MINUTES

UNIVERSAL CITY ECONOMIC DEVELOPMENT CORPORATION OF THE CITY OF UNIVERSAL CITY, TEXAS

Regular Meeting, Thursday, October 9, 2025 @ 5:00 PM

1. **CALL TO ORDER: PRESIDENT DICK CROW**
   President Crow at 5:00 p.m.

2. **QUORUM CHECK: SECRETARY ROLAND HINOJOSA**
   Roland Hinojosa, Secretary

   Present:
   President Richard Crow
   Vice President Leonard Dagg
   Treasurer Mark Dunlop
   Director Christina Fitzpatrick
   Director Bear Goolsby
   Secretary Roland Hinojosa
   Director Bryan Kuhlmann

   Staff Present:
   Kim Turner, City Manager
   Michael Cassata, Development Services & EDC Director
   Christine Green, Finance Director
   Kathy Williams, Communications Director
   Robert Sam, Multimedia Producer
   Marisa Allen, Marketing Assistant
   Daniel Grove, Multi-Media Content Manager
   Maribel Garcia, City Clerk

   Mr. Hinojosa noted a quorum was present.

3. **INTRODUCTION OF GUESTS:**
   President Crow welcomed all of those present for the meeting.

4. **OLD BUSINESS:**

   a. **Minutes of the 11 September 2025 Regular Meeting**
   Mr. Goolsby moved to approve the minutes of the last meeting. Mr. Dagg seconded the motion.

   Vote: Yeas: Goolsby, Dagg, Crow, Dunlop, Fitzpatrick, Hinojosa, Kuhlmann
   Nays: None
   Motion to approve carried.

   b. **Financial Report**

   1. **Accountant Reports**
   2. **Bills to Be Paid and Transfers**
   3. **Expected Incoming Expenses**

   Mr. Cassata gave the Financial Report.

   Mr. Hinojosa moved to approve the Financial Report. Mr. Goolsby seconded the motion.

   Vote: Yeas: Hinojosa, Goolsby, Crow, Dagg, Dunlop, Fitzpatrick, Kuhlmann
   Nays: None
   Motion to approve carried.

5. **NEW BUSINESS:**

   a. **Consider a sponsorship related to the Alamo Community Disc Club annual event.**
   Mr. Cassata reminded the Board that this is the annual disc golf tournament that is hosted at the Universal City disc golf park.

   Ms. Amy Monahan, President of the Alamo Community Disc Club, gave a presentation on the disc golf tournament. This would be the tournament's 23rd year and 4th year being an A-tier disc golf event. The event is estimated to attract over 300 players plus families and caddies. 42% of players attend from outside the greater San Antonio area, many of whom stayed in Universal City for the event. Ms. Monahan noted that the EDC was a platinum sponsor at $5,000 last year. She reviewed the economic impacts of the tournament. The tournament hosted a "players' party" at Screamin' Chameleon, a UC business. This year, the disc club plans to do a social before the event at JT's Sports Bar. She reviewed the marketing that was included with the platinum sponsorship, including a banner at the players' party, two UC swag items, the UC logo on all tee signs, and UC hotel location information included with registration.

Mr. Kuhlmann thanked Ms. Monahan for her presentation and for making the economic benefits clear.

Mr. Hinojosa gained clarification regarding attendance.

Mr. Kuhlmann moved to approve platinum level sponsorship of the event at $5,000. Mr. Dagg seconded the motion.

Vote: Yeas: **Kuhlmann, Dagg, Crow, Dunlop, Fitzpatrick, Goolsby, Hinojosa, Kuhlmann**
Nays: **None**
Motion to approve carried.

b. **Consider a sponsorship related to the Texas Tri-County Chamber of Commerce City Partnership mural at 216 Pat Booker Road, Suite 220.**
Mr. Cassata explained that the Tri-County Chamber of Commerce recently located their office in the Aviation District at 216 Pat Booker Road, Suite 220. They wished to paint a mural on the side of the building as a way to build community identity with the cities they represent. They are requesting a contribution from each municipality in the amount of $1,100.

President Crow gained clarification regarding the content of the mural.

Mr. Goolsby moved to approve a sponsorship of $1,100 for the mural. Mr. Hinojosa seconded the motion.

