

Goal 1: Create an Environment Conducive to Strong, Sustainable, Economic Development

Presented by: Cary Westin

Strategic Plan Update



April 4, 2016



Goal 1 Team



- Aviation
- Community & Human Development
- Destination El Paso
- Economic Development
- International Bridges
- Mass Transit – Sun Metro
- Planning & Inspections

Current Key Results

- Announced Allegiant Air non-stop service to San Diego and Las Vegas in January and Orlando/Sanford in February 2016
- Approved Three (3) Empowerment Zone loans investing over **\$748,200** in local businesses
- Hosted a travel writer and photographer from **Canadian Geographic Magazine** resulting in a 5 page feature worth over **\$85,000**
- Generated 37 convention/meeting leads for YTD Q2 or 56% of goal, representing over **18,000 room nights** or 80% of goal



Current Key Results



- Executed **11 Economic Development Agreements** that totaled more than **\$87 Million** in New Capital Investment.
- Retained **231 jobs** in the community and attracted **\$5 Million** investment to grow an existing manufacturing facility – The TORO Company.
- Top 25 of Nation's Major Metro Economies – Ranked in economic development growth, prosperity and inclusion (*Brookings Metro Monitor February, 2016*)



Market Familiarization Tours

- Successfully attracted numerous site consultants, business development decision makers, travel writers, journalists, meeting planners – and has led to increased exposure and new business opportunities for the city.
 - As an example -- E. Smith Legacy, Dallas Company are moving forward with expansion in El Paso.
- *"The familiarization tour allows El Paso to showcase our assets and reaffirms that El Paso is open for business. Over the three days, our visitors will be able to see all that our community has to offer," said Mayor Oscar Leeser.*



Unprecedented Growth

Jobs Created

FY2013	FY2014	FY2015	FY2016	Total	% increase FY13-15
915	1,139	1,378	836	4,268 jobs	50.60%

Jobs Retained

FY2013	FY2014	FY2015	FY2016	Total	% increase FY13-15
8	2,946	2,680	458	6,092 jobs	33,400%

Capital Investment

FY2013	FY2014	FY2015	FY2016	Total	% increase FY13-15
\$106M	\$158M	\$263M	\$106,123,358.49	\$633,123,358.49	148.1%



Expansions of Local Headquarters

- **Fred Loya**
 - Headquarter Expansion & Retention of Jobs
 - 738 Jobs
 - \$9.7 Million Investment
- **Hunt Companies**
 - Headquarter Expansion & Retention of Jobs

The logo for Fred Loya Insurance features the company name in a serif font. "FRED LOYA" is in black, and "INSURANCE" is in white, set against a red rectangular background.The logo for Hunt Companies consists of a blue square with a white stylized 'H' shape inside, followed by the word "HUNT" in a bold, red, sans-serif font.

Adding to our Pipeline...

BUSINESS DEVELOPMENT



Early Stage (26)

- Employment: 11656
- Investment: \$1.2B



Mid Stage (6)

- Employment: 2430
- Investment: \$32.1M



Final Stage (4)

- Employment: 1141 New
356 Retained
- Investment: \$15M



Goal 1- Key Performance Indicators

Key Performance Indicator	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016	Annual Target
Number of new jobs created	915	1139	1,378	836	1500
Number of jobs retained	8	2946	2,680	458	2700
Capital Investment	\$106M	\$158M	\$263M	\$106,123,358.49	\$161.7M
# of EZ jobs created/retained	53	135	150	142	80
% of zoning applications recommended for approval compliant with Plan El Paso	77%	97.5%	100%	100%	100%
% of phone calls to One-Stop-Shop answered within 60 seconds	N/A	N/A	78.7%	82.9%	90%



Vibrant Regional Economy



- Since September 2015, staff from International Bridges attended or hosted 12 meetings/events with key regional stakeholders in an effort to improve cross-border mobility.

