

MPC FEASIBILITY & PROGRAMMING STUDY

Strategic Plan Goal:

No. 3-Promote the Visual Image of El Paso

3.1- Improve the visual impression of the community

No. 4-Enhance El Paso’s Quality of Life through recreational, cultural and educational environments

EXPAND YOUR PALETTE AT THE ART SPOT

Consider a varied arts-focused environment for curation, creation, and exploration. View different art displays and performances by locals or create your own artwork.



Gensler

COOL OFF AT THE DOWNTOWN OASIS

Consider an accessible space for patrons of all ages to cool off in and around refreshing water features and displays.



Gensler

2 Feasibility and Programming Prefinal Results:

- 89.1% Approve the MPC project, with building restoration that reimagines the use of existing buildings
- **There is a market need for a MODERN facility in the 8,000-12,000 seats**
- **Current Site Plan incorporates 12 structures, SEVEN of which are independently eligible for historic designation as per the EP County survey (this project would pave the way for the rehabilitation of those structures)**
- Cost for one option is within voter-approved budget
- Operating models estimate a yearly profit for the operation
- Contributes to the revitalization of Union Plaza
- Incorporates this area into the Convention Center Campus for additional meeting space

The Team

Site/Program/Urban Design/Master Plan | Gensler

Market/Economic Assessment | CSL/Legends

Architectural/Structural Assessment | Countryman & Co. Walter P. Moore/Mijares-Mora/Rider Levett Bucknall Ltd.

Gensler

- Brian Nicodemus
- Barry Hand
- Kim Dresdner
- Bonnie Reese
- Kevin Turner



City of El Paso

- Daniela Quesada
- Daniel Garcia
- Marcella Attolini
- Appolonia Roldan
- Tammy Fonce



- Michael Delano (LPD)
- Jay Lenhardt (CSL)
- Adam Kerns (CSL)

Agenda

- 1 Overview of Study Process and Deliverables
- 2 Steering Committee, Public Engagement and Online Engagement Results
- 3 Market Assessment/Economic Feasibility Report – CSL/Legends
- 4 Site Plan, Building Massing/Typology Analysis – Gensler



I.1 Council Directive

Council approved the study in April 2022 by hiring Gensler and Associates, an architect-led consulting team, to continue a positive step forward in the City's voter-approved signature bond project. The multi-phase study kicked off in May 2022.

Results are expected to be presented to Council in early 2023.

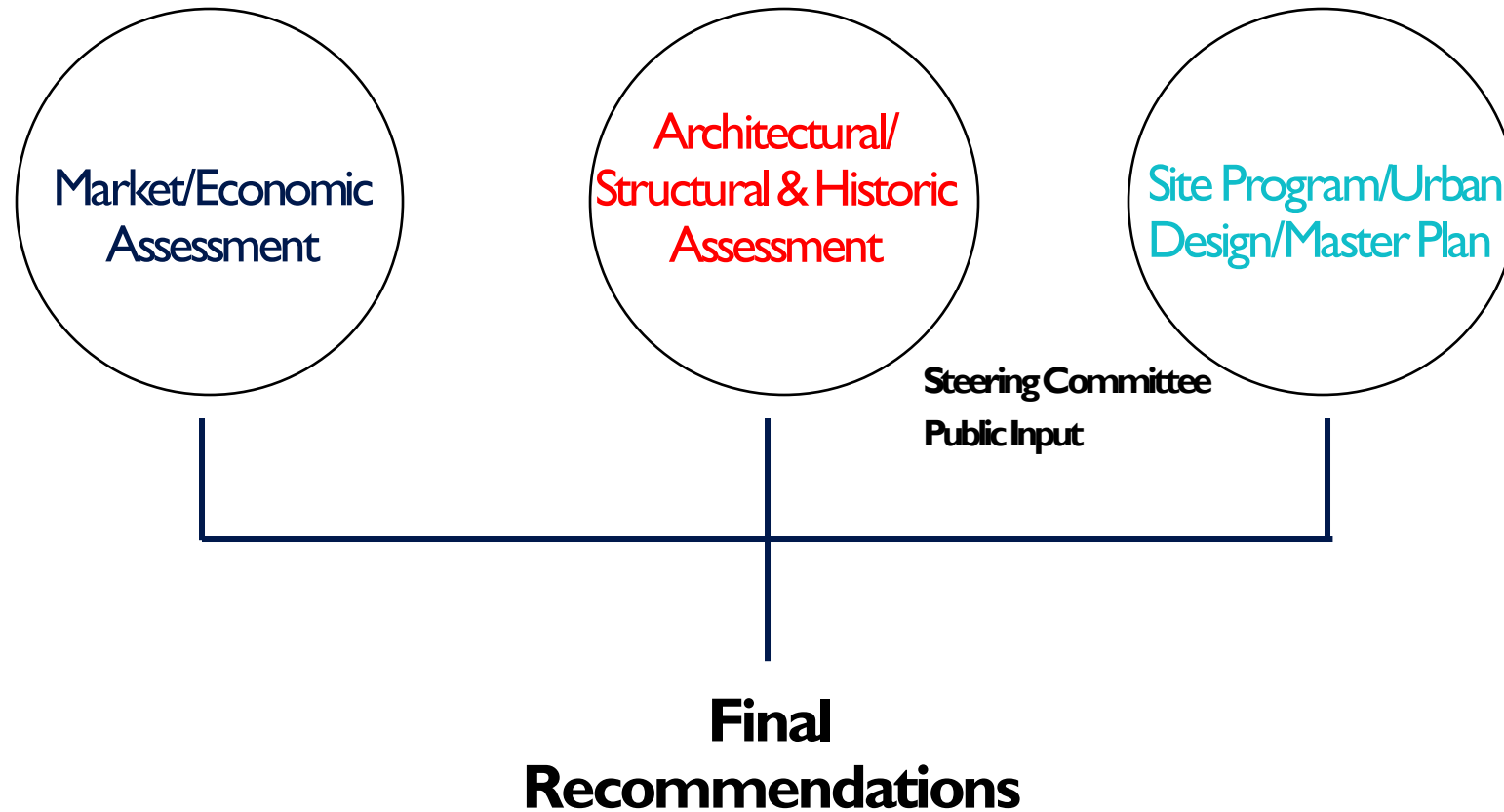
The professional services and deliverables include:

- Financial models that include estimates of capital and operating costs
- Public-private opportunities
- Opportunities for preservation of existing buildings and the historic character of the neighborhood
- Recommendations on how to safeguard dilapidated buildings, and options for funding sources that align with the current status of the litigation



6

I.2 Process and Approach



Working together to craft a vision

Steering Committee 1

Our first steering committee meeting brought together a range of community leaders to collaboratively craft inputs to inform the project brief.

The pages that follow are attempts to synthesize these inputs into a cohesive vision.

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2.1 Steering Committee



The Vision

This district should **breathe new life into downtown** drawing people from all different walks of life to performances, green spaces and food options in the district. At the heart of the district is a multipurpose venue that acts as a concert venue at night but can **also support local markets, family events and related local businesses** at other times. The venue/site itself should be **porous and integrative**, connecting to the community on all sides with passthroughs for pedestrians and bikes and pocket parks that support community **wellbeing and connection**, while also understanding the story of the area it is sited in.

The district should be viewed as an asset to the community, a place where children can **play and learn**, friends can **share a meal**, local businesses can **incubate** and out-of-towners can **marvel** at El Paso.



2.2 Guiding Design Principles



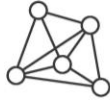
Authentic

Retain connections to history and enable organic growth.



Flexible

Draw people from morning till night with spaces that can serve different needs at different times.



Integrated

Take cues from the existing neighborhood scale and context to be connecting and enhancing.



Inviting

Welcome people from different walks of life with many ways to access and engage.



Generative

Provide new community assets and resources and grow new businesses and connections.



Vibrant

Celebrate El Paso's rich culture and natural beauty.

2.3 Design Considerations

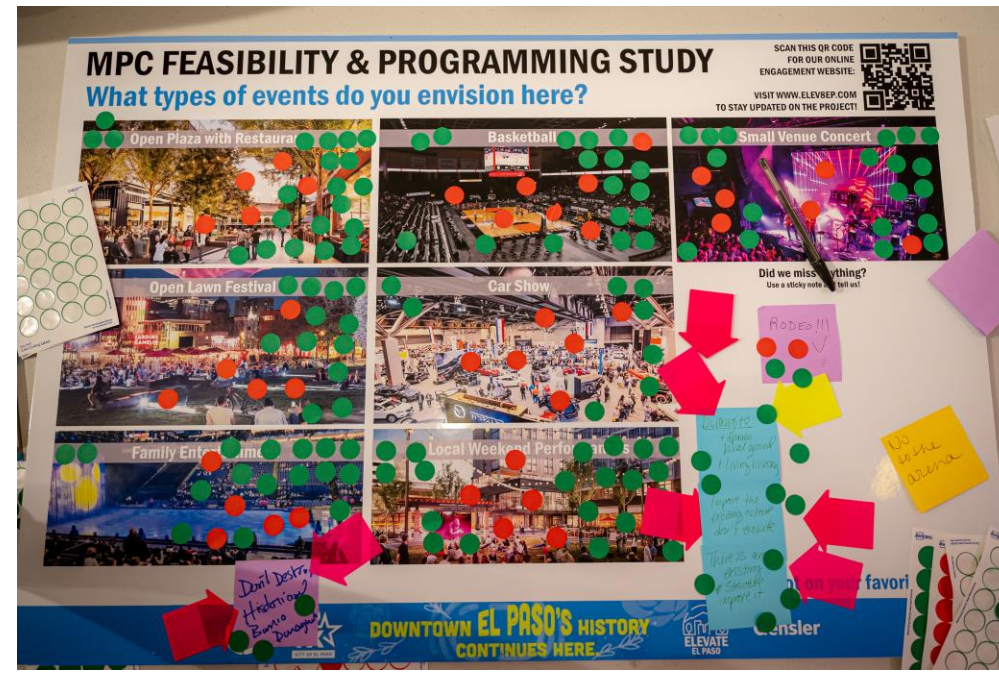
The site should ...

- Respond to the Surrounding Context
- Respect the Neighborhood's Scale
- Take Structures of Cultural Significant into Account
- Generate the Vibrant Street Life that the Area was Known For
- Provides Opportunities for Local Businesses and Organizations to Flourish
- Enable Access for El Pasoans Across the Socio-Economic Spectrum
- Draw Investment and be Financially Viable

The site should not be ...