Vote: Yeas: **Goolsby, Hinojosa, Crow, Dagg, Dunlop, Fitzpatrick, Kuhlmann**
Nays: **None**
Motion to approve carried.

c. **Discuss & Consider Resolution 2025-8: A Resolution of the Board of Directors of the Universal City Economic Development Corporation approving the performance agreement with Randolph Plaza Shopping Center LLC for an economic development incentive in exchange for the improvement of a commercially zoned property located at 850 – 1014 Pat Booker Road.**
Mr. Cassata explained that the SIP proposal was to replace the tile awning along the front of the Randolph Plaza strip center with standing seam metal. He noted that the existing tile was damaged and is no longer available. He stated that Mr. Boemecke, the property owner, provided three quotes for the project and would like to use Bravo Roofing for a total improvement cost of $52,272. Mr. Cassata presented photos of the current state of the roof awning and the proposed upgrades.

Mr. Kuhlmann gained clarification that the improvement would only be to the facade and not to the roof structure.

Mr. Boemecke expressed concern regarding the roofing tiles due to a recent windstorm that took some tiles down.

Mr. Dagg opined that the project would be an aesthetic improvement.

Mr. Goolsby and Mr. Kuhlmann felt this was a great use for the SIP given that it is a legacy business and a highly-traveled area.

Mr. Kuhlmann moved to approve the SIP for $35,000 of EDC contribution. Mr. Dunlop seconded the motion.

Vote: Yeas: Kuhlmann, Dunlop, Crow, Dagg, Fitzpatrick, Goolsby, Hinojosa
Nays: None
Motion to approve carried.

d. **Discuss & Consider Resolution 2025-9: A Resolution of the Board of Directors of the Universal City Economic Development Corporation approving an economic development project for the improvement of public infrastructure adjacent to commercially zoned properties located at 1833 Pat Booker Road and 1980 Universal City Boulevard.**

Mr. Cassata clarified the location of the project. He said this project would help develop the property behind the existing strip center, which is a vacant property. He reviewed the challenges of the property for retail given the location and shape of the lot. Staff had suggested using the property for a food truck park, which was deemed economically viable. To make this a feasible project, public improvements would be required, including installing/extending the sidewalk to connect the adjacent apartments to the UC Blvd/Pat Booker intersection, relocating or reconstructing two driveways, removing one existing driveway, and installing a fire hydrant to service the establishment. He presented a proposed layout for a food truck park that complies with the requirements in the Municipal Code. The total cost of public improvements comes to $124,275.62 that includes a 10% contingency.

Mr. Kuhlmann gained clarification regarding the proposed entrance updates and fire hydrant capacity. He expressed concern regarding traffic.

Following inquiries, Mr. Cassata reviewed the costs of the project and the viability of establishing a food truck park. He also reviewed the proposed location of the restrooms.

Ms. Fitzpatrick recused herself.

Regarding Resolution No. 2025-9, Mr. Kuhlmann moved to approve the Board Resolution related to the Pat Booker Road - Universal City Boulevard Southeast Project for targeted infrastructure improvements to promote new business development. Given this is a public improvement project, he moved to approve up to a maximum of $124,275.62 with contingencies to be contingent upon the actual requirement. Mr. Goolsby seconded the motion.

Vote: Yeas: Kuhlmann, Goolsby, Crow, Dagg, Dunlop, Hinojosa
Nays: None
Motion to approve carried.

e. **Presentation related to EDC projects and EDC business communications.**

Mrs. Turner reviewed the last 26 years of EDC impacts on various projects throughout the City. She stated that the EDC has been the "heart of progress" in Universal City. She began by reviewing projects in the Northlake Business Park. The land was donated to the City and was subsequently given to the EDC for development. The EDC began communication and coordination with the Air Force, master planned the land, installed utilities and upgraded drainage, reconstructed existing roads and constructed several new roads, built monument signs, and finally marketed and sold the land. For the marketing and sale of the land, the EDC built the City's first website. They also participated in traditional marketing, created an incentive program and partnered with Investment Realty Corporation to market the land across the country. Results of efforts for the Northlake Business Park included: 22 parcels sold, 712,926 square feet of development, and $60,341,000 of property valuation in Fiscal Year 2025 which results in $319,807 in ad valorem tax for the City at the FY 2025 tax rate - this amount of ad valorem revenue is the equivalent to 205 single-family homes.