- Key Projects & Technologies Underway:
 - Coordinated infrastructure planning
 - Electronic tolling systems
 - Wait time data collection solutions
 - Updated Capital Plan



- The City's P3 program funded 4,440 hours of CBP overtime from September 2015 through January 2016 at El Paso del Norte and Ysleta-Zaragoza International Bridges.

- Launched the Park El Paso App – Pay-By-Cell Application

- Parking meters that accept Credit Card payments increased from 73% in August to 80% in March 2016.

EL PASO

Park El Paso

Available on the App Store and Google Play

Available on the App Store and Google Play



Listening to Our Community



- Use of the electronic plan review service continues to grow steadily with over 50% of new residential plans and 22% of new commercial plans submitted electronically
- The Build El Paso inspection app reached its highest usage rate during the first two quarters of FY16, with over 22% of inspections (or just over 8,500) scheduled through the app
- Time permit issuance during the first quarter of FY2016 for new residential plans averaged 7.3 calendar days, a 37% decrease in turnaround time when compared to the previous fiscal year
- Process is underway to secure a TIGER 8 Grant for the construction of a parking garage/transfer center at the Medical Center of the Americas – Increase our centers to 9 total city wide
- 2nd Rollout of the Alameda RTS with plans to complete by Fall 2017 – stimulate redevelopment activity along the corridor



Commercial & Residential Projects Underway

Project Name	Valuation (\$MM)
Automatic Data Processing – Office Facility	\$24.0
Housing Authority – Tays Apartment Complex	\$18.0
Abundant Living Faith Westside Church	\$16.0
The Legacy at Cimarron – Assisted Living Facility	\$13.2
Housing Authority – New Apartment Complex	\$12.6
Home 2 Suites – Hotel	\$12.5
The Resort at East Medical Center – Adult Care	\$10.8
Marriott – Hotel	\$8.2
Charlie Clark Nissan Car Dealership	\$7.8
New Harmony Elementary School	\$7.6

- During FY15, residential construction was valued at \$529 million, an 33% increase over FY14.
- The majority of the increase between the two years can be attributed to Housing Authority renovations to existing residential units. – Aligning Efforts with City Redevelopment Goals & RTS Corridors
- Permits issued for new residential construction projects grew by nearly 7% between FY14 and 15.
- FY16 new residential construction to date has kept pace with the previous year's construction. Given historical trends it can be expected to pick up during quarters 3 and 4 of the fiscal year.



Listening to our Business Community

Strategy	Objective (Action Plan)	Status
<i>Provide Business Friendly Permitting and Inspection Processes</i>	Provide Business Friendly Permitting and Inspection Processes	New commercial building plan review timeline for initial round of review has been reduced by more than 67%, from an average of 13.5 calendar days in FY14 to an average of 4.4 calendar days during the first two quarters of FY16.
	Develop and implement an outreach program to increase awareness of new measures to improve the timely review and inspection of all building permits/applications	Monthly meetings with the Association of General Contractors, design professionals, and the El Paso Home Builders Association regarding the comprehensive update to the 2015 ICC family of codes, as well as other process improvements, including the availability of pre-submittal meetings (12 meetings held).
	Develop and implement an outreach program to increase awareness of technology based inspection scheduling and document review programs within the development community.	Outreach conducted at monthly meetings with the design professional and construction industry to notify of new services and process improvements available electronically, including an increased offering of electronic plan review and planning application submittals (36 application types currently available online).



Goal 1- Key Performance Indicators

Key Performance Indicator	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016	Annual Target
Gross hotel room revenue	\$153,672,973	\$168,308,725	\$176,264,142	\$86,792,184	\$177,895,675
Venue generated revenue	\$4,770,838	\$4,669,715	\$5,130,432	\$2,280,878	\$4,650,000
Expand FTZ Activations	2	2	2	1	Two Per Year
OSS Customer Average Wait Time	04:26	04:34	05:31	06:06	Less Than 8 minutes
% of Inspections Conducted Within One Calendar Day of Request	98.7%	98.2%	98.0%	98.2%	98%
Average Calendar Days for Initial Round of Review for New Commercial Plans	13.7	13.5	8.5	4.4	5 Calendar Days