- A Monolithic structure disconnected from the context
- An entirely new place that disregards local history
- Flashy or exclusive

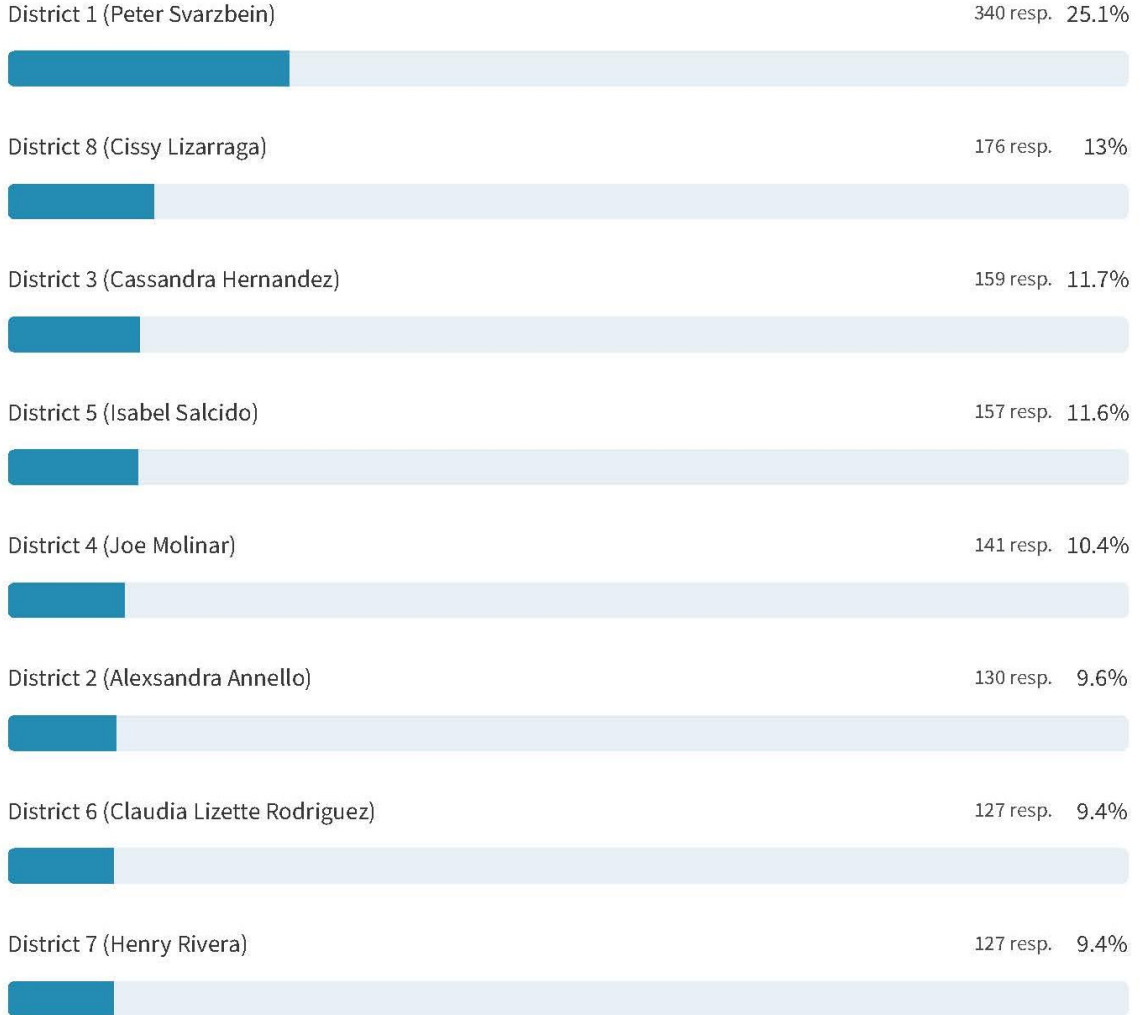
2.4 Sept. 15 Public Meeting



12 2.5 Online Survey Results

What city council district do you live in?

1357 out of 1466 answered



13

2.6 Survey Summary Points

- **61.1% Approve the project**
- 89.1% Approve the MPC project, with building restoration that reimagines the use of existing buildings
- **75.7% Think that it's important to preserve the memories and history in our built environment**
- **Great support (66% to 73%) seen for integrating outdoor events, and existing urban context into the project**
- Over 50% support an indoor facility that can host concerts, family shows, sporting events or open style events.

Details of survey results are included in the end.

EL PASO MULTI-PURPOSE PERFORMANCE CENTER KEY MARKET RESEARCH FINDINGS

January 3, 2023



3.1 Study Methodology

MPC FEASIBILITY & PROGRAMMING STUDY



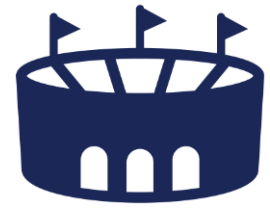
Stakeholder Engagement



Local Market Conditions



Competitive Landscape



Comparable Benchmarking



Promoter Outreach & Estimated Utilization



Building Program Evaluation



Financial Projections



Economic & Fiscal Impacts



Partnership Opportunities

3.2 Stakeholder And Promoter Feedback

KEY ORGANIZATIONS CONTACTED
 Note: Only lists organizations contacted to estimate demand for events and attendance and key building program preferences; does not include other project stakeholders or community leaders.

1. Economic Development
 2. Sports Tourism & Events
 3. Membership & Events



Strong Market Need for a New Venue



Limited Market Competition



Ideal Tour Routing



Desire for Multi-Purpose / Flexible Venue



Significant Positive Impact from Juarez Market



Potential for Redevelopment of Downtown

PREFERRED EVENT TYPES



Concerts



Family Shows



Special Events

3.3 Proposed Market Sustainable Venues



ARENA

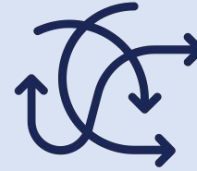


Concerts: 22%
Other Events: 27%
Non-Ticketed Events: 51%

Potential for numerous
sporting events
Potential for conventions,
conferences, and trade shows

**SEATING CAPACITY:
12,000**

FLEXIBLE HYBRID VENUE



Concerts: 60%
Other Events: 3%
Non-Ticketed Events: 37%

Ability to host a variety of
concert types due to flexibility
indoor & outdoor capabilities

**SEATING CAPACITY:
8,000**



3.4 Estimated El Paso Venue Utilization

Estimated Utilization						
Utilization Summary	Arena			Flexible Hybrid Venue		
	Events	Average Attendance	Total Attendance	Events	Average Attendance	Total Attendance
<i>Concerts</i>						
Tier 1	4	12,000	48,000	0	--	--
Tier 2A	4	10,000	40,000	7	6,000	42,000
Tier 2B	4	8,000	32,000	15	4,500	67,500
Tier 3	4	7,000	28,000	25	3,000	75,000
Tier 4	4	5,000	20,000	20	1,500	30,000
Other Performances	5	5,000	25,000	5	5,000	25,000
Subtotal	25	7,833	193,000	72	4,000	239,500
<i>Other Events</i>						
Family Shows	15	4,000	60,000	4	2,500	10,000
Other Sporting Events	10	6,000	60,000	0	--	--
High School Sports	6	3,000	18,000	0	--	--
Subtotal	31	4,333	138,000	4	2,500	10,000
<i>Non-Ticketed Events</i>						
Community Events	10	750	7,500	10	750	7,500
Private Rentals	35	150	5,250	35	150	5,250
Special Events	8	7,500	60,000	0	--	--
Trade Shows / Consumer Shows	5	7,500	37,500	0	--	--
Subtotal	58	3,975	110,250	45	450	12,750
Total	114	5,381	441,250	121	2,000	262,000

3.5 Recommended Building Program

Arena



SEATING CAPACITY

12,000
total seating capacity



PREMIUM SEATING

1,000 total premium seats
600 club seats
20 loge boxes (4 seats per box)
20 luxury suites (16 seats per suite)



OTHER AMENITIES

3,000 parking spaces
40 concessions points-of-sale
240 WCs & 120 urinals
4+ locker rooms

Flexible Hybrid Venue



SEATING CAPACITY

8,000
total seating capacity
(Approximately 50 percent fixed seats)



PREMIUM SEATING

350 total premium seats
250 club seats
25 VIP boxes (4 seats per box)



OTHER AMENITIES

2,000 parking spaces
27 concessions points-of-sale
160 WCs & 80 urinals
2+ star dressing rooms

3.6 Financial Projections: Building Program Scenarios

BUILDING PROGRAM SCENARIOS			
Arena			
Seats	Square Feet	Total Estimated Project Cost	Including Existing Bldg. Renovations
8,000	228,000	\$257,572,000	\$287,572,000
0,000	285,000	\$321,965,000	\$351,965,000
12,000	342,000	\$386,357,000	\$416,357,000
15,000	427,500	\$482,947,000	\$512,947,000
Flexible Hybrid Venue			
Covered Seats	Square Feet	Total Estimated Project Cost	Including Existing Bldg. Renovations
4,000	96,000	\$99,840,000	\$129,840,000
4,000	104,000	\$108,160,000	\$138,160,000
4,000	112,000	\$116,480,000	\$146,480,000
4,000	120,000	\$124,800,000	\$154,800,000
6,250	150,000	\$156,000,000	\$186,000,000
6,250	162,500	\$169,000,000	\$199,000,000
6,250	175,000	\$182,000,000	\$212,000,000
6,250	187,500	\$195,000,000	\$225,000,000

Note: Total project cost includes both hard and soft costs.

3.6 Financial Projections: 3 Proposed Models

Key Assumptions

- Owned by the City of El Paso
- Assumes no sports team tenant
- Assumes third-party operator
- Parking revenue is not assumed
- All Costs include 30% soft costs
- Base Management Fee: \$300,000
 - F&B % Fee to Management: 20%
 - Partnerships Commission % Fee to Management: 8%

1. Arena

12,000 seat Capacity

Project Cost: \$386 Million
 Square Feet: 342,000
 Capital Reserve: (\$1.9 Million)
 Historic Renovation Costs: \$30 Million
 Total Cost: \$416 Million

City Economic & Fiscal Impact

(32-Year NPV)

Total Output: \$570,914,000
 Jobs (FTEs): 595
 Sales Tax Revenue: \$3,154,000
 Occupancy Tax Revenue: \$2,917,000

2. Flexible Hybrid Venue A

8,000 seat Capacity
 4,000 indoor / 4,000 outdoor

Project Cost: \$113 Million
 Square Feet: 108,000
 Capital Reserve: (\$565,000)
 Historic Renovation Costs: \$30 Million
 Total Cost: \$143 Million

City Economic & Fiscal Impact

(32-Year NPV)

Total Output: \$338,202,000
 Jobs (FTEs): 260
 Sales Tax Revenue: \$1,973,000
 Occupancy Tax Revenue: \$1,687,000

3. Flexible Hybrid Venue B

8,000 seat Capacity
 6,500 indoor / 1,500 outdoor

Project Cost: \$183 Million
 Square Feet: 175,500
 Capital Reserve: (\$915,000)
 Historic Renovation Costs: \$30 Million
 Total Cost: \$213 Million

City Economic & Fiscal Impact

(32-Year NPV)

Total Output: \$365,064,000
 Jobs (FTEs): 340
 Sales Tax Revenue: \$2,075,000
 Occupancy Tax Revenue: \$1,687,000

3.6 Financial Projections: Pro Forma

FINANCIAL PRO FORMA			
	1. Arena	2. Hybrid Venue A	3. Hybrid Venue B
Operating Revenues			
Rental Income, Net	\$1,674,000	\$1,637,000	\$1,637,000
Premium Seating	\$1,622,000	\$982,000	\$982,000
Concessions, Net	\$2,352,000	\$1,948,000	\$1,948,000
Catering, Net	\$750,000	\$595,000	\$595,000
Merchandise, Net	\$266,000	\$155,000	\$155,000
Advertising & Sponsorships, Net	\$1,620,000	\$918,000	\$918,000
Ticket Rebates, Net	\$648,000	\$857,000	\$857,000
Facility Fees	\$662,000	\$499,000	\$499,000
TOTAL REVENUE	\$9,594,000	\$7,591,000	\$7,591,000
Operating Expenses			
Staffing	\$2,811,000	\$2,198,000	\$2,198,000
Management Fees	\$1,526,000	\$1,213,000	\$1,213,000
General & Administrative	\$788,000	\$791,000	\$791,000
Repairs & Maintenance	\$75,000	\$300,000	\$300,000
Utilities	\$1,368,000	\$432,000	\$554,000
Insurance	\$342,000	\$108,000	\$138,000
TOTAL EXPENSES	\$6,910,000	\$5,042,000	\$5,194,000
NET OPERATING INCOME	\$2,684,000	\$2,549,000	\$2,397,000

