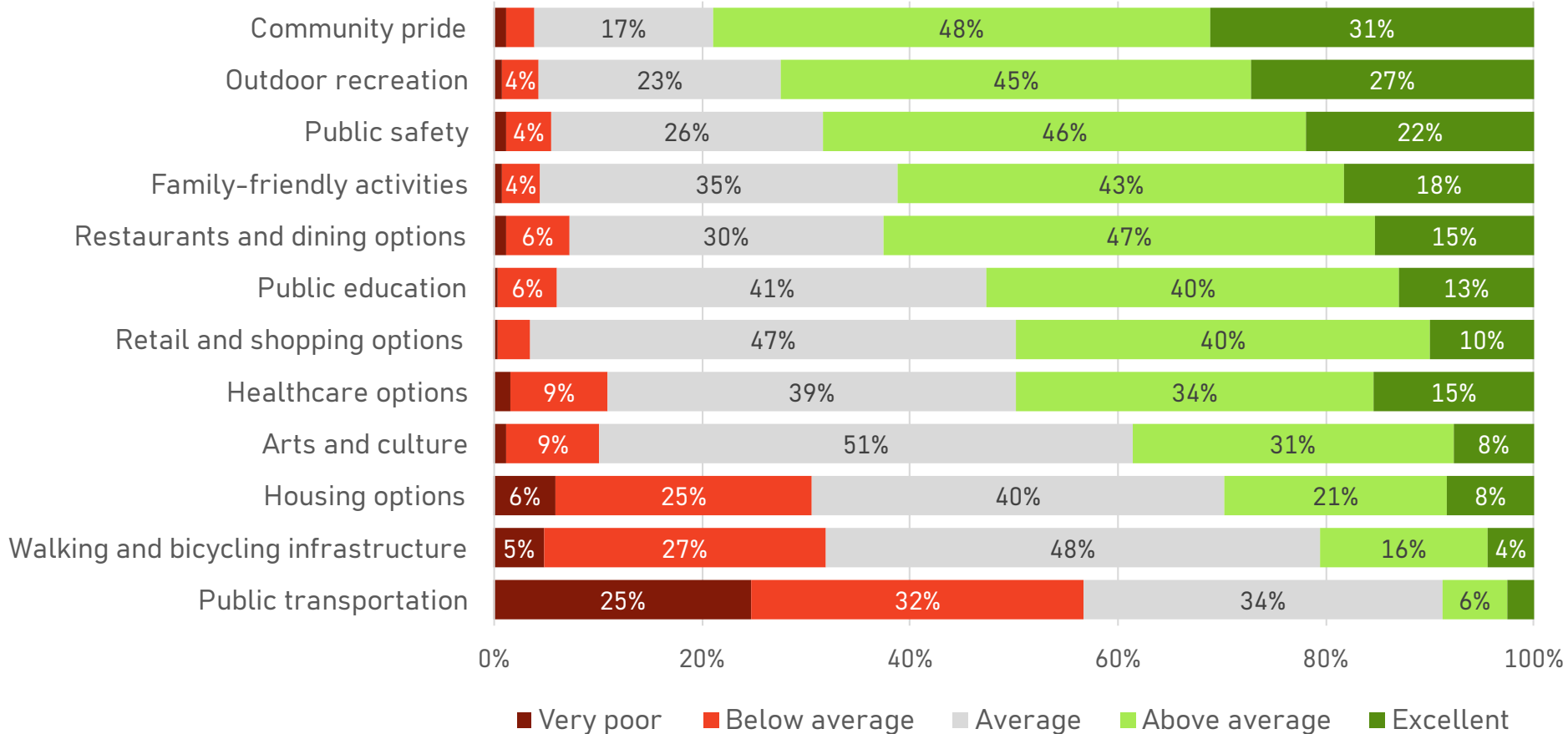
Greater New Braunfels Business Survey (2022): *“What do you think are the community's greatest strengths or assets as a place to live and work?”*



Quality of Life: Resident Perspectives

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

Greater New Braunfels Business Survey (2022): *“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.”*



Commuting Trends: Resident Skills & Worker Movement

Is true that we have a net inflow of lower-wage workers and a net outflow of higher-wage workers?

