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# Enjoy The Moments

by: Todd Breland

Wow. Is it just me or did January to October happen in a blink?! At the same time, summer temperatures dragged for what felt like two years.

Regardless, the holidays are here, and it's time to enjoy family and time to enjoy family. You read that correctly.

My repetitiveness is to emphasize the importance. The older I get, the more I appreciate those who my wife and I tuck in each night. In actuality, it's more like, "Ok boys, hand over your phones for the night; it's reading time and prayers."

Whatever your habits are with the kiddos, this time of the year it's a little more special. We reflect, hug tighter and enjoy one more slice of pecan and/or pumpkin pie. I can't be alone with that holiday ritual, right? It just calls for at least one more mile on the treadmill.

From now through early January, our multitasking is put to the test as we juggle work responsibilities and prepping for in-law stays,

road trips or flights to see those we treasure most. The push to the finish line making sure we end the calendar year with an A+ effort and production at work, combined with knowing a cold glass of eggnog is within reach. The rush can create butterflies and stress simultaneously.

I'm reminded of a phrase "too blessed to be

stressed" during the final chapter of 2023. We'll get 'er done and relax over a fire (even if it's the electric kind without heat) with family to laugh, dine well and get a much needed break.

Our VBR family wishes you and yours a happy and safe holiday season.

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# Nicho's Keeps Its Word & Sees Growth

By Ricardo D. Cavazos, *Content Editor*

At 2 a.m., the first trucks are leaving and on their way to Laredo, Alice and Corpus Christi.

They are filled with all varieties of fruits and vegetables that have made their way to Nicho Produce in Edinburg from California, Mexico and origins further south. The skies are seeing the first glimmers of light when the remainder of the 30-plus truck fleet is leaving Nicho's just off north Closner. Those trucks are heading to retail destinations closer to home in the Rio Grande Valley.

"All trucks are out by 6 a.m.," said Tommy Villarreal, the president and chief executive officer of Nicho Produce.

He is sitting in the office once occupied by his father and founder of the company, Dionicio, whose nickname is the company's namesake. Nicho Villarreal didn't have big computer screens to track deliveries as his son does today. Nicho began the company in 1969 with three delivery trucks and his wife, Mirtala, serving as a bookkeeper and confidante. It's the same location where Tommy Villarreal today oversees the family business with words of wisdom from his late father and mentor still ringing true.

"Keep your word and honor agreements," Tommy said. "You're only as good as your word."

## Outgrowing Home Base

Thoughts of his father still stir emotions in the son more than five years after Nicho's passing.

The sentiments and nostalgia connected to the produce plant intensify when realizing that Nicho's will leave its sturdy and old site in 2024. Nicho's is moving to a new facility it will build at Edinburg's North Industrial Park. The small business that got its start delivering to small independent grocers in the Valley has outgrown its present quarters.

"We've added on and added on as much as we can," Villarreal said. "We realized that isn't going to solve all of our problems."

Nicho Produce with its new 50,000-square-foot cold storage and distribution facility in north Edinburg will provide quick access to U.S. Highway 28. From there, it's a convenient starting point

for deliveries throughout the triangle of deep South Texas. The new facility will lead to greater efficiencies. It will vastly increase the company's space capacities with higher ceilings that will allow upward storage of shipments before deliveries.

All of those modern updates won't make it any easier to leave what has always been Tommy Villarreal's second home.

"I grew up here," he said. "I worked with my dad here. It's the only place I've ever worked."

## Wide Reach

Walking through his present

34,000-square-foot facility, Villarreal moves from one large room to another, including cold storage areas which contain crates of Peruvian tangerines and Asian pears from California.

Other rooms contain bananas and vegetables like tomatoes, spinach and broccoli. All colors and textures of the fruits and vegetable pyramid are at Nicho's. Stickers on the side of boxes show the reach and diversity the produce's final destinations. One box displays a label for delivery to a Laredo hospital. Another is going to a school in Harlingen. Several boxes are ready for delivery to a network of



Tommy Villarreal runs the produce shipping business his father began nearly 60 years ago in Edinburg. (VBR)



charter schools in the Valley. Nicho's also does packaging and pre-cuts salads onsite for several South Texas school districts.

Big box stores like H-E-B and Wal-Mart are also regular customers. Large grocers depend on Nicho's to make spot and urgent deliveries when produce sells quickly and delivery from their own systems may be a few days away.

"They will tell us, 'We're running short from our distribution center and we need this product and we need it today,'" Villarreal said.