Mrs. Turner then reviewed the Pat Booker Road upgrades and revitalization efforts. The projects began with community workshops asking "what would it take to improve Pat Booker Road?" This resulted in five areas of improvement: safety, access, appearance, governance, and commerce. Over the next few years, the EDC gathered money from EDC Bonds, a TEA 21 grant, TXDoT, MPO and CPS. The projects included adding sidewalks and bicycle lanes, closing and updating driveways, updating water lines and drainage, adding landscaping and irrigation, installing 77 streetlights, relocating utility poles to the alley for a cleaner look, and having an integrated traffic signal system (wires to metal). Mrs. Turner reviewed all the intergovernmental and interagency work that was conducted by the EDC and the City for this project. Following the completion of the project, the EDC won the Texas Downtown Association award for Best Physical Improvement to a Downtown and the Texas Society of Engineers award for Transportation: Intermodal Facilities.

Mrs. Turner reviewed the Storefront Improvement Program (SIP). From 2005 through 2018, the EDC reimbursed $2,323,581 for improvements with private investment totaling $16,883,416. Essentially, for every $1 of EDC money, there was $7 of private investment.

Mrs. Turner then reviewed the work the EDC had done for the Golf Course, which included the design and construction of the golf course, costing just over $1 million, and securing a grey water contract with CCMA.

She also reviewed the work done related to EDC-owned land fronting IH-35. The land was sold for approximately $1.5 million which was then used as an incentive for hotel development. The EDC also negotiated use of the IH-35 billboard, paid for a waterline extension to service the hotel, and paid to design and construct the relocation of Hole 14 for the golf course to allow room for the hotel.

Mrs. Turner reviewed the EDC's involvement with HEB and Walmart. The EDC worked with HEB to keep the store in Universal City and, as a result, the HEB property is valued at approximately $20 million and has contributed approximately $106,000 in ad valorem tax revenue in FY 2025. Regarding Walmart, the EDC worked with an adjoining property owner to increase the total land to 20 acres. At the time, the land was worth $1.50 per square foot. However, through negotiation, the EDC was able to sell the land to Walmart for $3 per square foot. She noted there were no EDC or City incentives for this project, yet Walmart paid for a creek relocation, traffic signals, and street improvements. Walmart currently has a property value of $17.2 million and has contributed approximately $91,000 in ad valorem tax revenue in FY 2025.

Mrs. Turner concluded her review with the Reunion Project. She shared the history of the EDC buying 10 acres of property along 1604 with the foresight that 1604 would further develop. At the time of purchase, this land was bought for $500,000 and would be sold for $2.1 million, which would be reinvested into the Reunion project. The EDC paid for the engineering and design costs at $1.7 million and issued a $5.3 million bond for the reconstruction of streets infrastructure to accommodate further development. Upon completion, the projected private development of the Reunion project is estimated to be between $120–140 million.

Mr. Hinojosa commended Mrs. Turner for her presentation and the work and role she had taken through the years on these EDC projects. Mr. Dagg further thanked Staff for their role in the execution of these projects.

Mrs. Turner thanked the EDC for their time and thanked them for their trust in City Staff to take recommendations even when they seemed outlandish. She thanked Mr. Randy Luensmann, Public Works

Director, for being a great partner in the management of these projects.

Mr. Dunlop felt the presentation was a great reminder of the value the EDC brings to the City and the value behind having an independent board separate from Council for these projects. He felt it allowed them to run more focused initiatives.

President Crow highlighted the importance of having Councilmembers on the Board so that projects can be explained to Council from a different perspective.

Mr. Cassata introduced Kathy Williams, Communications Director, to review events and marketing over the past year.

Ms. Williams commended her staff on the work they had done. She reported that over the last 15 months, staff has reviewed events and marketing strategies and made some strategic changes following a drop in attendance at certain events. She presented a video, produced by the Communications team, highlighting ribbon cuttings and stories of local businesses, which has accrued over 4,000 views so far. The Gateway Magazine changes were also reviewed, including the addition of business and EDC stories. On the PEG channel, the EDC now has dedicated time for interviewing people with a business focus. Regarding events, Ms. Williams reported that only one event has been canceled - the Toga Run. Other events have been reimagined, such as Movies in the Park, which became Movies in the Patch. Other highly successful events have been preserved, such as Snowfest and Tree Lighting. New events included the Aviation District Market Days and the Can the Trash initiative. Other new events are being explored for 2026.

