
ECONOMIC & INTERNATIONAL DEVELOPMENT

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Jessica Herrera, Director



EL PASO + JUÁREZ + LAS CRUCES
THE INTERSECTION OF POSSIBILITIES





Five-Year Transformation

The Power of Our Strategic Plan



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Strategic Plan Alignment

VISION BLOCK: A VIBRANT REGIONAL ECONOMY

Goal 1. Cultivate an Environment Conducive to Strong, Economic Development

1.1 Stabilize and expand El Paso's tax base

- ✓ Renovation of Paso del Norte Hotel
- ✓ Activate Targeted (Re)Development
- ✓ Invest in Downtown historic structures

1.2 Enhance visitor revenue opportunities

- ✓ Attract two retail destination anchors

Goal 3. Promote the Visual Image of El Paso

3.1 Improve the visual impression of the community (gateways, corridors, etc.)

- ✓ Construct Sun City Lights entryways



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Strategic Plan Alignment

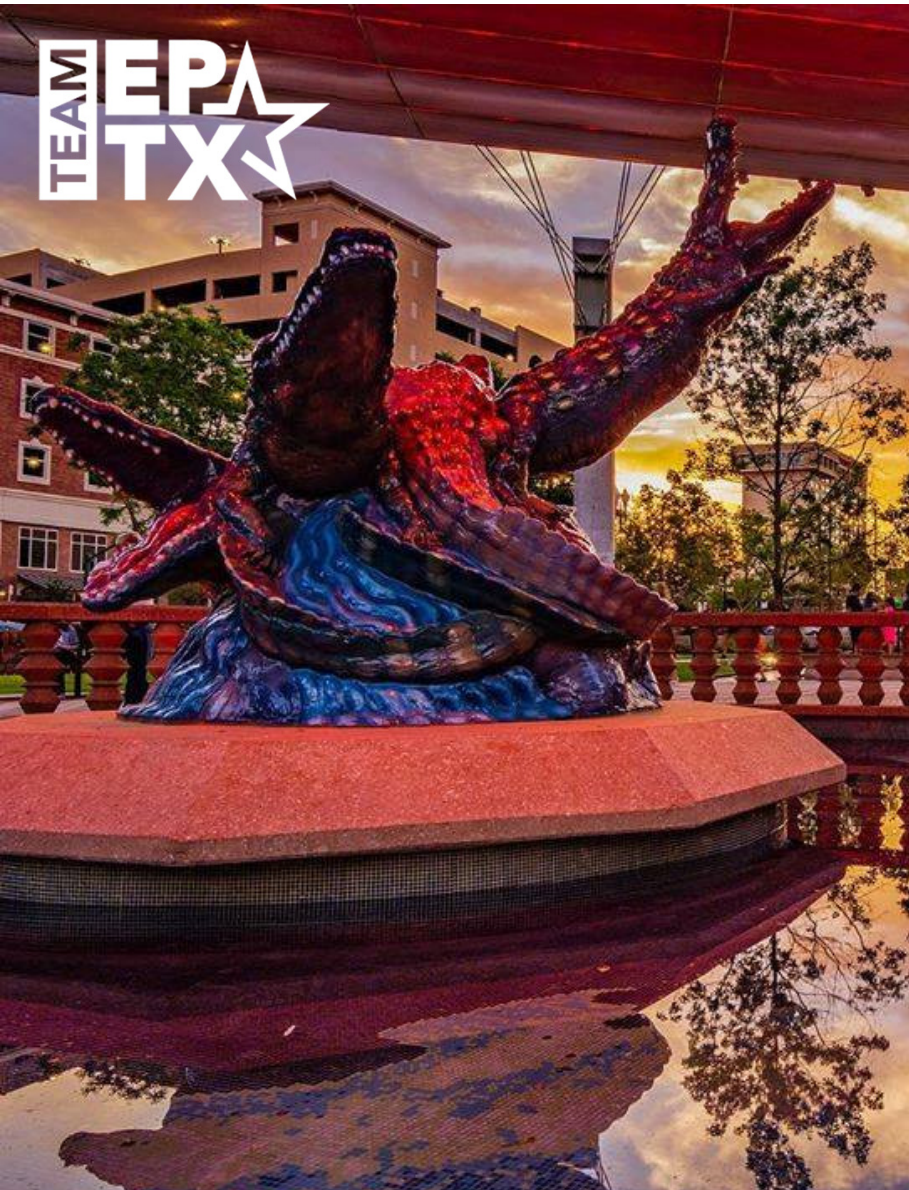
20 in 20 Projects:

- 1 ✓ Renovate the Paso del Norte Hotel
- 2 ✓ Activate Targeted (Re)Development
- 3 ✓ Attract Two Retail Destination Anchors
- 9 ✓ Invest in Downtown Historic Structures
- 11 ✓ Construct Sun City Lights Entryways





Goal 1.1 Stabilize and Expand El Paso's Tax Base
Economic Snapshot: 2015 through 2019



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ECONOMIC SNAPSHOT

Jobs Added

- 28,500 non-farm jobs added since 2014, a 9.6% increase
Source: Nov. 2014 to Nov. 2019, Bureau of Labor Statistics, Seasonally Adjusted

Unemployment Rate

- 3.7% unemployment rate in 2019, 2 points below 2014
- Source: Nov. 2014 to Nov. 2019, Bureau of Labor Statistics, Not Seasonally Adjusted

Cost of Living

- 87.0 or 13 percentage points below the national average
- Source: Q3, 2019, C2ER

Residential Real Estate

- Median single-family home price is \$168,950
- Source: 2019, Real Estate Center, Texas A&M University



Goal 1.1 Stabilize and Expand El Paso's Tax Base
Capital Investment & Job Creation



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KEY IMPACT

Jobs and investment resulting from 66 incentive agreements executed over last five years:

**13,800
JOBS**

JOBS

Nearly **13,800 jobs** directly supported

- Over 5,200 jobs created
- Nearly 8,600 jobs retained
- A 79% increase over previous 5 years

**\$1.17
BILLION**

INVESTMENT

Nearly **\$1.17 billion** in actual capital investment

- A 25% increase over agreement obligation
- A 66% increase over previous 5 years







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STRATEGIC CHAPTER 380 POLICY

The policy, updated in 2015, following adoption of the City's Strategic Plan, targets the following four types of projects:

QUALITY JOBS

- At least 80% of jobs at or above the median county wage

BUSINESS TYPE

- One of six targeted industry clusters identified by the **Regional Strategic Plan**; or
- Product market is regional, national or global; or
- Enhances supply chain by filling local gap

CAPITAL INTENSIVE

- At least 80% of jobs at or above the median county wage; and
- Capital investment of at least \$30 million

RETAIL DEVELOPMENT

- Provides retail operations that fill a void in the existing retail market

Bonus incentives provided for projects that: 1) locate downtown or in the MCA; 2) employ veterans; 3) locate corporate headquarters or research and development operations; 4) establish training or education programs with local partners; or 5) increase wages to twice the MCW.





I. ENHANCING EXISTING BUSINESS



United Parcel Service (UPS)

- \$41 million expansion
- 328 jobs created and retained
- Cross-border commerce



Charter Communications

- \$2.3 million expansion
- 350 jobs created and 578 retained
- Average annual salary of \$56,140

II. ATTRACTING NEW BUSINESS



Teleperformance USA

- \$6.7 million investment
- 1,124 jobs created
- \$33 million annual payroll impact



Eaton Corporation

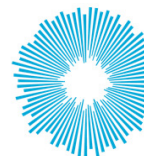
- \$15.7 million investment
- 200 jobs created
- Cross-border manufacturing

III. ENCOURAGING GROWTH OF NEW BUSINESS



Pioneers 21

- Business incubator
- Partner in the Bridge Accelerator



Accelerate EP

- Support, centralize and link resources for small business owners



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IMPACT ACROSS OUR COMMUNITY



SBR 01-29-2020 ITEM X ED Five x Capital Improvement Projects +

coepgis.maps.arcgis.com/apps/MapSeries/index.html?appid=b5a0c0c7ffe49a7b92a58df4f1ed64c

Capital Improvement Projects - website UNDER CONSTRUCTION!