Commuting Trends: Inflow & Outflow of Workers by Annual Earnings (2019)

Workers Earning > \$40,000



Net Outflow **-3,163** (2019)

Net Outflow **-2,424** (2014)

78% of residents leave for work

Workers Earning < \$40,000



Net Inflow **+5,795** (2019)

Net Inflow **+4,097** (2014)

61% of residents leave for work

0.89

jobs per employed resident (2020)

up from **0.78** (2010)

Commuting Trends: Resident Skills & Worker Movement

Who is leaving our community each day for work? Who is coming? What does this imply strategically?

Net Commuters by Occupation (2020), Greater New Braunfels*

*Zip Codes 78130, 78131, 78132, 78135

Occupation	Net Commuters	Average Earnings
Top Outbound Occupations (Net Outflow of Workers)		
Business Operations Specialists	(518)	\$77,431
Computer Occupations	(456)	\$84,660
Postsecondary Teachers	(338)	\$67,929
Military Occupations	(251)	\$34,990
Other Management Occupations	(238)	\$80,367
Financial Specialists	(219)	\$77,726
Secretaries & Admin. Assistants	(203)	\$36,879
Engineers	(197)	\$97,196
Other Office & Admin. Support	(191)	\$35,675
Operations Specialties Managers	(161)	\$116,872
Top Inbound Occupations (Net Inflow of Workers)		
Motor Vehicle Operators	172	\$44,436
Retail Sales Workers	136	\$27,613
Personal Appearance Workers	84	\$30,882
Grounds Maintenance Workers	54	\$30,830
Material Moving Workers	50	\$33,041

Job Growth & Economic Composition

Is there evidence of momentum in our economy that supports our vision of a more balanced economy?

Job Growth by Sector, Greater New Braunfels (2011 – 2021)

Industry	Jobs (2021)	Net Job Growth (10 Year)	% Job Growth (10 Year)	Location Quotient (2021)
Retail Trade	6,734	2,184	48%	1.41
Health Care & Social Assistance	6,406	2,183	52%	0.98
Accommodation & Food Services	5,774	1,623	39%	1.63
Government	5,406	1,271	31%	0.72
Construction	4,410	2,302	109%	1.54
Admin. & Support Services	3,293	2,030	161%	1.10
Other Services (exc. Pub. Admin.)	2,842	887	45%	1.11
Manufacturing	2,508	837	50%	0.65
Professional, Sci., Tech. Services	2,462	1,186	93%	0.72
Transportation & Warehousing	2,078	909	78%	1.02
Wholesale Trade	1,951	(985)	(34%)	1.09
Finance & Insurance	1,172	373	47%	0.56
Real Estate & Rental & Leasing	925	447	94%	1.09
Arts, Entertainment, & Recreation	878	261	42%	1.24
Mining, Quarrying, Oil & Gas	710	368	108%	4.13
Management of Companies (HQs)	543	203	60%	0.75
Educational Services (Private)	524	244	87%	0.41
Information	510	191	60%	0.57
Utilities	198	96	94%	1.16
Agriculture, Forestry, Fishing, etc.	73	14	24%	0.12
Total, all industry sectors	49,416	16,640	51%	

Site Selection: Workforce Access on the I-35 Corridor

How can we leverage our location to strategically support our economic vision and prosperity?