Key Deliverables Update

Strategy	Objective (Action Plan)	Status
<i>Enhance Visitor Revenue Opportunities</i>	Secure statewide and regional conventions and meetings for El Paso	Proposed 4 high impact conventions representing 13,000 in total room nights
	Maintain hotel occupancy level above state and national average	YTD occupancy levels lead state and national averages 64.3% to 60.8% and 60.9% respectively amidst an increase in supply
	Continue development of tourism advertising campaign, exceed national average for results	Editorial content, print, television, and online, are at \$4,087,643 on track to finish the year above target
	Market and increase number of downloads and use of the Visit El Paso App	FY YTD 2,626 app downloads, averaging 400 a month and on target to exceed goal





- ❖ **\$13 million** in private investment
- ❖ **119** hotel rooms
- ❖ **Opened February 2016**



Hotel Indigo

Leveraging State Incentives

- **Leveraging State Incentive:
State Hot & Sales Use Tax –
Estimating \$4.3M**
- **Minimum \$8 million in
private investment**
- **151 hotel rooms**
- **Expected completion by
Fall 2017**



Urban Marriott Courtyard Downtown



Hotel Development Underway

- **Starwood Hotel –
Bassett Aloft Hotel**
\$16 million private
investment
- **100 hotel rooms**
- **Projected opening:**
End of 2017-2018



Hotel Development Underway

- **\$6.4 Million** private investment
- **43 hotel rooms**
- **Projected opening: End of 2016**



209 Stanton Boutique Hotel

Key Deliverables

Strategy	Objective (Action Plan)	Status
<i>Maximize Venue Efficiencies Through Revenue Growth and Control</i>	Market Cohen Stadium to national and regional promoters, secure concert and event bookings	<p>Traveled to NYC for annual Agent meetings and are in process of securing concert bookings for 2016.</p> <p>Presenting at least 2 major festivals in 2016 as well as a free community concert series in the month of June</p>
	Maintain theatre venues among Top 200 Worldwide	Plaza Theatre ranked #89 and Abraham Chavez Theatre is ranked #149 in top 200 for 2015
	Exceed 150,000 in theatre venue attendance	At 55% of goal as of YTD Q2
	Recover convention center business displaced by USBC in 2015	92% of clients retained



Key Deliverables

Strategy	Objective (Action Plan)	Status
<i>Grow the Core Business of Air Transportation</i>	Implemented Incentive programs for new service	Provided Allegiant incentives for new service to San Diego and Orlando/ Sanford and Las Vegas
	Meet with airlines to advocate for new, non-stop flights at ELP	FY15 – 12 meetings FY16 – 2 meetings YTD



Public Private Partnerships...



- Cardwell Collaborative
- Region's Biomedical Research & Technology Center
 - 60,000sf -- **\$29 Million Investment**
 - Projected to open by May 2016



- Located in the Medical Center of the Americas bringing together researchers, students and private industry to create biomedical innovations that advance healthcare, and create economic opportunities.



Public Private Partnerships...

- **Teaching Hospital**
110,000 sq feet
medical facility
- **300 jobs & 140 bed**
hospital
- **\$40 Million Private**
Investment
- **Projected Opening:**
Fall 2016



Tenet Hospitals Of Providence & TTUHSC Transmountain Campus



Retail Development



Enhancing Destination Retail & Entertainment opportunities throughout the City of El Paso

Key Deliverables Update

Strategy	Objective (Action Plan)	Status
<i>Stabilize and Expand El Paso's Tax Base</i>	Attract two new-to-market destination retailers	10+ Site Visits YTD & Continued Market Evaluation Underway
	Conduct comprehensive review of all City incentive policies to ensure alignment with City and Regional strategies	Updated City Incentive Policy Nov. 2015 to ensure alignment with City and Regional Strategies.