City of El Paso Capital Improvement

OVERVIEW Project Locations Street Resurfacing

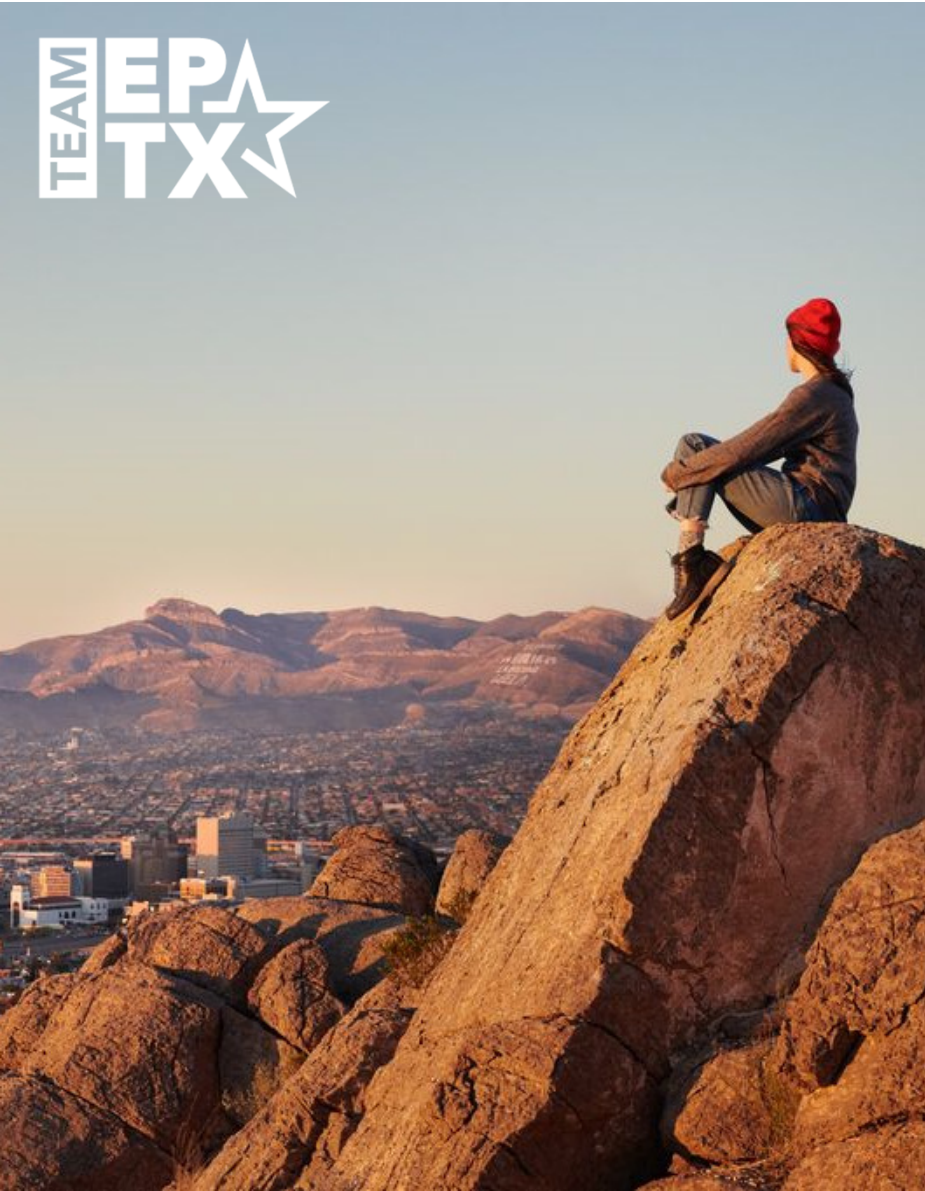
Projects

Quality of Life Economic Dev EPWU Street Reconstruction

Airport Hotel / Specialty Retail Center	Artspace Lofts	Automated Data Processing, Inc.	Banner Building
Bella Estancias Apartment Complex	Bella Vista Place Apartments	Beltran Shopping Center	Blackbird Cantina
BRT Realty Operating LP	Campbell Apartments	Canyon Square Village Apartment Complex	Carl Daniel Architects
Cesar Gustavo Farell	Champlain Cable Corporation	Charles Schwab & Co. Inc.	Courtyard Marriott Hotel
Carrington Mortgage Services	Carrington Mortgage Services	Carrington Mortgage Services	Carrington Mortgage Services

Map showing project locations in El Paso, Texas, and Juarez, Mexico. The map includes labels for various areas such as Anthony, Mesilla Valley, Franklin Mountains, Sunland Park, Juarez, Socorro, and Horizon City. Red pins indicate the locations of various projects.

City of El Paso, Dona Ana County, Bureau of Land Management, Texas Parks & Wildlife, Esri



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PROCESS IMPROVEMENTS

- Currently **96 active agreements** and over last 5 years:
 - ✓ **66** executed agreements
 - ✓ **13,800** jobs supported
 - ✓ **\$1.17** billion in investment
- Number of executed incentive agreements has tripled over the last decade
- Through Voice of the Customer and internal audit, Compliance Program established in 2016
- Expanded in 2019 to include an additional FTE following follow-up audit recommendation
- Since the program's activity, we have realized savings of **\$31.7 million**



Goal 1.1, 1.2 and 3.1; #1, #2, #9 and #11 of 20 in 20
Downtown Development



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DOWNTOWN INVESTMENT

Private and public projects completed or in process since 2015 or later:

**\$329
MILLION**

INCENTIVIZED PROJECTS

- \$329 million** in private investment, facilitating:
- **280+** new residential units
 - **875** hotel rooms by end of 2020
 - **300K+** square feet of new and rehabilitated office/retail space
 - **5** historic projects, 4 of which are on the National Register of Historic Places

**\$367
MILLION**

CAPITAL PROJECTS

- \$126 million** in completed capital improvement projects, including:
- Streetcar (\$97 million)
 - San Jacinto Plaza
 - The Digital Wall
 - Pedestrian Pathway
 - Paseo de las Luces
- An additional **\$241 million** programmed for future projects

CONVENTION CENTER HOTELS



PASO DEL NORTE

- Built in 1912
- \$70 million investment
- 300+ hotel rooms
- Completion in 2020
- State Leveraged Program



PLAZA

- Built in 1930
- \$80 million investment
- 130+ hotel rooms
- **540 space parking garage**
- Completion in 2020
- State Leveraged Program



COURTYARD MARRIOTT

- New construction
- \$18 million investment
- 140 hotel rooms
- Completed in 2018
- State Leveraged Program



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SUN CITY LIGHTS

PASEO DE LAS LUCES

- \$6.4 million investment
- Partially funded by Tax Increment Reinvestment Zone
- Grand opening on Nov. 7, 2018
- Highlights downtown shopping district
- Gateway to Juarez, leading to the International Bridge

PIONEER PLAZA & PROMENADES

- \$2.8 million investment
- Funded by Tax Increment Reinvestment Zone
- Under construction; completion in 2020
- Continues Paseo de las Luces, connecting San Jacinto Plaza to the International Bridge
- Connects major Downtown amenities, including Convention Center and Convention Center Hotels





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RESIDENTIAL DEVELOPMENT

Property	# Units	Year Opened	City Incentive
Trinity	80	Coming 2021	Yes
Blue Flame	120	Coming 2020	LIHTC
Abdou	7	2018	No
Campbell	86	2017	Yes
The Savoy	27	2017	HFC
Franklin Avenue	16	2017	Yes
ArtSpace	51	2017	Yes
Martin	42	2016	Yes
Essex Alley	13	2016	Yes
Total	440		