Most Important Site Location Factors, 2020

(change in ranking since 2010), *Area Development*

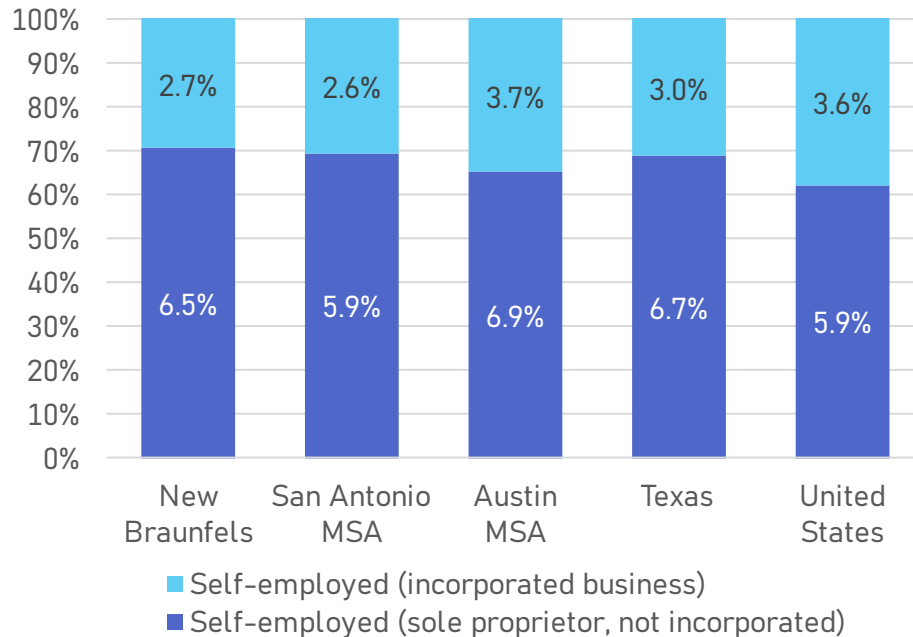
1. Availability of skilled labor (+2)
2. Highway accessibility (-1)
3. Energy availability and costs (+5)
4. Quality of life (NR)
5. Labor costs (-3)
6. Occupancy or construction costs (-1)
7. Corporate tax rate (-3)
8. Tax exemptions (-1)
9. State and local incentives (-3)
10. Transportation costs (NR)

Small Business & Entrepreneurship

Are we an inherently entrepreneurial place? How do we stack up in terms of startup activity?

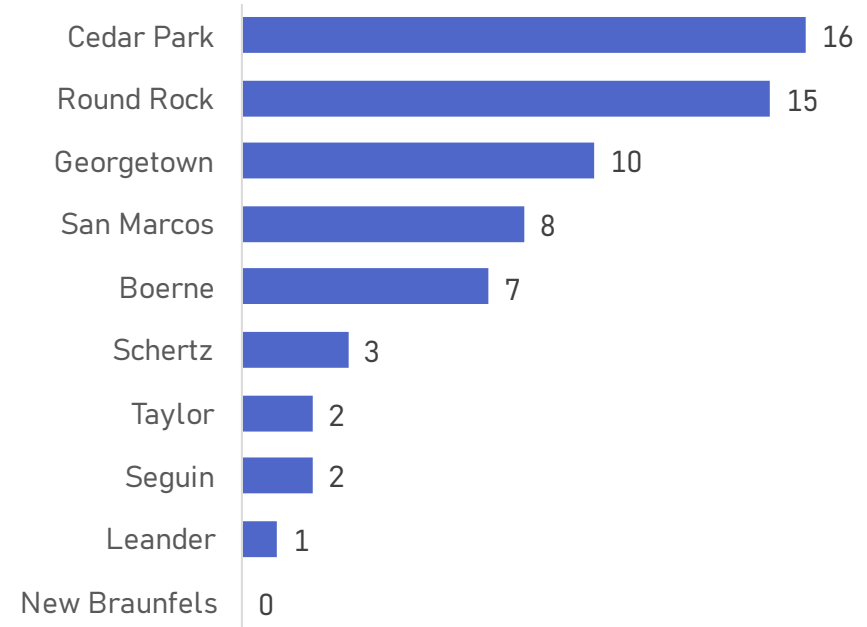
Self-Employment as Share of Total Employment* (2019)

*employed residents aged 16 and over



of Companies Receiving Funding (03/12-03/22)*

*e.g., seed, early stage, private equity, debt financing, etc.





ECONOMIC DEVELOPMENT STRATEGIC PLAN (2022)

Greater New Braunfels

VISION & OBJECTIVES

vision & objectives

The Community Assessment (2022) revealed that there is both opportunity and urgency to strengthen alignment between Greater New Braunfels' **economic vision** and its **community vision**. This opportunity and the urgency that accompanies it compels a clear **development vision** to guide the ways that the community will grow and change amidst an ever-increasing demand for and a rapidly-declining supply of developable land.