1. Arena

12,000 seat Capacity
Square Feet: 342,000

2. Flexible Hybrid Venue A

8,000 seat Capacity
 4,000 indoor / 4,000 outdoor
Square Feet: 108,000

3. Flexible Hybrid Venue B

8,000 seat Capacity
 6,500 indoor / 1,500 outdoor
Square Feet: 175,500

3.7 Partnership Opportunities

Comparable Venue Ownership Structures

	Owner	Operator
Arena		
PPL Center	Public	Private
Stockton Arena	Public	Private
CHI Health Center	Public	Public
Amica Mutual Pavilion	Public	Private
Van Andel Arena	Public	Private
Flexible Hybrid Venue		
Toyota Music Factory	Private	Private
KEMBA Live!	Private	Private
Stage AE	Private	Private

63%
Publicly
Owned

88%
Privately
Operated



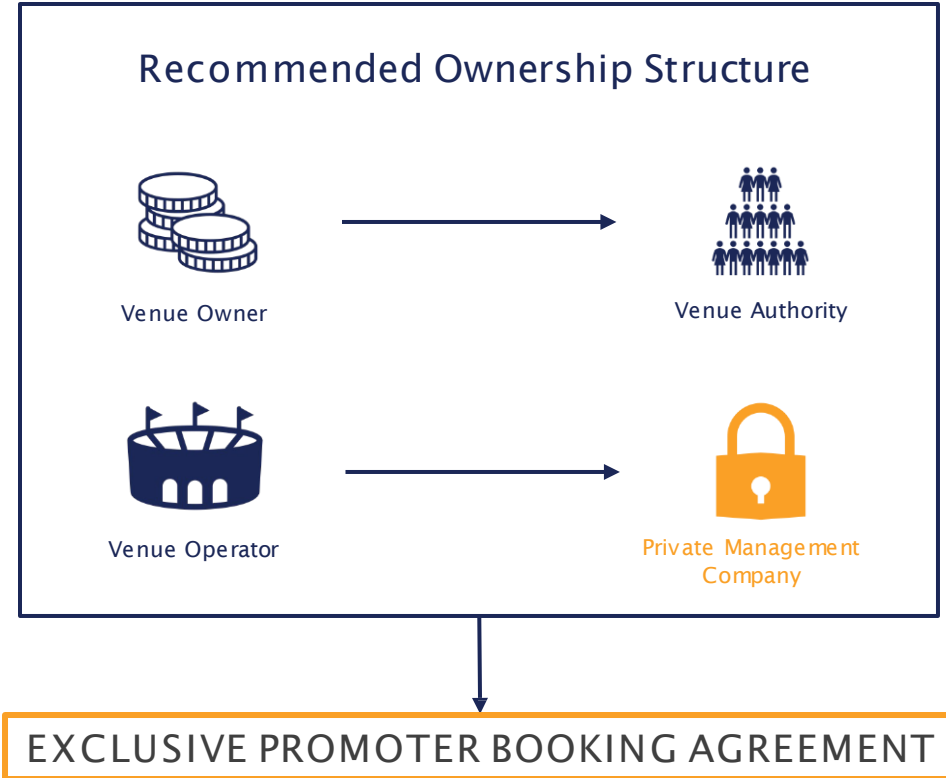
Staff
Synergies



Maximize
Venue
Programming



Property
Tax
Exemption



4.1 Site Analysis / Existing Structures

12 Proposed Structures to remain for Adaptive Re-use:



Owned by the City:



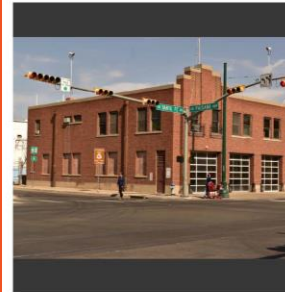
Not Owned by the City:



Significant; Owned by the City:



7 Structures Identified as Independently Eligible for Historic Designation by County Survey; Owned by the City:



ID No. PA - 22
 AKA Fire Station No.11
 Address 331 S. Santa Fe
 Year Built 1930 | Over 50
 Owner City of El Paso
 PID 85437



ID No. PA - 03
 AKA UK
 Address 309 Chihuahua St.
 Year Built 1956 | Over 50
 Owner City of El Paso
 PID 301837



ID No. PA - 08
 AKA UK
 Address 325 Chihuahua St.
 Year Built 1917 | Over 50
 Owner City of El Paso
 PID 93216



ID No. PA - 05
 AKA UK
 Address 315 Chihuahua St.
 Year Built 1917 | Over 50
 Owner City of El Paso
 PID 96941



ID No. PA - 01
 AKA The Mansion House
 Address 306 W. Overland
 Year Built 1904 | Over 50
 Owner City of El Paso
 PID 162938



ID No. PA - 02A
 AKA Flor de Luna
 Address 305 Chihuahua St.
 Year Built 1905 | Over 50
 Owner City of El Paso
 PID 241117



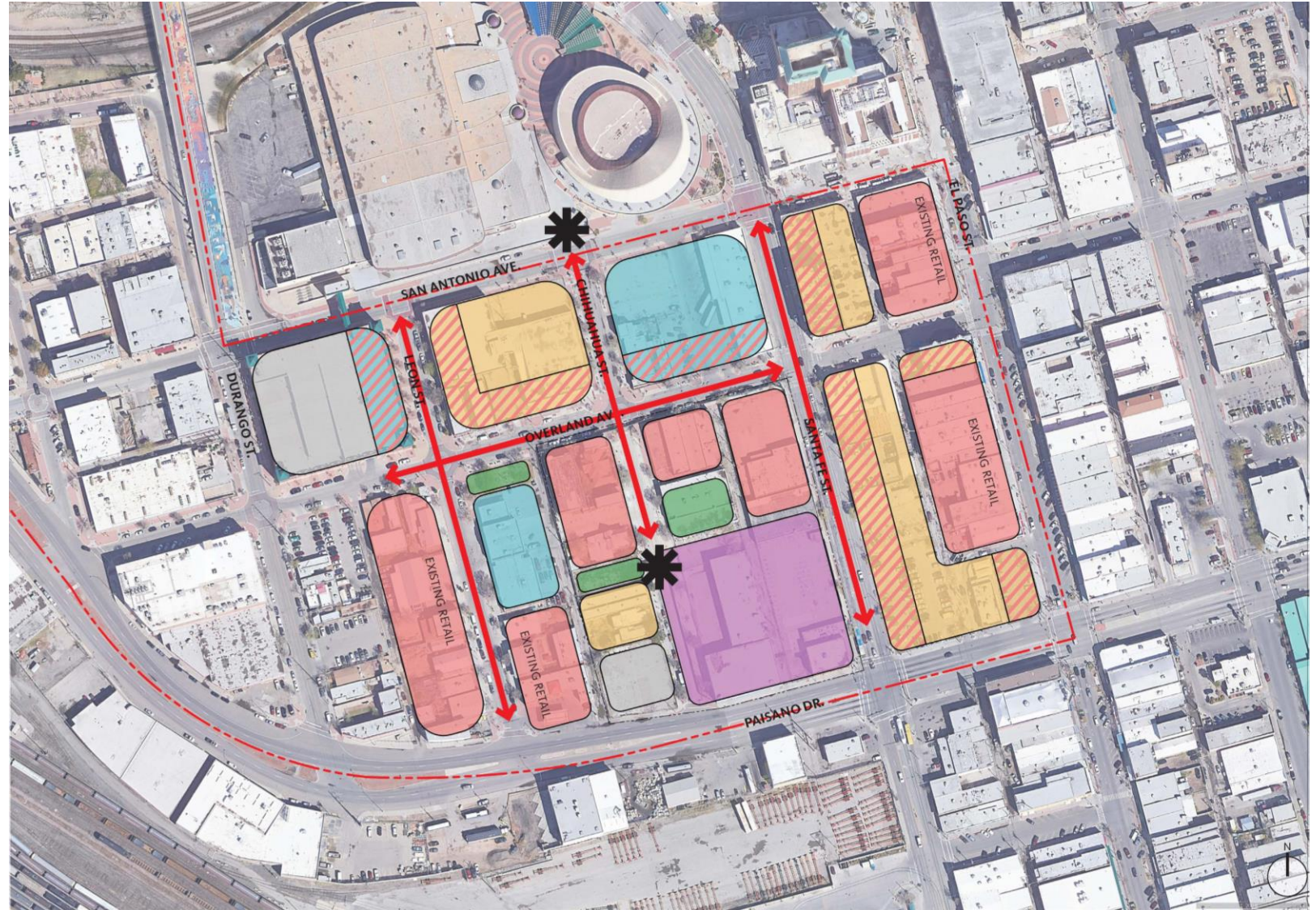
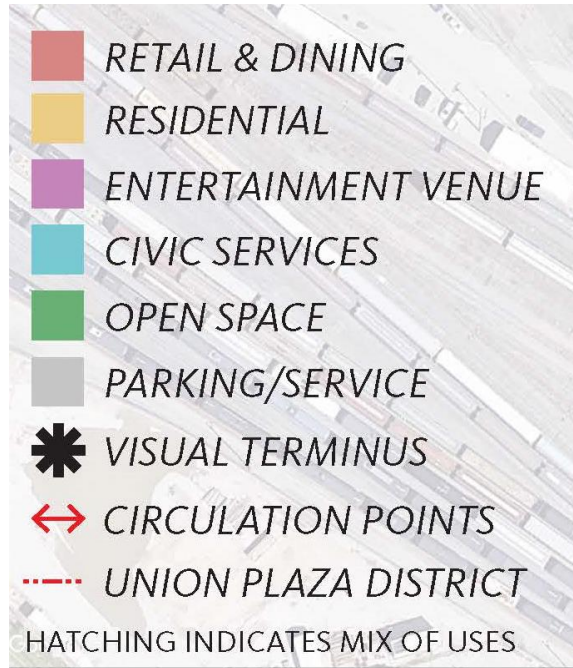
ID No. PA - 02B
 AKA UK
 Address 302 Chihuahua St.
 Year Built 1905 | Over 50
 Owner City of El Paso
 PID 241117



ID No. PA - 14
 AKA The Chinese Laundry
 Address 212 W. Overland
 Year Built 1901 | Over 50
 Owner City of El Paso
 PID 8360359

4.1 Site Analysis / Place Making

Proposed Conceptual Master Site Plan to Support project, Revitalize Union Plaza District, Enhance Connectivity, & Activate Santa Fe Corridor:



4.1 Site Analysis / Place Making

Site Plans for two proposed models

*Flexible Hybrid Venue B:



Arena:



*Flexible Hybrid Venue 'A' and Flexible Hybrid Venue 'B' have same facility footprint/site impact

Significant; Owned by the City:



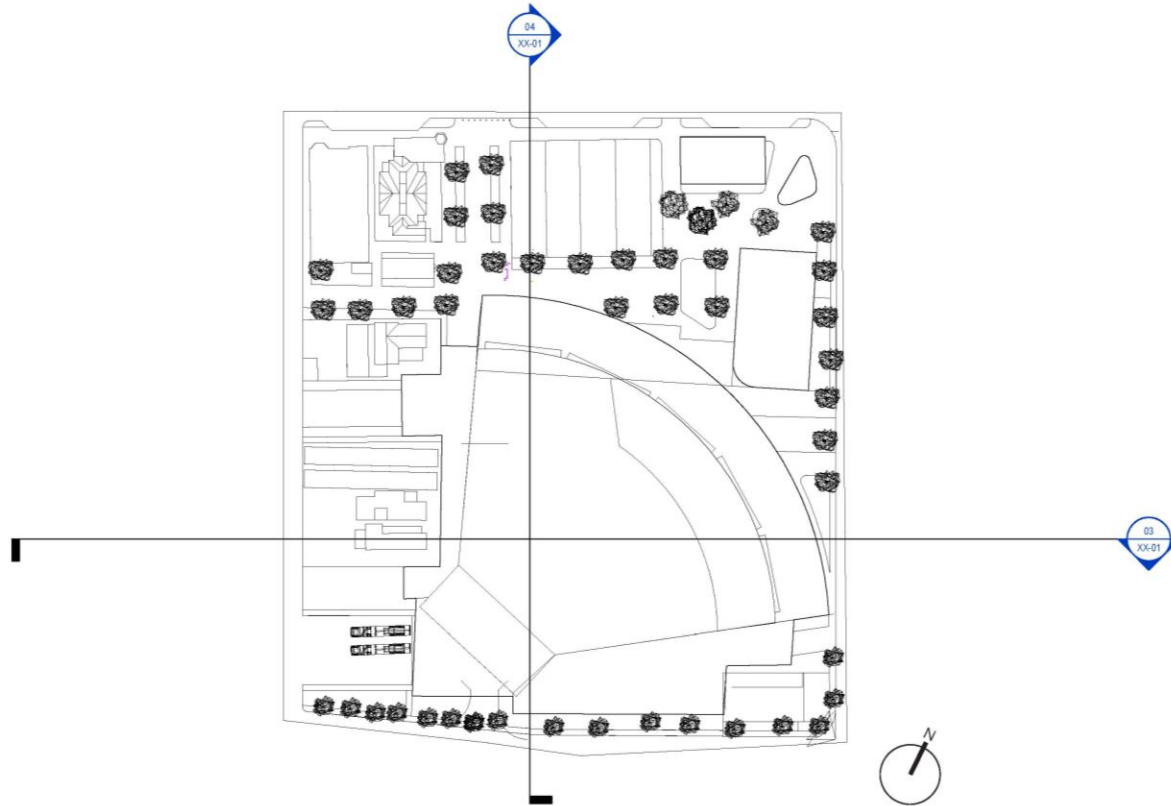
4.2 Hybrid Facility: 4,000 Indoor seats + 4,000 Outdoor seats OR 6,500 Indoor seats + 1,500 Outdoor seats. TOTAL CAPACITY: 8,000 seats.



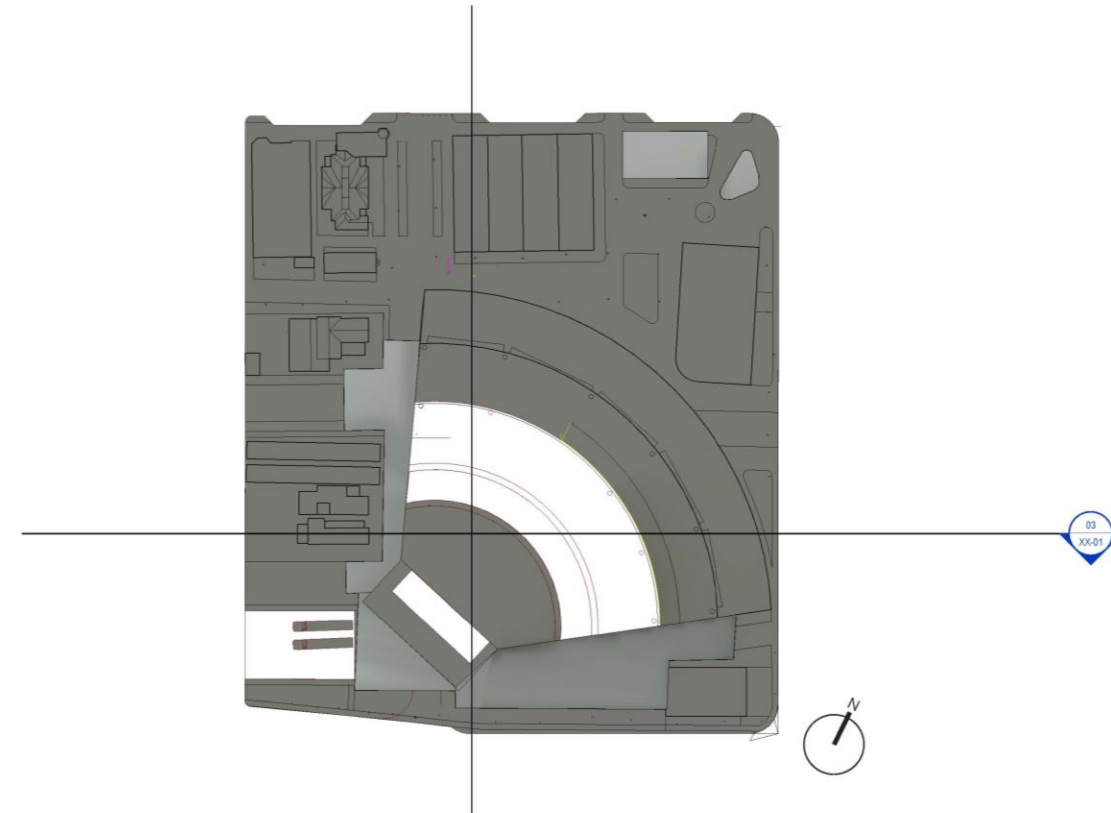
- EXISTING BUILDING
- RETAIL
- RESIDENTIAL
- ENTERTAINMENT VENUE

4.2 Hybrid Facility: 4,000 Indoor seats + 4,000 Outdoor seats OR 6,500 Indoor seats + 1,500 Outdoor seats. TOTAL CAPACITY: 8,000 seats.

OVERALL FLOOR PLAN LEVEL 01 WIREFRAME

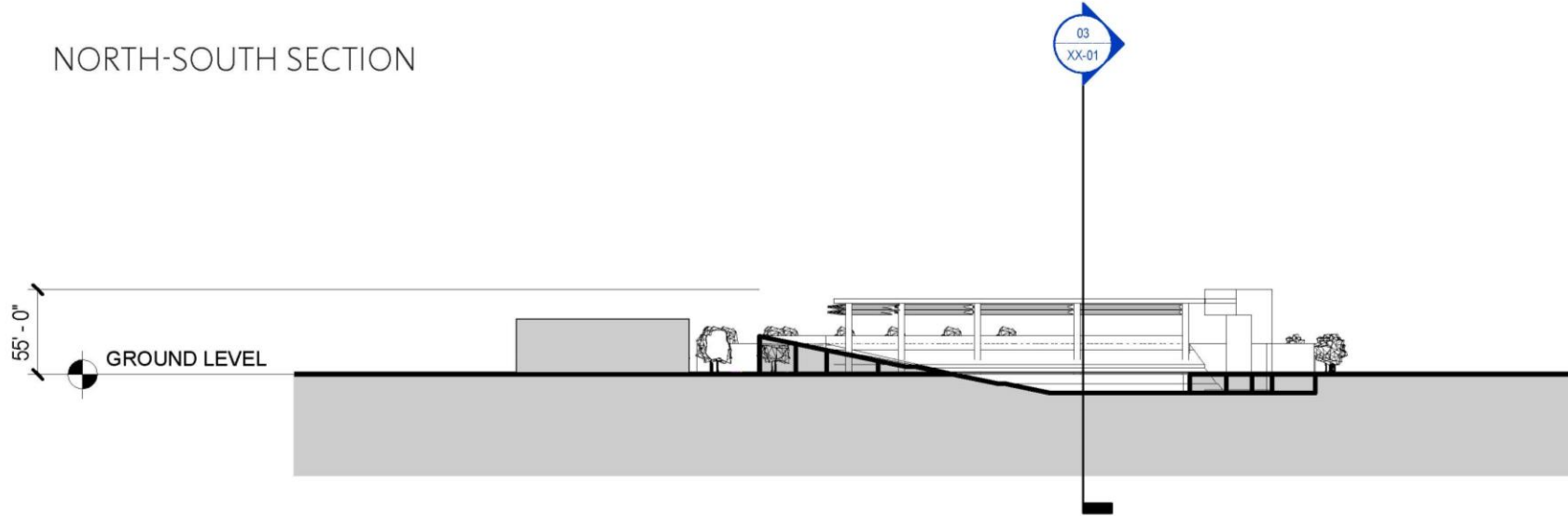


OVERALL FLOOR PLAN LEVEL 01

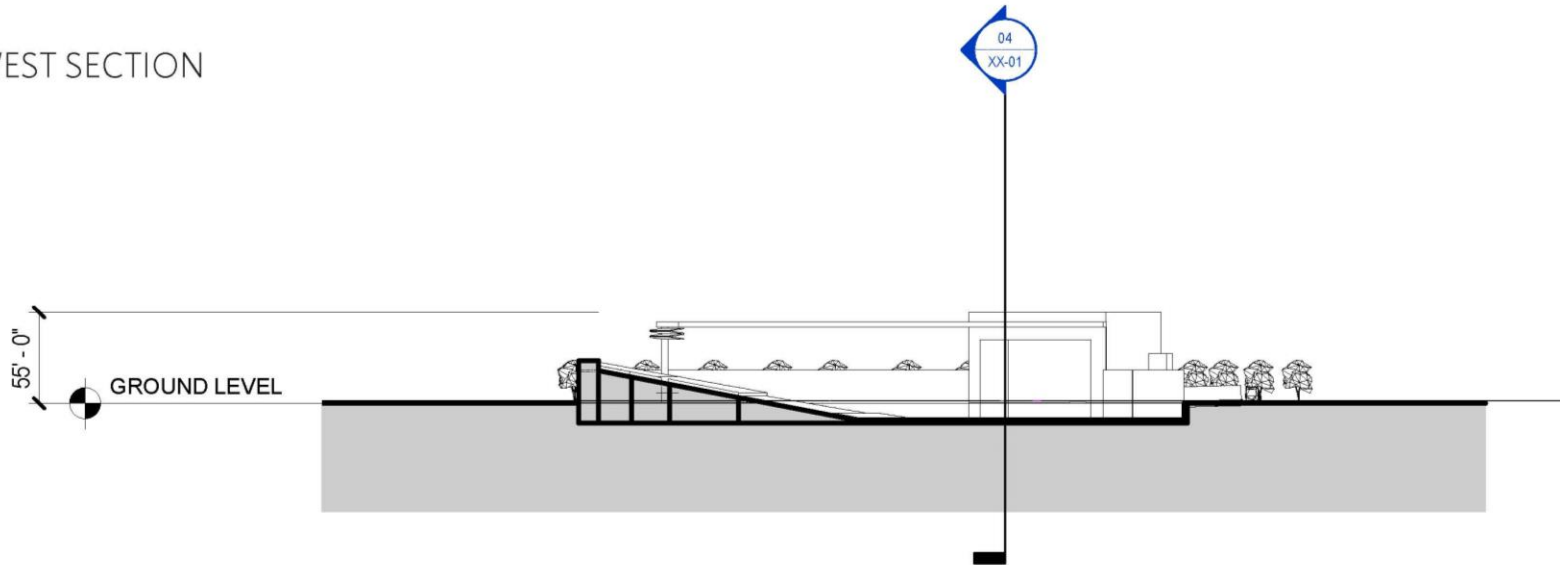


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NORTH-SOUTH SECTION



EAST-WEST SECTION



4.3 Building Massing/Typology Analysis

View of existing conditions, down Chihuahua St. crossing Overland.