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PROJECT SPOTLIGHT

- Hunt Headquarters and WestStar Bank
- New construction occupying full city block
- Estimated completion in late 2020
- \$85 million private investment
- 18-story high-rise
- 262,000 square foot of Class A office space
- 13,000 square feet ground floor retail space
- **753 parking spaces in new parking garage**
- First high-rise in El Paso since 1970s
- Tallest building in Downtown El Paso
- Landscaped public green space





Goal 1.1 and 3.1; #1, #2 and #9 of the 20 in 20
Targeted (Re)Development



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INFILL DEVELOPMENT

INFILL INCENTIVE POLICY

- To encourage the development of vacant and underutilized properties within the City
- Since 2015, 30 projects executed or completed, representing a \$70.9 million investment
- Amended in 2017 following learning cycle

SPOTLIGHT: THE SUBSTATION

- Retail development on vacant land located adjacent to an electric substation in northwest El Paso
- Completed in 2017
- \$1.8 million investment
- Includes 35,800 square feet of new retail space
- Hosts artisan and farmers' market every Sunday



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TRANSIT-ORIENTED DEVELOPMENT

TRANSIT ORIENTED DEVELOPMENT POLICY

- Design and development strategy linking higher-density, walkable neighborhoods to transit stations and routes
- Targets key corridors and existing urban centers throughout El Paso
- Since 2015, 25 projects executed or completed, representing \$73.2 million investment
- Amended in 2017 and 2019 following learning cycles

SPOTLIGHT: TRINITY

- Residential development in downtown El Paso
- Adaptive reuse of existing office building on streetcar route
- 80 new apartments and extended outdoor event space
- \$12 million investment
- Adjacent to the Hotel Indigo, also rehabilitated under policy precursor





