

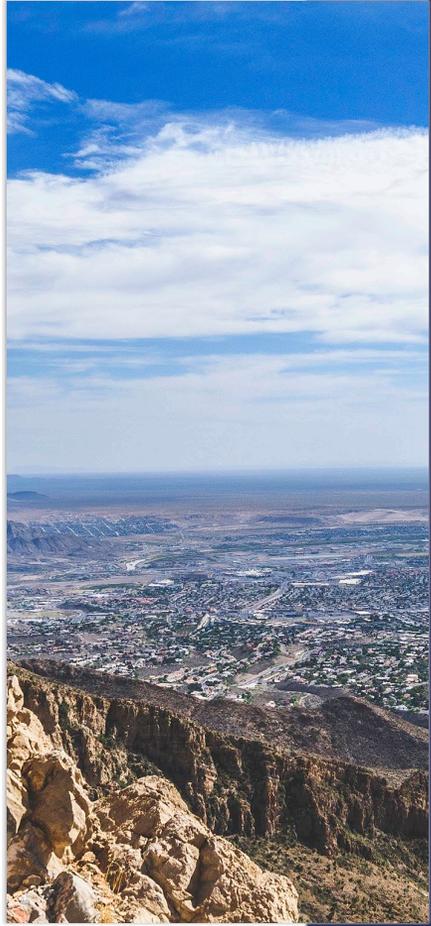


CITY OF EL PASO

Comprehensive Strategy

Economic & International Development Department

August 26, 2024



Presentation Overview

- Guiding Principles
- Industry Development - *Cristina Garay and Bill Allen*
- Foreign Direct Investment - *Adriana Pulecio*
- Advanced Manufacturing District - *Omar de la Rosa*
- Infill and Redevelopment - *David Torres*
- Small Business - *Mirella Tamayo*
- Next Steps

Deal Negotiation



Priorities

- Highest-need
- Highest-benefit
- Competitiveness

Risk

- Financial
- Reputational
- Compliance



Priority Alignment

Focus Areas:

- Advanced Manufacturing
- Aerospace & Defense
- Advanced Logistics
- Small Business
- Intelligent Infrastructure
- Industrial Parks

Support and Partnerships:

- International Ports Infrastructure
- Health and Life Sciences
- Workforce Development
- Business Services
- Tourism and Entertainment

Interdepartmental Support

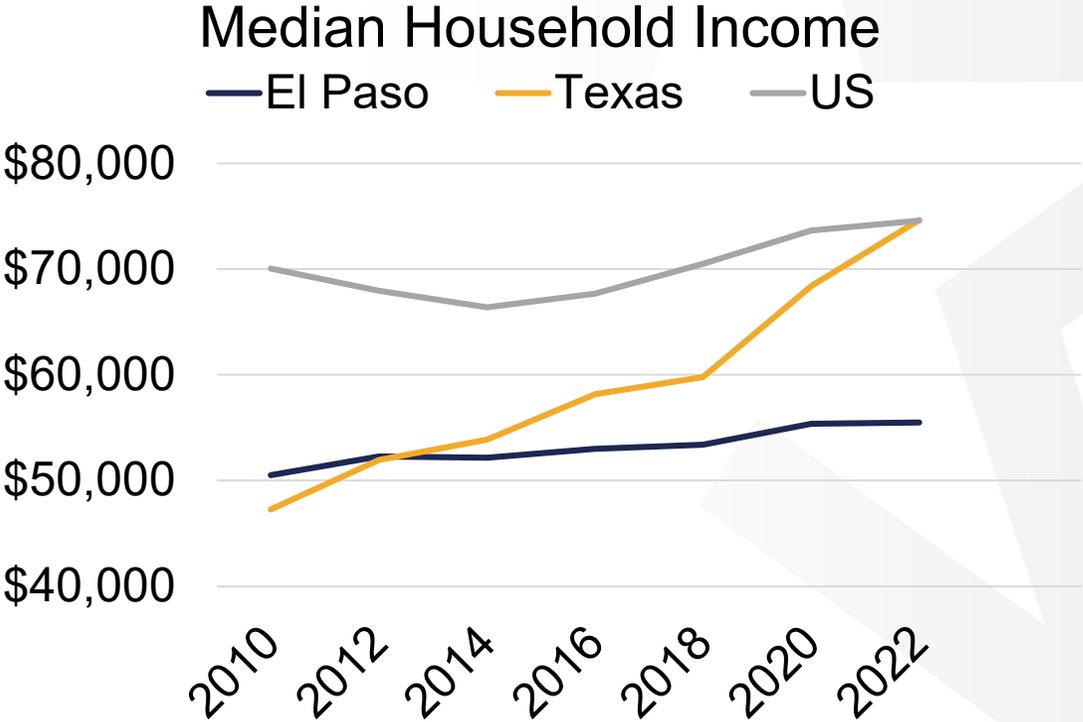
Goal: Collaborate within the City to support initiatives and project delivery



Industry Development

Goal: Raise the standard of living in El Paso

- Increase the number of projects in our pipeline
- Expand partnerships with service providers and site selectors
- Update Chapter 380 Incentive Policy
- Expand Investment Aftercare Program