Fountains of Farah Mall

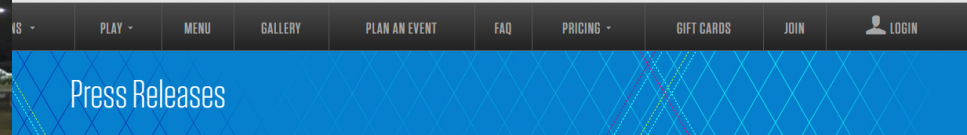
Top Golf Targets El Paso for Expansion



- \$44.3 MM – Total Economic Construction Output
- 390 One Year – Construction Jobs
- \$1.4MM State and Local Construction Taxes
- 472 jobs at Top Golf & 167 jobs at suppliers and other businesses = 642 Operational Jobs Created



\$38.4 MM 10 Year Total State & Local Tax Impact



Topgolf Targeting More Markets for Expansion

The global golf entertainment company is actively searching for locations in cities of all sizes

DALLAS – March 16, 2016 – Global golf entertainment leader **Topgolf®** today announced it has a broad search underway for new locations in smaller and mid-size cities in addition to major U.S. markets. Some new regions under consideration include: New Orleans and Baton Rouge, La.; Huntsville, Ala.; northwest Arkansas; Providence, R.I.; Ft. Myers/Naples, Fla.; Greenville, S.C.; Albuquerque, N.M.; McAllen and El Paso, Texas and more.

There are currently 24 Topgolf venues open worldwide and nine under construction throughout the U.S. Topgolf Vice President of Real Estate Development Zach Shor said there are dozens more locations under contract or in firm negotiations for 2017 and 2018 openings. In January, Topgolf Entertainment Group (TEG), the parent holding company of Topgolf, formed an international division to begin its expansion abroad. Topgolf also will remain focused on the top 50 U.S. metropolitan statistical areas (MSAs), with additional concentration on California expansion.

"As we look to grow the Topgolf global community, we are excited to introduce our concept both online and in-venue in cities of all sizes," said Co-Chairman and CEO of TEG Erik Anderson. "Our new investment partner Providence Equity equips us with additional resources to accelerate, broaden and deepen our expanding presence in the U.S. and beyond."

Topgolf is the only entertainment center of its kind, offering competitive golfing games for all ages and skill levels and advanced technology to track players' shots. Those who just want to relax can enjoy the upscale, laid-back ambiance that boasts more than 230 high-definition flat-screen TVs and an extensive food and beverage menu.

"Our openings in Oklahoma City and Virginia Beach have shown us that Topgolf can thrive in areas that are less densely populated than we had originally been targeting," Shor said.

Most Topgolf venues are three levels and include 102 hitting bays that can host up to six players at one time. Shor explained that future venues could vary slightly in design, and architectural decisions will be based on local climate, demographics, available acreage and more.

Interested city officials and real estate professionals who have questions about the development process may contact the Topgolf Real Estate Development Department via email at development@topgolf.com.

"Communities of all sizes are reaching out to Topgolf seeking additional entertainment options for residents, and now we can say these areas are under serious consideration," Shor said. "We are looking forward to growing not only the Topgolf concept but the game of golf itself."

About Topgolf Entertainment Group

Topgolf Entertainment Group (TEG) is the parent holding company of Topgolf, Topgolf International and Topgolf Media. TEG is led by Co-Chairman and CEO Erik Anderson.

About Topgolf

Topgolf is a global sports entertainment community creating the best times of your life, with 24 locations serving 8

City- Wide Revitalization Underway

Early – Application Submitted/Process (Pre-City Council)

- **7** Infill Projects in the Early Stage
- **\$1.9+ million** Investment
- **285** Apartment Units
- **20,000** Sq Footage of office/retail

Mid Stage – (Construction Within Past 2 Years)