4.3 Building Massing/Typology Analysis

View of proposed entrance, down Chihuahua St. crossing Overland.

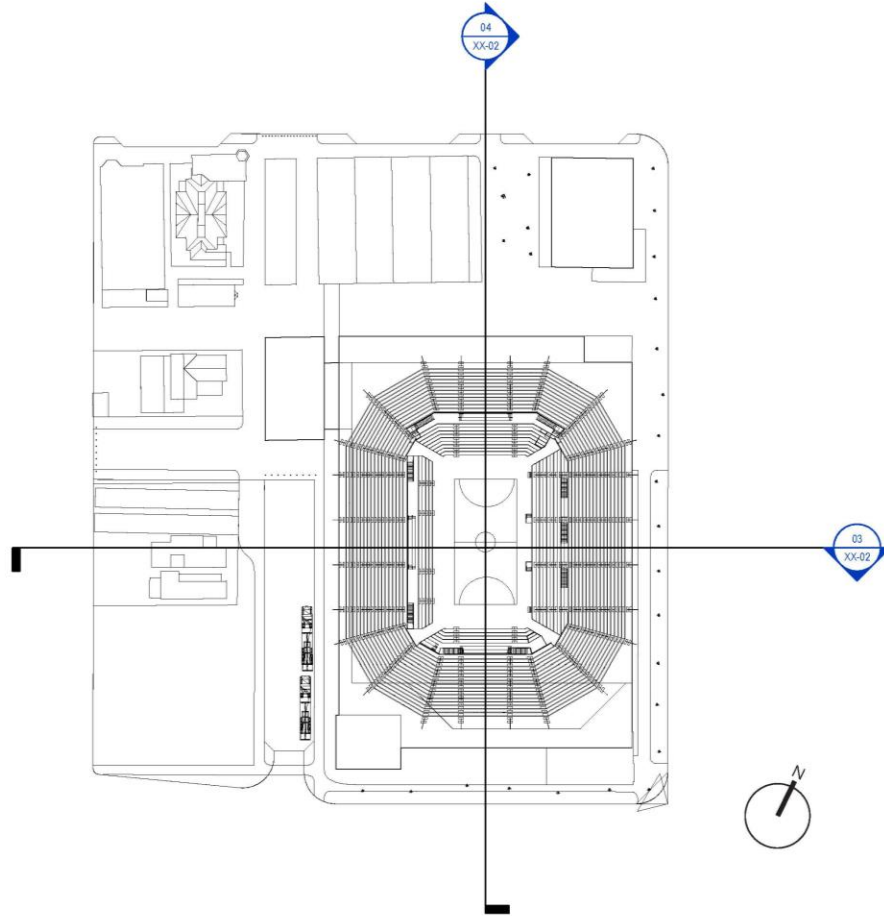


4.4 Arena Facility: TOTAL CAPACITY: 12,000 seats

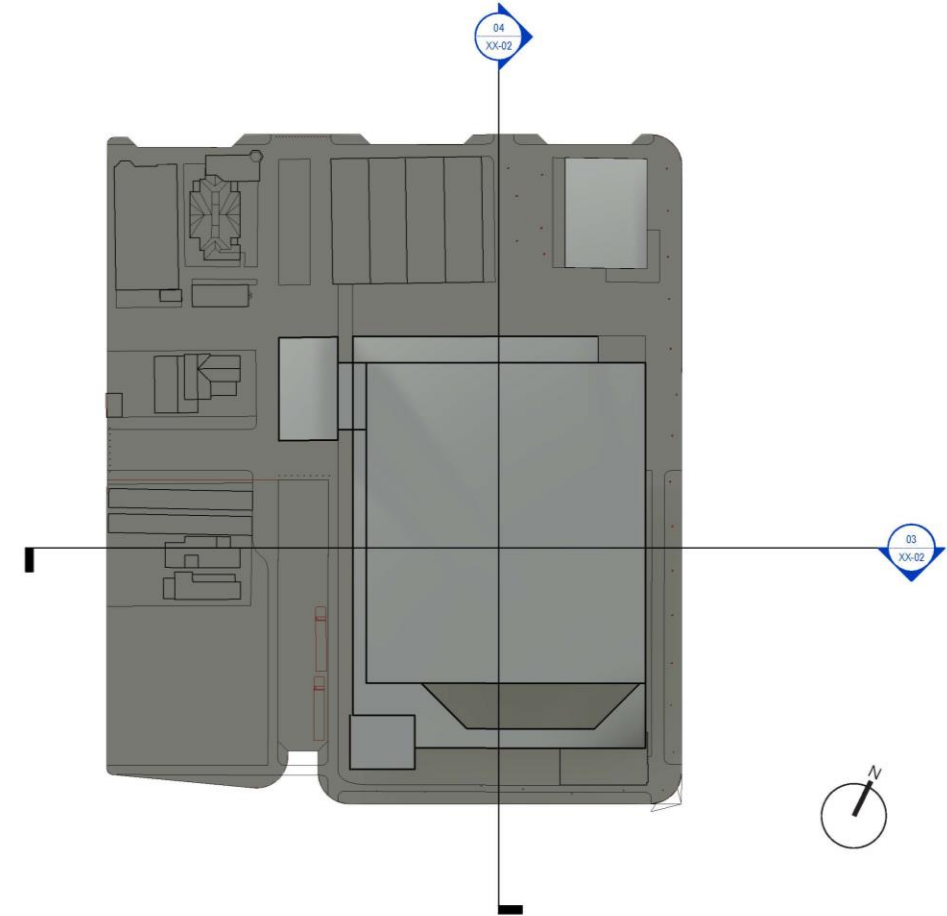


4.4 Arena Facility: TOTAL CAPACITY: 12,000 seats

OVERALL FLOOR PLAN LEVEL 01 WIREFRAME

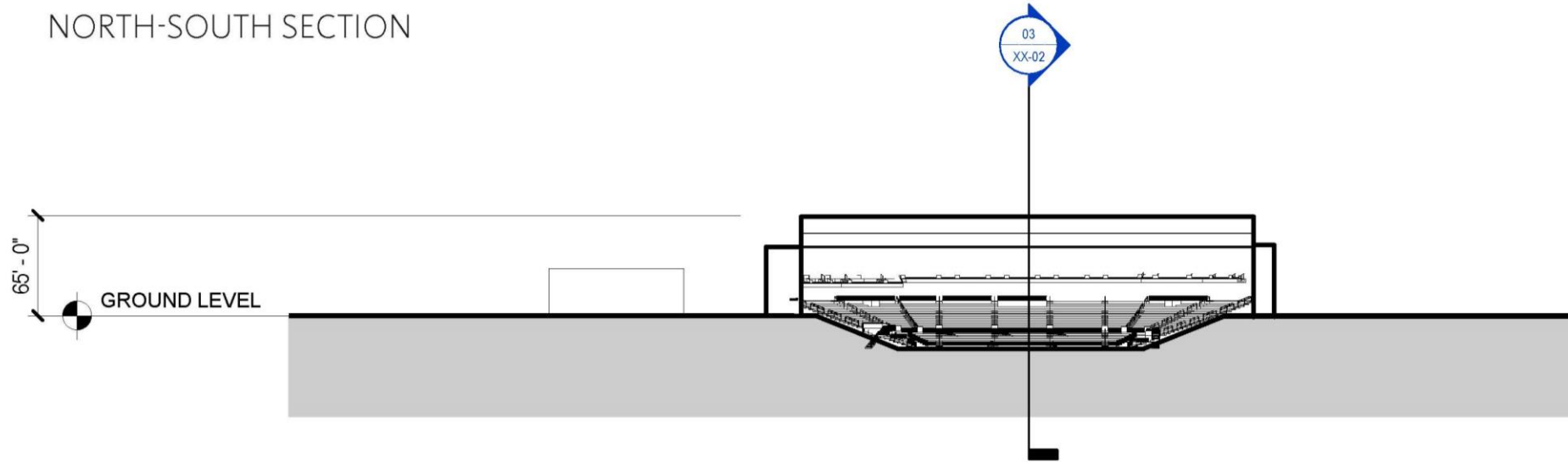


OVERALL FLOOR PLAN LEVEL 01

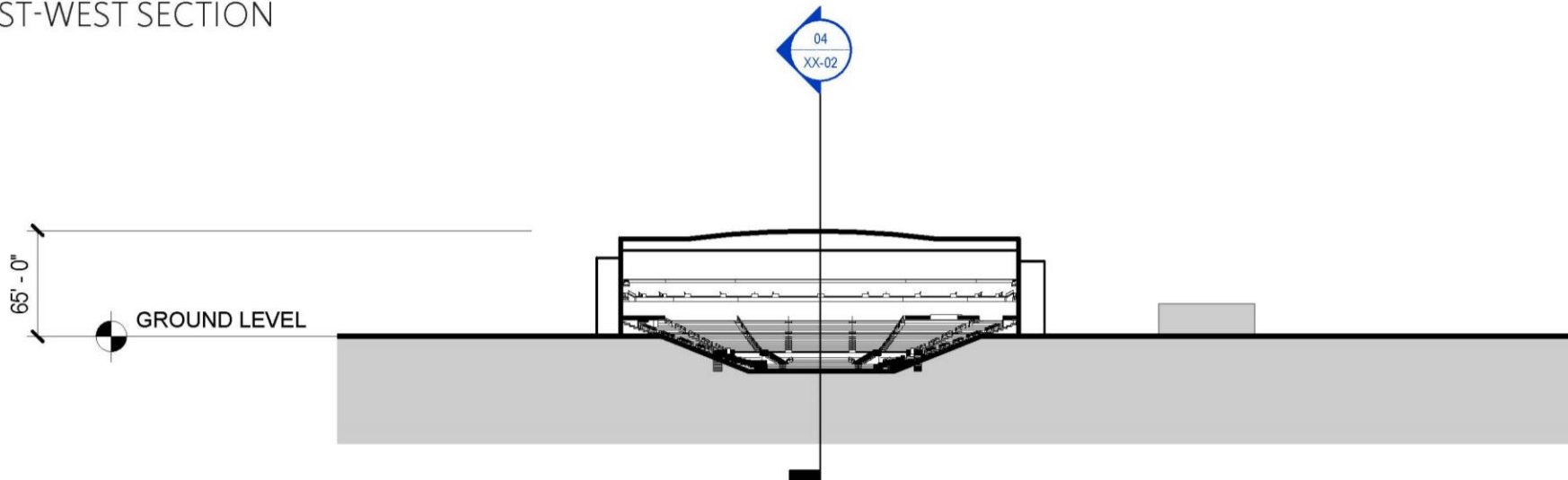


4.4 Arena Facility: TOTAL CAPACITY: 12,000 seats

NORTH-SOUTH SECTION



EAST-WEST SECTION



4.5 Building Massing/Typology Analysis

View of existing conditions, down Chihuahua St. crossing Overland.