Ms. Williams reviewed the growth of the City's Facebook page, which she deemed a necessary platform for attracting people to events. In June 2024, the City's Facebook page had 8,613 inactive followers but now has 11,500 active followers. More frequent postings and the addition of videos have contributed to this increase. Event attendance has increased as well. The Daddy-Daughter Mommy-Son Dance, which was canceled after having only 17 people sign up in 2024, was replaced by the Emerald Ball in 2025, which had over 100 people attending. She reviewed the internal processes that have been improved, including formal planning, increasing planning timelines, utilizing planning software, creating post-event tracking and analysis, and creating SOPs that can be passed down to future teams.

Following the video, Mr. Cassata highlighted that Ms. Williams's team has produced 243 videos over the last 15 months. These videos have been distributed on social media, which reach younger audiences. Full-time positions expanded from 3 to 4.5. He noted that the Gateway Magazine was significantly improved and staff is managing UC TV, the City's PEG channel. He added that Ms. Williams was also in charge of the City's website redesign and revamping of ribbon cuttings to highlight local businesses.

Mr. Dagg gained confirmation that the summer Movies in the Park events were not successful. Ms. Williams reported that these events had low attendance, which hurt the golf course which was hosting them.

Ms. Williams further shared resident research techniques, which included reaching out at Snowfest, through CivicAlert, and by utilizing surveys. Feedback was clear on what was liked and not liked. Facebook also helped with analytics confirming the 8,613 followers were inactive and new content had received much more engagement.

Mrs. Turner reviewed the history of the Movies in the Park event and explained that while UC was one of the first cities to host this type of event, the adoption and frequency of these events in surrounding communities resulted in oversaturation, causing low attendance in Universal City.

Mr. Hinojosa asked Ms. Williams where she projects the future of UC TV. Ms. Williams suggested the possibilities are endless since her team now has a dedicated interview space allowing interviews to focus on community members. She noted one interview recently received over 220,000 views on Facebook.

Mr. Billy Hill, a resident, felt that while the information in this meeting clearly showed EDC success and benefits to the City, the information needed to be disseminated to the residents. He felt the public needed to be educated on the EDC's history.

Mr. Dunlop thanked Ms. Williams and Staff for their reports. He mentioned that the most important part of their presentation was the analysis and review of events, thereby allowing the EDC to make informed policy decisions.

Ms. Fitzpatrick did not feel it was necessary to go into too much detail, but she wished for an overview of major events analytics such as costs and attendance.

Mr. Cassata provided talking points from Mrs. Turner's presentation to the EDC. He also gave the EDC the elevator pitch they had requested in the last meeting to discuss and edit.

Mr. Dunlop felt everyone should take the proposed elevator pitch and talking points and make them their own over the next few months. He proposed that after a quarter to half a year, the EDC revisit the elevator pitch to make any necessary adjustments.

The EDC reached a consensus to review the elevator pitch around the end of the calendar year.

f. **CLOSED SESSION: Pursuant to Texas Gov't Code Sec. 551.072 regarding the purchase, exchange, and value of real property if deliberation in open session would have a detrimental effect on the position of the corporation in negotiations with a third party; regarding property located at 302 Pat Booker Road.**
President Crow convened into Closed Session at 6:40 p.m. with the following people:

All present members of the EDC Board of Directors, Development Service and Economic Development Director Michael Cassata, and City Manager Kim Turner.

g. **Reconvene in Open Session and take action, if needed, on any item pertaining to or listed in the Executive Session sections of this Agenda.**
President Crow reconvened into Open Session at 6:55 p.m. No action was taken during the Closed Session or as a result of the Closed Session.

h. **Next Meeting: Thursday, 13 November 2025 at 5:00 p.m., Council Chambers**

6. **STAFF REPORT:**

   a. **Status of Projects**
   b. **Council Actions and Considerations**
   c. **Upcoming City & Economic Events**

Mr. Cassata and Mrs. Turner provided updates on developments, projects and events in the City.

7. **PUBLIC COMMENT:**
None.

8. **ADJOURNMENT:**
President Crow adjourned the meeting at 7:00 p.m.

Richard L. Crow

Richard Crow, President