Goal 1.1 and 1.2; #1, #3 of the 20 in 20

Destination Retail & Entertainment

TEAM EPA
TX



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NEW TO MARKET

Melting Pot

KONA GRILL
kitchen • sushi • cocktails

Chuy's

RUTH'S
CHRIS
STEAK HOUSE

la Madeleine
FRENCH BAKERY & CAFÉ



iFLY

ALAMO
DRAFTHOUSE CINEMA

TOPGOLF

Cabela's

FLIX BREWHOUSE



URBAN AIR
ADVENTURE PARK



KENDRA
SCOTT



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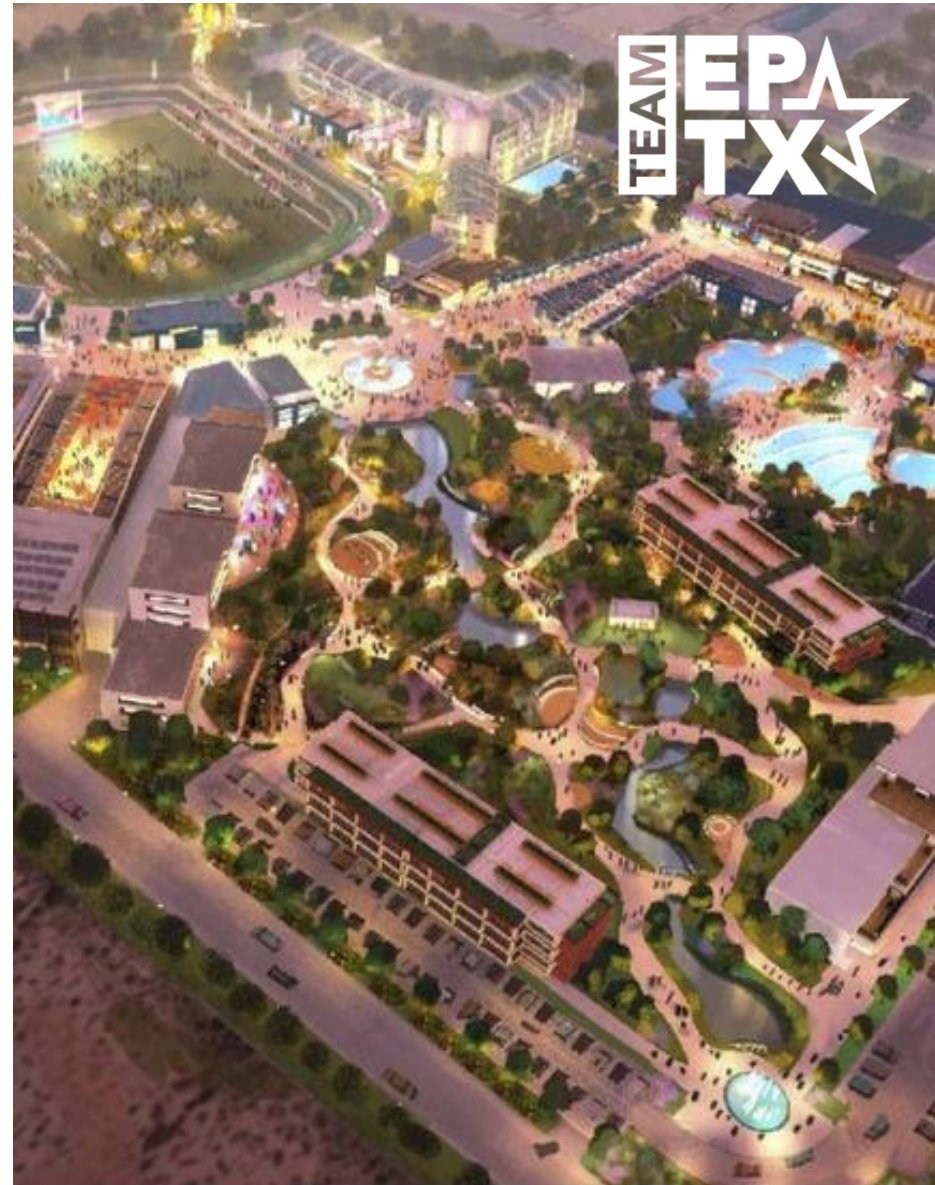
ENTERTAINMENT VENUES

REIMAGINING COHEN

- Regional entertainment destination
- Master plan developed following series of community meetings
- Uses will include: hotel, retail, restaurants and bars, athletic facilities and green spaces
- Ground breaking in 2019 on regional water park
- Economic strategy includes securing master developer and employment anchor

MONTECILLO

- Entered into incentive agreement in 2012
- Infill smart growth development on vacant land
- Since 2015, new-to-market concepts have located here, including: Top Golf, iFly and Alamo Draffthouse
- Housing mix, including apartments, townhomes and single-family
- Continues to develop





Goal 1.1 Stabilize and Expand El Paso's Economy
Strengthening Regional Partnerships



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REGIONAL MARKETING INITIATIVE

- Established regional marketing initiative to better brand El Paso and surrounding region
- Unveiled in late 2019
- Developed marketing video and website framework
- Public – Private partnership
- Raised over \$1.26 million (\$540k public and \$720k private)
- <https://www.intersectionofpossibilities.com/>



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CROSS-BORDER PARTNERSHIP

Increased Cross-Border Cooperation

- Established Committee on Border Relations
- Sponsor for Bridge Accelerator, a binational supplier development program
- Established Bridges Steering Committee
- Collaboration on Borderplex App, a regional tourism initiative
- Donated firetruck to Juarez
- Border Tuner sponsor

Sister Cities Initiative

- Reaffirmed Sister Cities relationship with Ciudad Juarez
- Established Sister Cities relationship with Hadera, Israel
- February 2020 – Host the U.S.-Mexico Mayors' Summit



TEAM EP
TX



Goal 1.1 Stabilize and Expand El Paso's Economy

OUR TEAM

Thank you



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