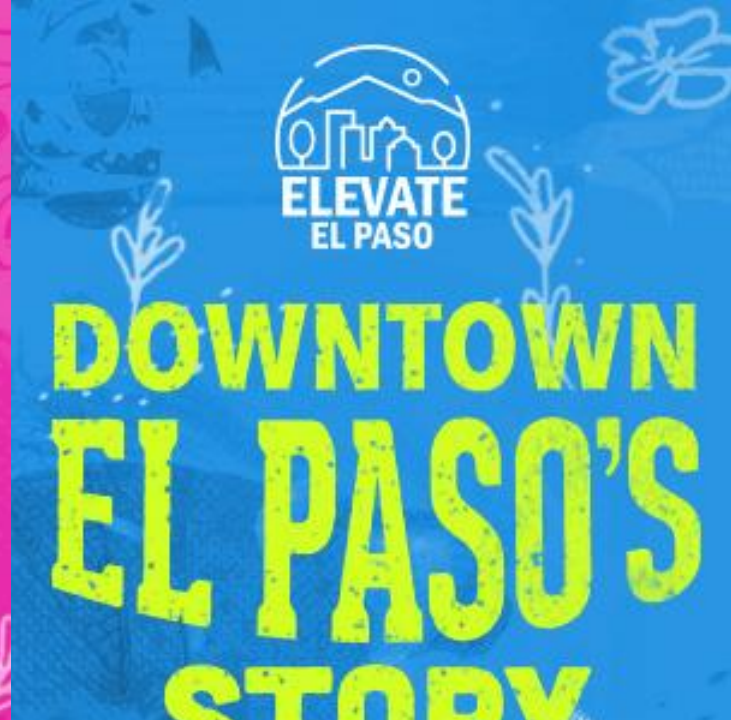
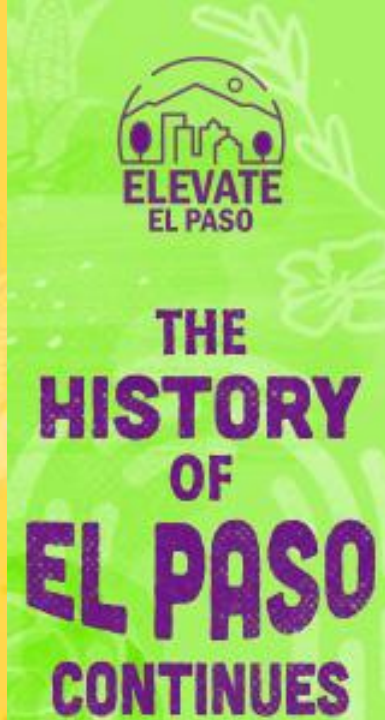
4.5 Building Massing/Typology Analysis

View of proposed entrance, down Chihuahua St. crossing Overland.



Feasibility and Programming Prefinal Results:

- 89.1% Approve the MPC project, with building restoration that reimagines the use of existing buildings
- **There is a market need for a MODERN facility in the 8,000-12,000 seats**
- **Current Site Plan incorporates 12 structures, SEVEN of which are independently eligible for historic designation as per the EP County survey (this project would pave the way for the rehabilitation of those structures)**
- Project costs are within the current approved budget; All pricing assumes Q1 2024 start
- Operating models estimate a yearly profit for the operation
- Contributes to the revitalization of Union Plaza
- Incorporates this area into the Convention Center Campus for additional meeting space.



THANK YOU QUESTIONS?

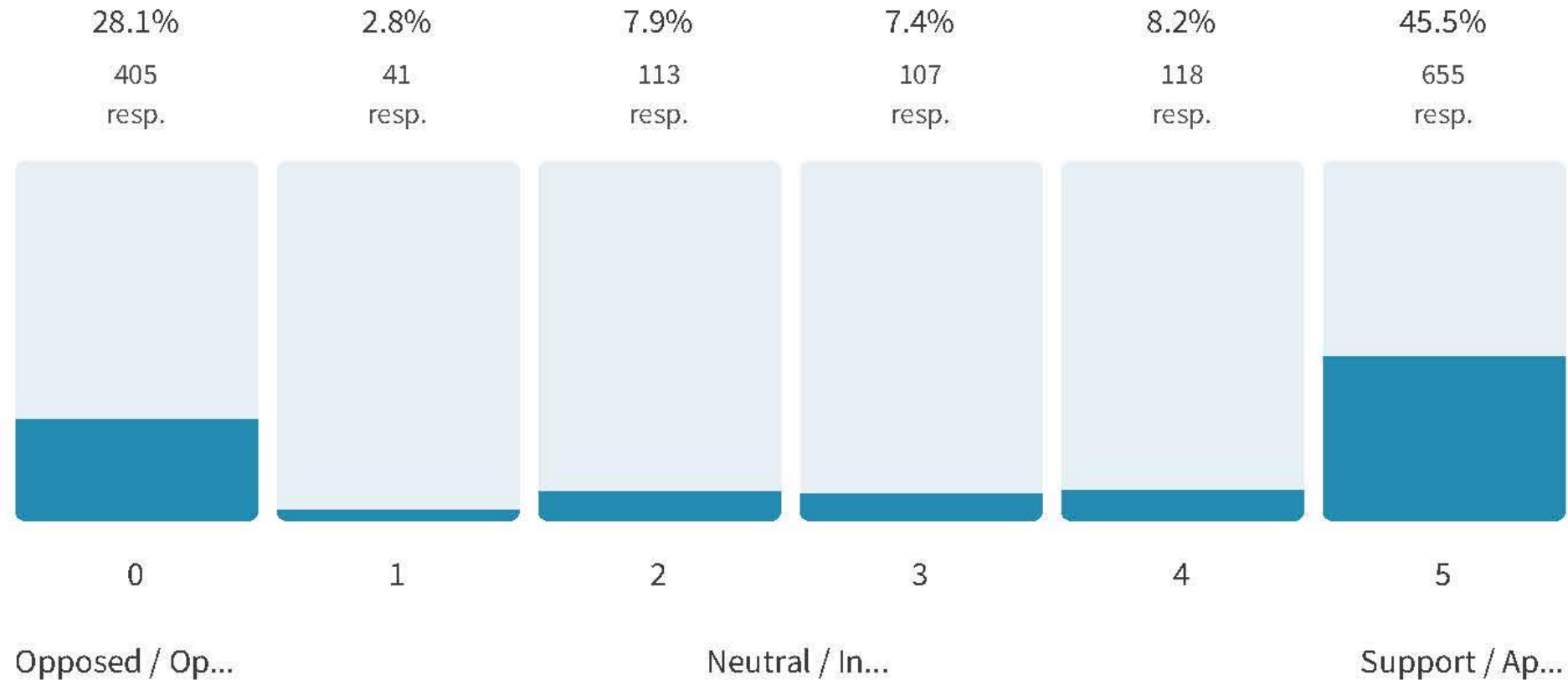
<https://www.elev8ep.com/calendar-events-mpc>



Do you support the construction or redevelopment of the Union Plaza area into a new multipurpose district or facility?

1439 out of 1466 answered

3.0 Average rating



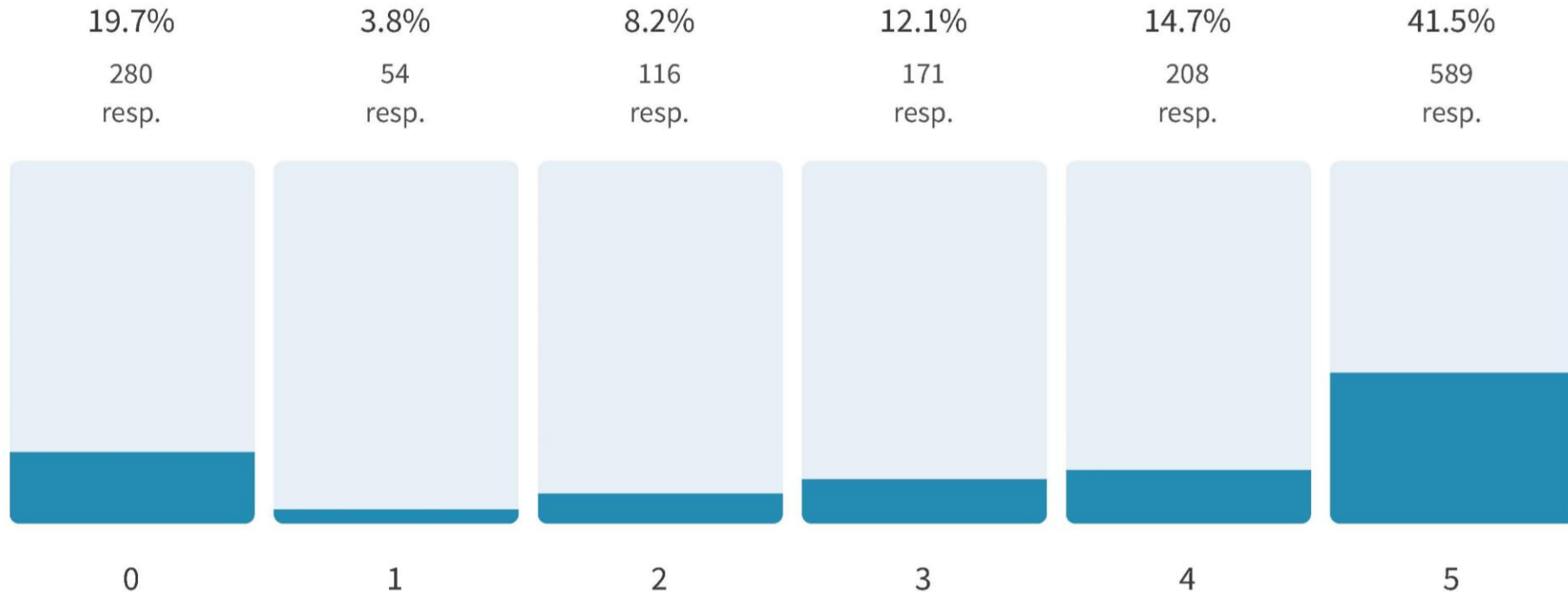


This image depicts a flexible outdoor space for smaller events and gatherings, open air lawn style seating and small commercial spaces nearby.

1418 out of 1466 answered

The next 3 slides show great support/preference for integrating outdoor events, and existing urban context into the project

3.2 Average rating

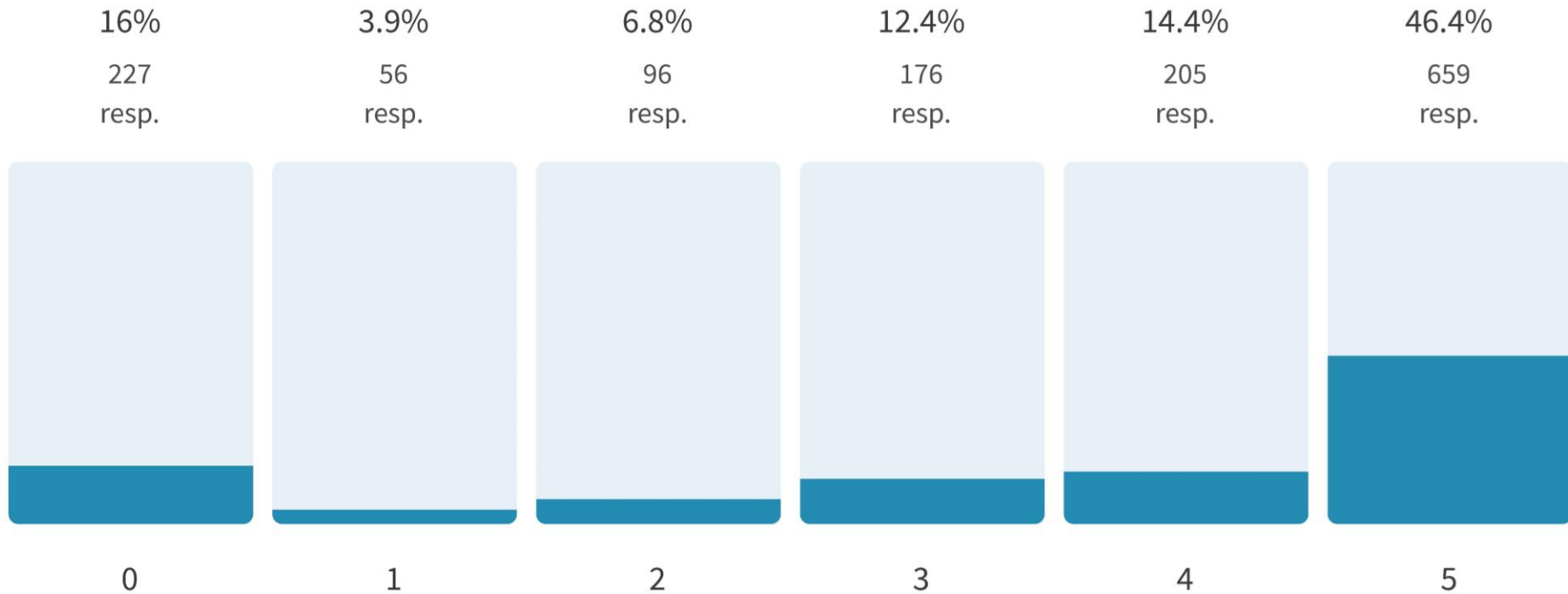




The focus of this image is a space that can accommodate a variety of commercial uses in a boardwalk style, urban outdoor setting.