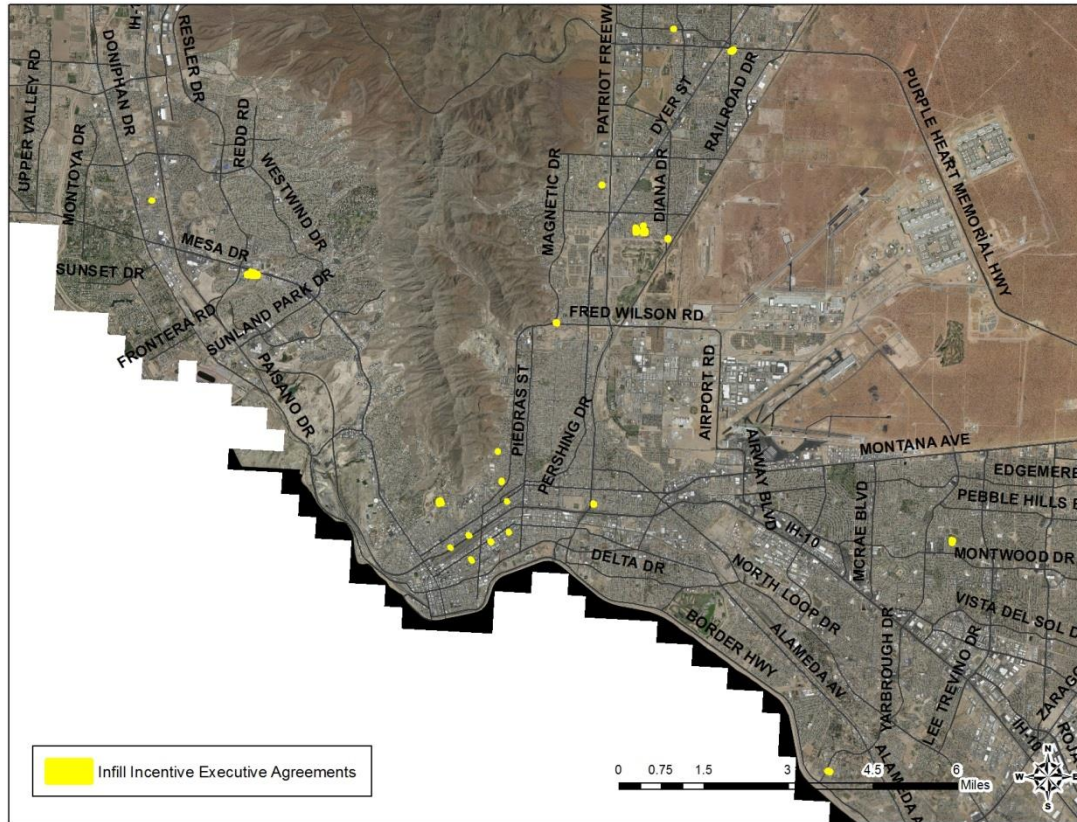
- **19 Executed** Infill Incentive Agreements
- **\$31+ million** Projected Investment
- **335** Apartment Units
- **99,000+** Sq Footage of Office and Retail

Final Stage (Opened)

- **8 Completed** Infill Incentive Projects
- **\$5.7+ million** Projected Investment
- **52** Apartment Units
- **67,000+** Sq Footage of Office and Retail



Infill Development Incentive Program – From 2012 to date



\$47 Million+ in PRIVATE INVESTMENT

- ❖ 30 Executed Infill Development Incentive Agreements 2012 - To Date
- ❖ 404 total residential units
- ❖ 212,000+ sq feet of office/retail space

Downtown Projects Underway



- 
- An architectural rendering of a modern multi-story building with a facade of horizontal wooden slats and large windows. The building is situated on a city street with a crosswalk, a red car, and several pedestrians. A semi-transparent red box is overlaid on the left side of the image, containing a list of project details.
- ❖ \$11 million in private investment
 - ❖ 51 affordable housing units
 - ❖ 6,000 sq ft commercial space
 - ❖ 2,000 sq ft gallery space
 - ❖ Projected Opening: End of 2016

Artspace Lofts

\$3 Million Private Investment
82 Residential Units
4,000 sq. feet of retail space
Projected Opening:
Summer 2016