These **three visions** and their supporting **objectives** provide a **strategic framework** which economic development partners can utilize to evaluate the opportunities and investments that present themselves to the community in the years ahead. In this regard, they provide a lens through which various partners can critically evaluate new programs, services, incentives, and other investments for their alignment with the community's Economic Development Strategic Plan.

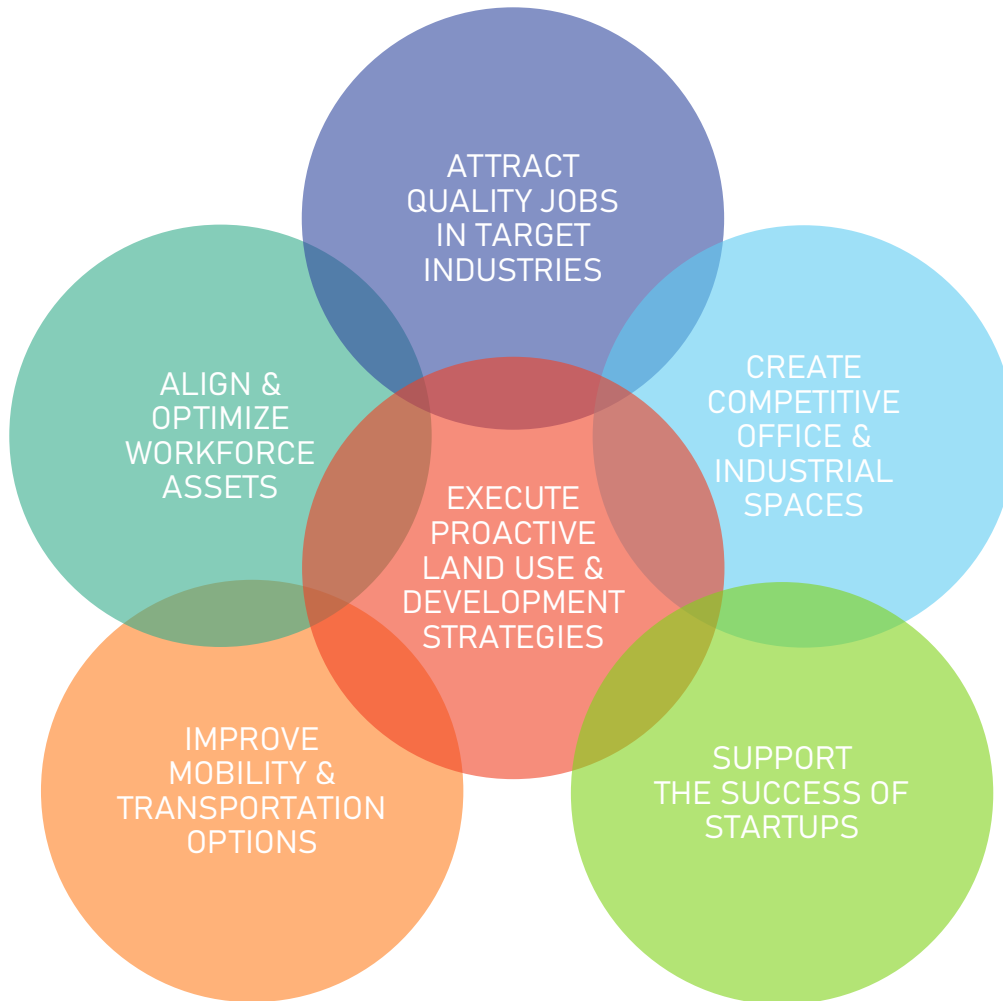
strategic priorities

The **strategic framework** helps support the community's *flexibility and responsiveness* to new opportunities. Accompanying this framework are **six strategic priorities** that help focus the community's *proactive and intentional* investments which should receive immediate and purposeful attention from partners in the years ahead.

strategic framework



STRATEGIC PRIORITIES



1. Attract Quality Jobs in Target Industries
2. Create Competitive Office & Industrial Spaces
3. Support the Success of Startups
4. Align & Optimize Workforce Assets
5. Improve Mobility & Transportation Options
6. Execute Proactive Land Use & Development Strategies



www.mtarleton.com

matt@mtarleton.com

[678.602.3983](tel:678.602.3983)