1419 out of 1466 answered

3.4 Average rating

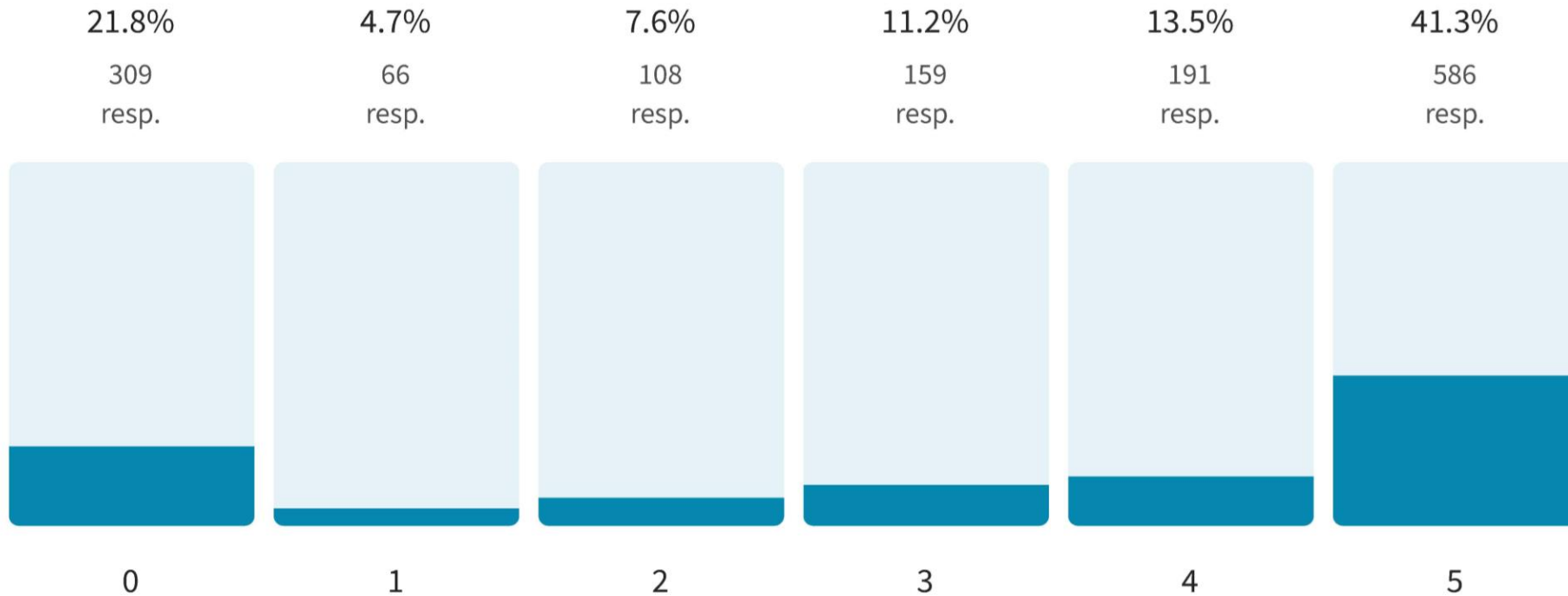




A large outdoor performance and night market style facility is highlighted in this image with a smaller, companion indoor venue in the distance.

1419 out of 1466 answered

3.1 Average rating

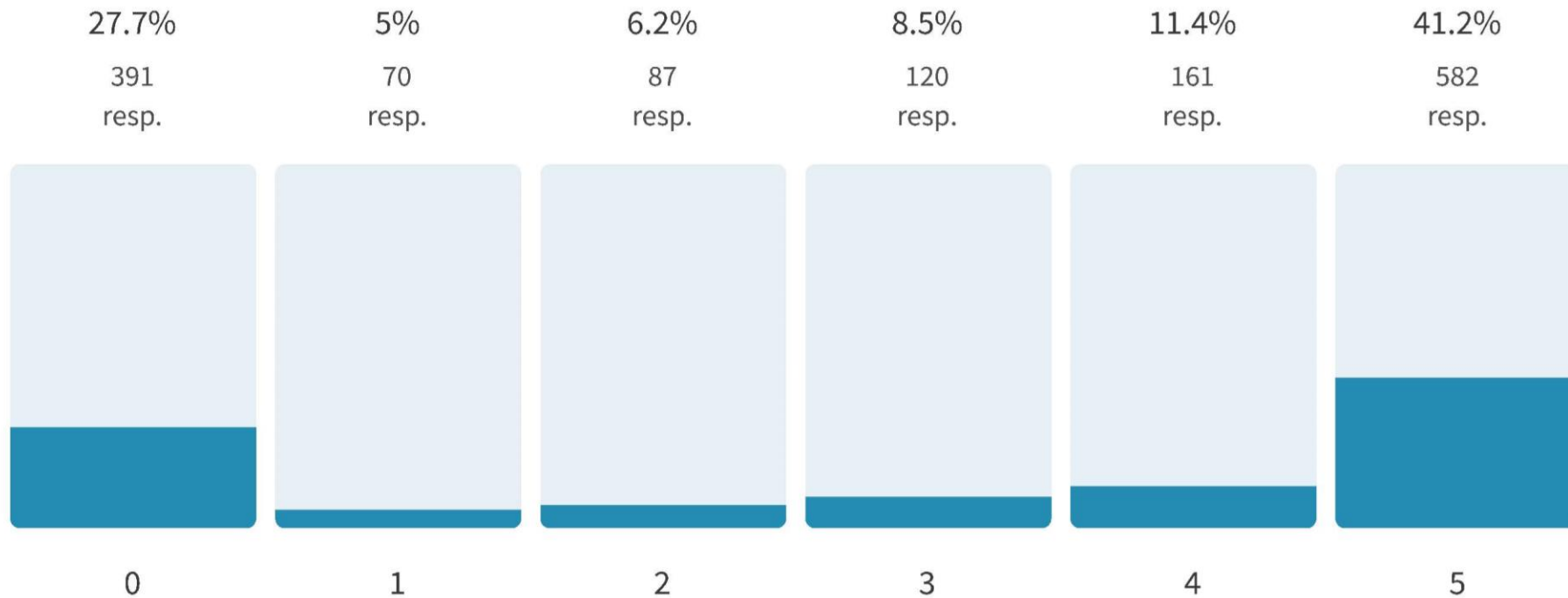




A facility that accommodates large indoor stage performances is depicted in this image. This type of facility would be size according to the ongoing market analysis.

1411 out of 1466 answered

2.9 Average rating

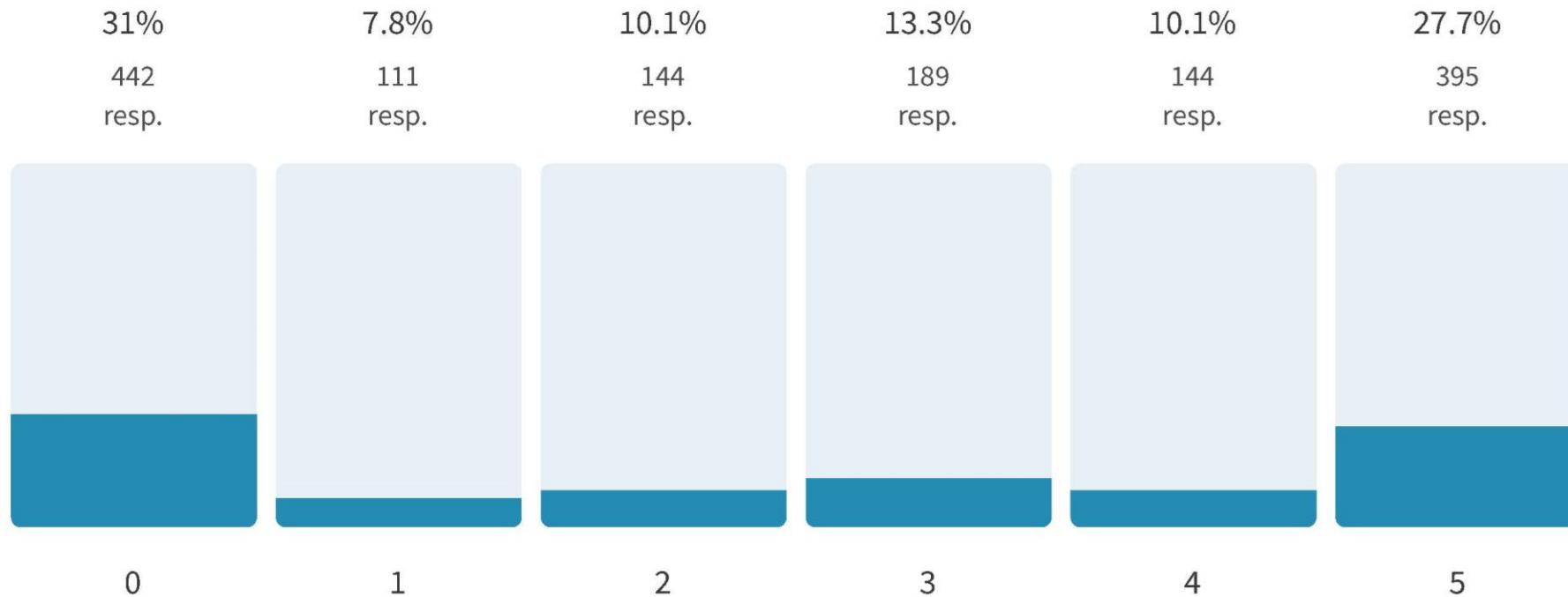




This image highlights a larger, open air style facility that can accommodate a variety of events without structured seating.