Campbell Apartments

Downtown Projects Completed



- ❖ **\$5.2 million** private investment
- ❖ **40** residential units
- ❖ **11,000 sq feet** office/retail space
- ❖ **Opened:** January, 2016

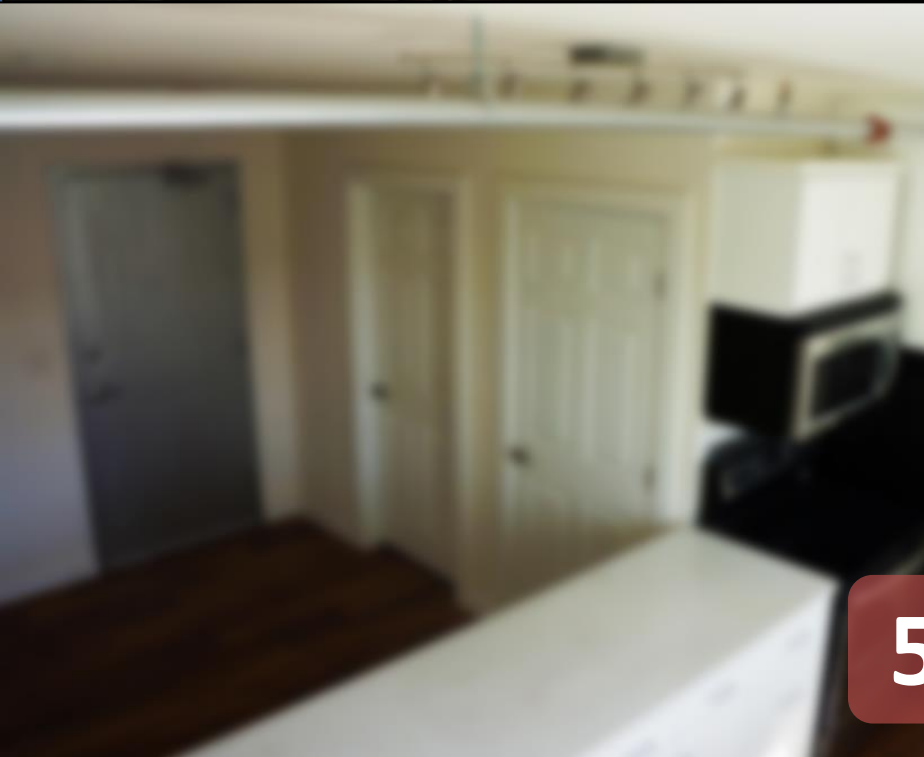


Martin Building



Martin Building

- ❖ \$1 million private investment
- ❖ 13 residential units
- ❖ 6,000 sq feet retail space
- ❖ Opened February 2016