Industry Development

Goal: Secure industry investment



- Recruit suppliers of our current businesses



- Upgrade website and include Site Selection tool
- Establish criteria for “Ready Sites” highlighting publicly-owned parcels



- Strengthen workforce pipeline

Industry Development

Goal: Support the growth of local industry



- Face-to-face meetings with local businesses utilizing a standard questionnaire
 - Initial focus on businesses with active Chapter 380 Agreements



- Prioritize collaborative data sharing with partners and stakeholders to identify intervention points and business needs

Foreign Direct Investment

Goal: Capitalize on FDI and supply chain reshoring for good jobs + wealth creation



- Establish El Paso's International Brand



- Develop new FDI incentives for re-shoring and co-locating manufacturers and suppliers



- Launch FDI Transition Assistance Program



- Fund critical FDI infrastructure

Foreign Direct Investment

Policy Priorities and Programs

Launching FDI Transition Assistance Program

- Cultural and language translations
- Relocation assistance
- Legal and regulatory guidance
- Access to capital
- Technology transfer and U.S. patent support

Selling an FDI Incentives Package

- Utilization of publicly-owned land
- Public-private partnerships
 - EB5
- Customized incentives
- Workforce development support
- Supplier and client connections

Foreign Direct Investment

Policy Priorities and Programs

Establishing an FDI Brand

- Website and social media development
 - website, streaming, video, magazine advertisement
- Branding initiative
 - “Gateway to US Market”
- Advertisement and visibility

Critical FDI Infrastructure

- Funding for increased capacity at Ysleta POE
- Impact mitigation for commercial activity during BOTA modernization
 - Warehousing and logistics
- Access to multimodal commercial traffic

Advanced Manufacturing District

Goal: Establish and sustain AMD



- Funding and build-out of AMD infrastructure



- Recruit, retain, and grow AMD tenants



- Coordinate Workforce development initiatives

Advanced Manufacturing District

Priority Policies and Programs

Developing a business support network and an investment pool through the **BOSS** program

- Technical assistance
- Access to financing
- Develop angel investor network and necessary services (e.g., due diligence)

Specialized Workforce Development Coordination

- Establish an advisory board for industry-informed curriculum development
- Connect students to wraparound services
- Professional development
- Job creation and placement

Advanced Manufacturing District

Priority Policies and Programs

Support Airport Infrastructure Development

- Utilities and site readiness
- New anchor tenants
 - e.g. Blue Origin
- BOSS at Airport terminal
- Execute EDA Build Back Better and NSF Innovation Engines grants



Infill and Redevelopment

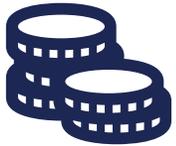
Goal: Address and mitigate development challenges



- Regulatory
 - Mitigate zoning and regulatory hurdles to development



- Support infrastructure



- Incentivize infill development with policy that is data-driven and responsive to market conditions
 - Expand city waivers
 - Property tax incentives for small developers
 - Establish a surplus real estate policy guide to supplement comp plan effort

Infill and Redevelopment

Goal: Catalyze declining or lost neighborhood corridors and town centers



- Identify and prioritize targeted areas



- Increase residential density, especially in underserved markets
 - Rental, affordable, missing-middle
 - Constrain displacement and gentrification



- Encourage context-sensitive commercial uses
 - Integrate with small business initiatives

Infill and Redevelopment

Priority Policies and Programs

Public Finance Corporation

- Establish PFC and adopt policy
- Leverage Housing Finance Corporation and other HUD programs

Community Investment

- Align with small area planning efforts
- Establish guidelines and support network for Community Benefit Agreements

Small Business Development

Goal: Support small business growth via Entrepreneurial Support Network

Data-driven Programming

- Procurement and Access to Capital
- Inflation mitigation
- Workforce Development
- Business Planning and Incubation
- Technical Assistance and Financial Literacy
- Digital Transformation, E-Commerce, Marketing



Small Business Development

Goal: Place-based Intervention to support small business



BOSS - Business One Stop Shop

- Develop BOSS branding
- Launch BOSS website Oct. 2024
- Activate Airport & Stanton Locations to deliver in-person programming
- Implement Fundraising Strategy

Small Business Development

Priority Policies and Programs

- Supply El Paso
- Revolving Loan Fund
 - Downtown Pilot
- Startup Week September 30 - October 4
- Support local business development initiatives

El Paso Procurement Economy

\$2.4B Annual contracts in El Paso County

\$640M Department of Defense contracts in El Paso County

30% Direct federal spending awarded to local firms

Next Steps

Continuous Process Improvement



Stakeholder Engagement

- Key partners in each priority area

Adoption of Strategy

- Formal document with Implementation Matrix

Policy Amendments

- Coordinated 380 and 381 Policy approach
- Infill and Redevelopment

MISSION



Deliver exceptional services to support a high quality of life and place for our community.

VISION



Develop a vibrant regional economy, safe and beautiful neighborhoods and exceptional recreational, cultural and educational opportunities powered by a high performing government.



VALUES

Integrity, **R**espect, **E**xcellence,
Accountability, **P**eople