1425 out of 1466 answered

2.5 Average rating

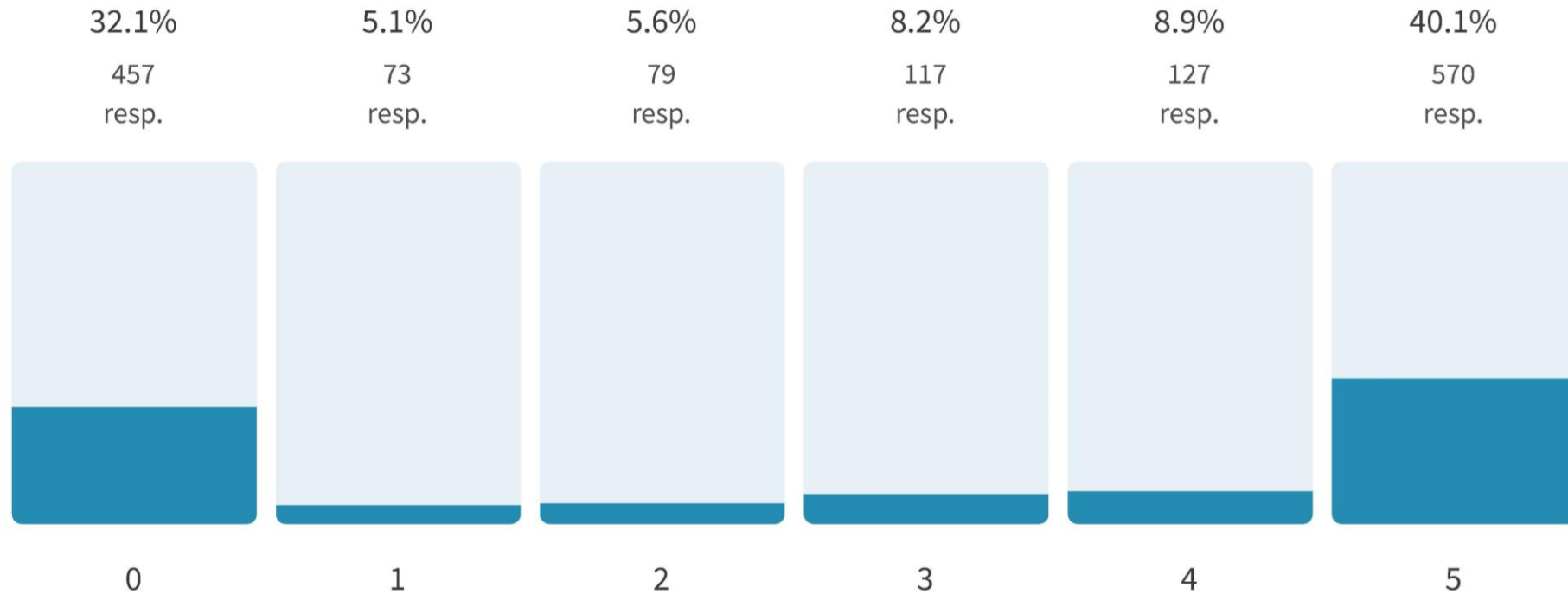




This image highlights a facility that accommodates indoor sporting events and structured seating for other compatible events.

1423 out of 1466 answered

2.8 Average rating

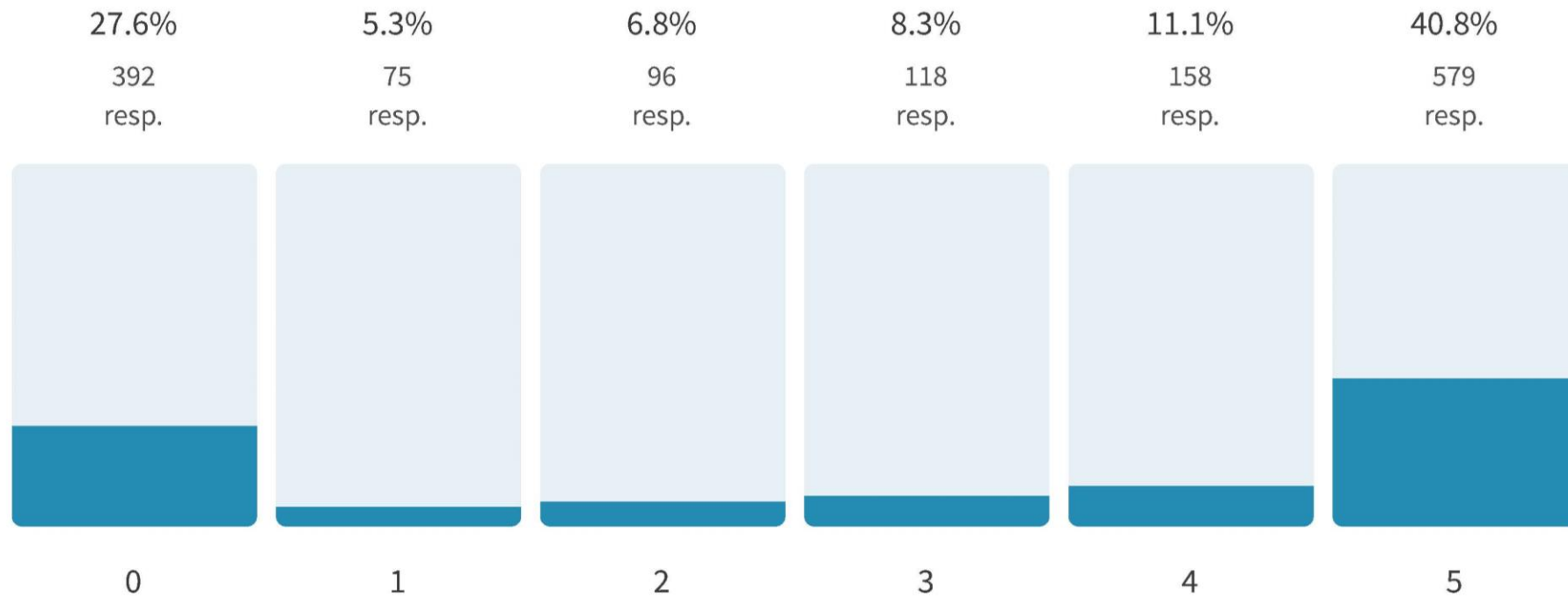




This image highlights a facility that accommodates family friendly events with a combination of flexible and structured seating for similar events.

1418 out of 1466 answered

2.9 Average rating



Which option best describes the outcome or type of project you feel is most appropriate for the MPC site in Union Plaza?

1399 out of 1466 answered

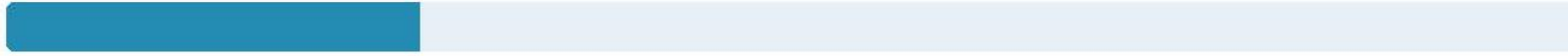
I support a project that protects and rehabilitates existing historic structures. *Apoyo un proyecto que protege y rehabilita estructuras históricas existentes.*

531 resp. 38%



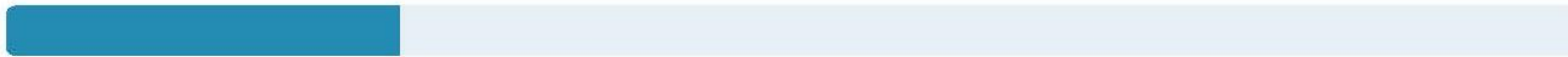
I Support a project that reimagines existing buildings and outdoor spaces into a modern performance venue. *Apoyo un proyecto que reinventa edificios existentes y espacios al aire libre en un lugar de actuación moderno.*

367 resp. 26.2%



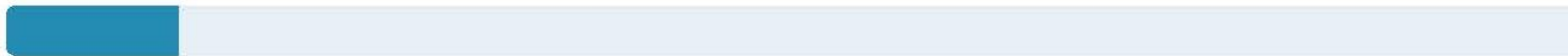
I support the original Multipurpose Performance and Entertainment Center project proposal. *Apoyo la propuesta original del Centro Multifunción de Espectáculos y Entretenimiento.*

348 resp. 24.9%



I support the preservation of the MPC site area in its current state with no improvements or new uses. *Apoyo la preservación del área del sitio MPC en su estado actual sin mejoras ni nuevos usos.*

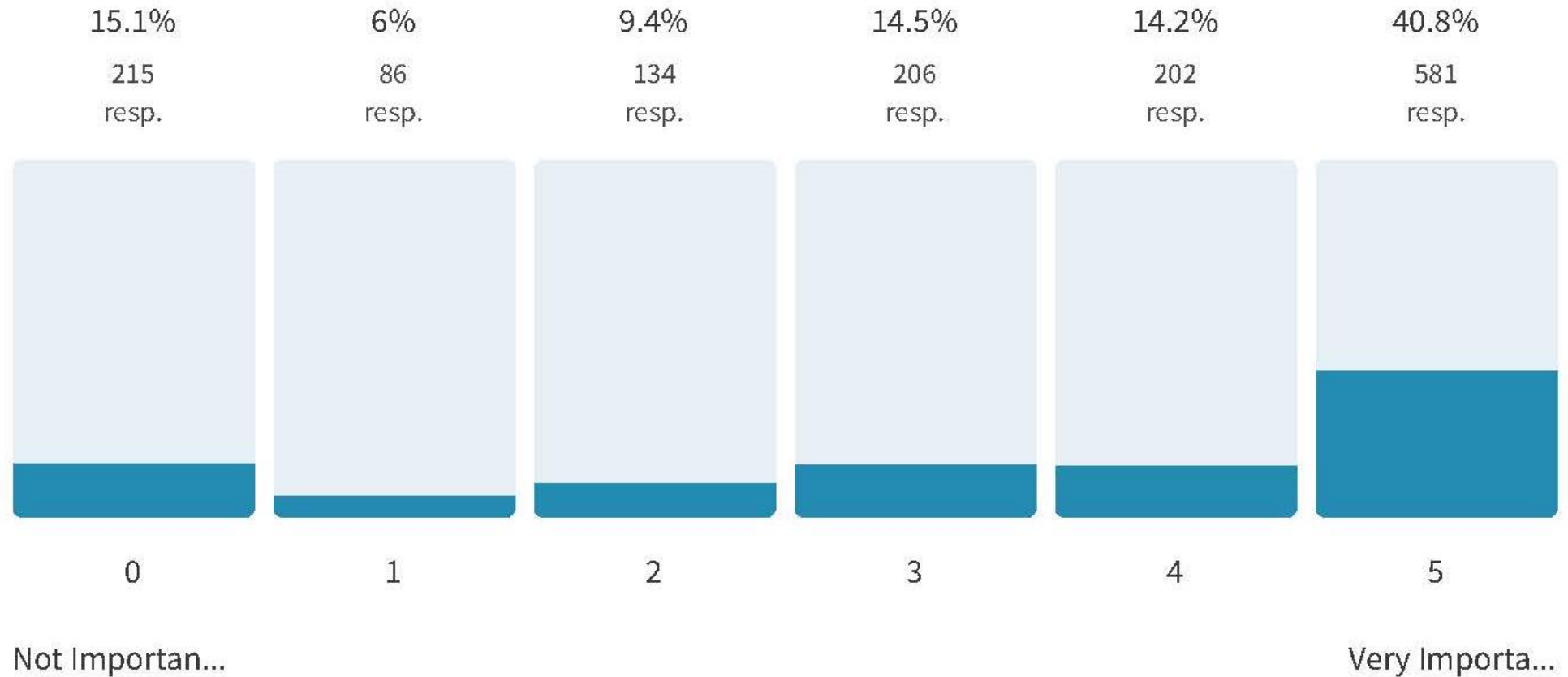
153 resp. 10.9%



How important is the preservation of existing buildings in the Union Plaza area to you?

1424 out of 1466 answered

3.3 Average rating



How important is it to you that memories and stories about Union Plaza history and culture be reflected in the physical environment?

1432 out of 1466 answered

3.5 Average rating