513 W. San Antonio

City Wide Projects Underway



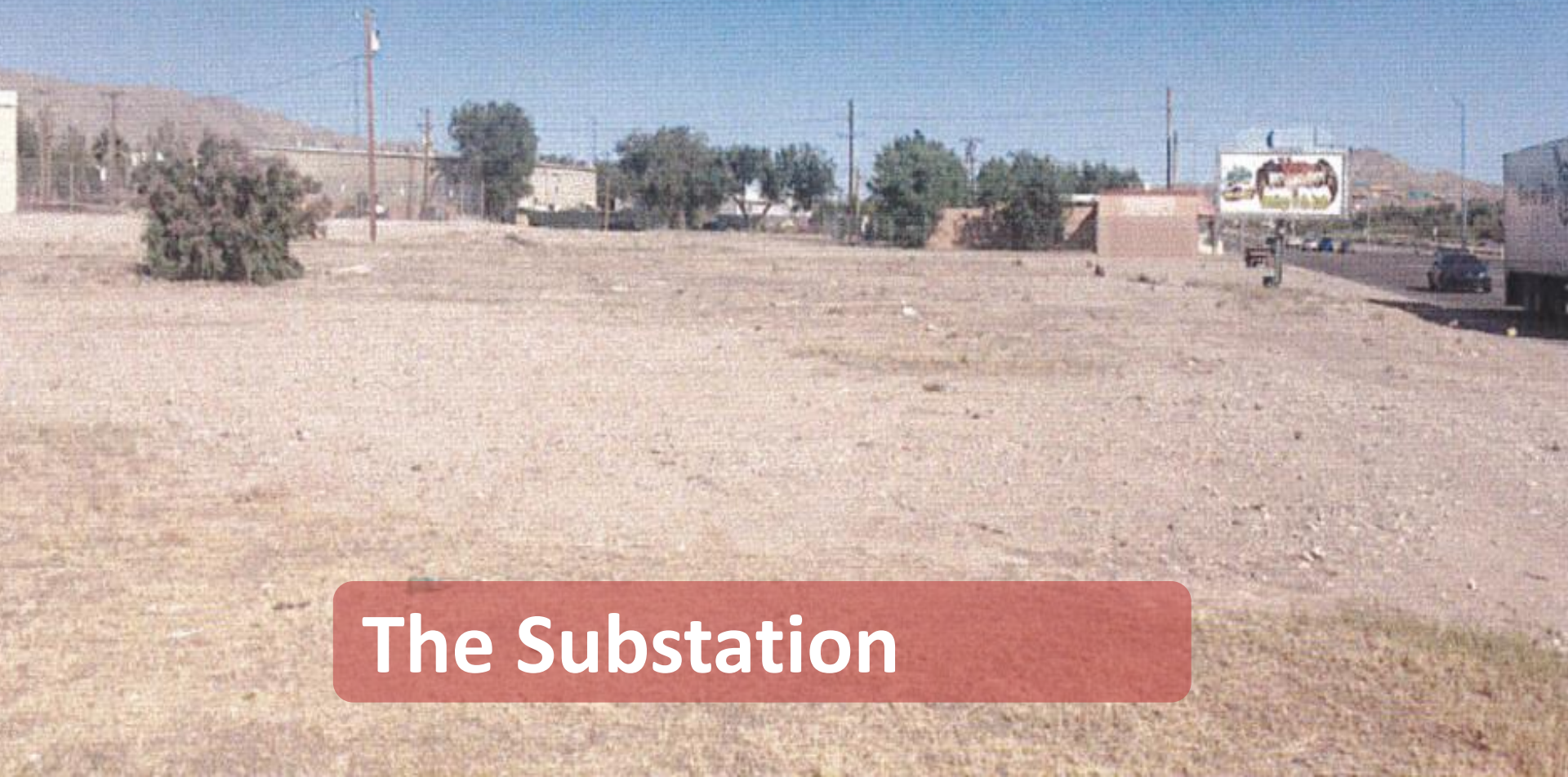
100 Pitt Street | 6801 & 6851 N. Mesa (Before)

Mesa & Pitt

Projected Opening: November 2016



4804 Doniphan (Before)




The Substation

- ❖ \$3 million in private investment
- ❖ 24,000 sq ft community retail center
- ❖ Projected opening: End of 2016



The Substation

- 
- ❖ 500,000 sq feet development
 - ❖ Projected opening: Late 2017
 - ❖ Corner of Desert Blvd and Paseo Del Norte

West Towne Market Place

Geltmore/Aldea

- 204 Acres
- 1 million SF of high quality retail and entertainment
- Two hotels (350 rooms)
- 265,150 SF Office Space
- 1,245 Residential Units
- Breaking Ground: December 2016



Key Opportunities/Challenges

- Development of an inspection program capable of keeping pace with upcoming Housing Authority projects, including new construction and renovations.
- Continue our coordinated marketing efforts to enhance business and visitor revenue opportunities as well as increase the visibility of our region.
- Continue collaboration to increase our air service development initiatives.



Feedback Received

- SXSW City Exposure in 2017
 - Tourism
 - Entrepreneurship & Innovation



- Updating & Adding to our Incentive Policies:
 - Streetcar Incentive Policy
 - BRIO Corridor/TOD Incentive Policy
 - Infill Incentive Policy

Continual focus...

Additional insights?