Tangerines from Peru make a snug fit in boxes at Nicho Produce. (VBR)



Nicho's does packaging onsite for a wide variety of customers from grocers to school districts. (VBR)



A Nicho Produce truck heads out from Edinburg for deliveries in the Rio Grande Valley. (VBR)



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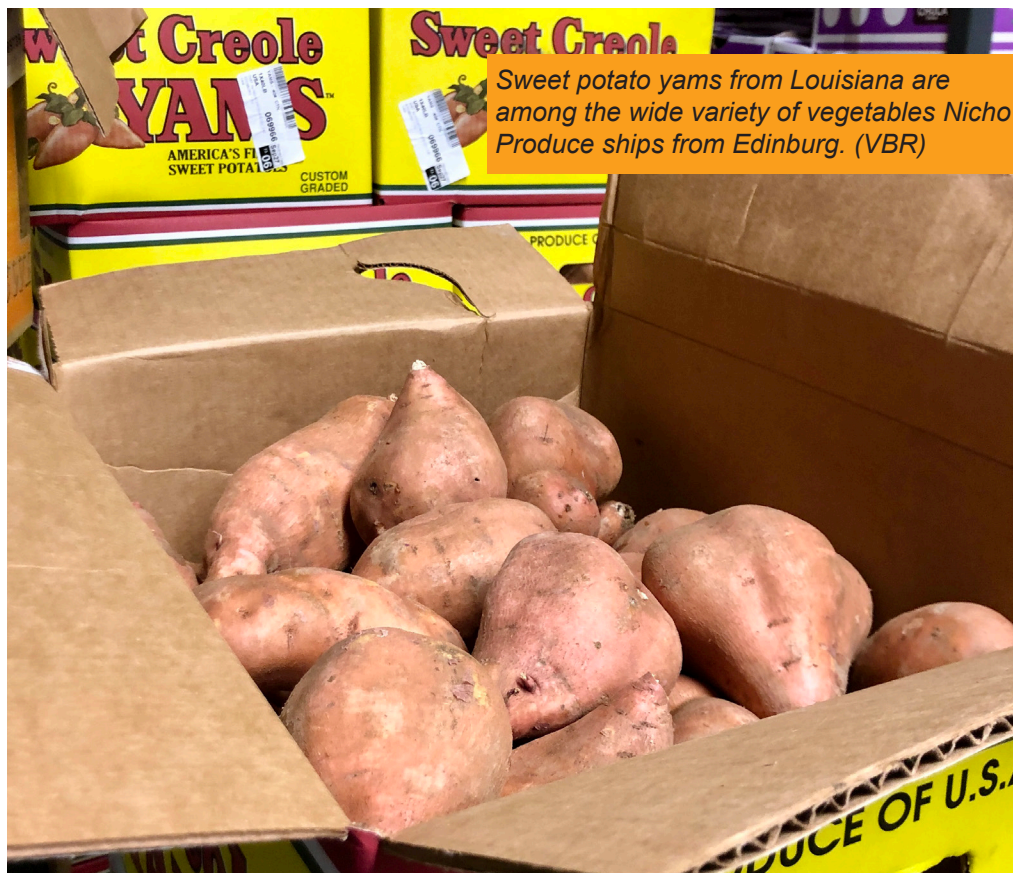
There's another growth market for Nicho's and it would seem to come from an unlikely source. Dollar General stores are selling essential fruits and vegetables in reaching a niche market that does not have fast access to an H-E-B or a Wal-Mart. There's a large cold storage room at Nicho's dedicated to the 62 Dollar General stores across South Texas that Nicho's reaches.

"We're that middleman," Villarreal said. "We put loads together and consolidate everything and get it delivered to our customers."

For now, it's done from what he calls "an old-style building," a business he owns with his sisters, Laura Villarreal and Sylvia White. They keep in close touch with their little brother from their homes in San Antonio. Over 50 years have passed since Nicho Villarreal started his modest business. Tommy Villarreal smiles when asked what his father would think of how the family business has grown and where it's headed.

"He would be proud," Villarreal said.

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# Chamber Leader Reviving Raymondville

By Ricardo D. Cavazos, *Content Editor*

A city without a chamber of commerce isn't whole. In Raymondville, that essential piece was missing before a long-standing community leader returned to revive a dormant organization.

Elma Chavez was running her own business in Raymondville when city leaders approached her early this year. Their suggestion was more of a plea. She had retired five years prior from her post as executive director of the Raymondville Chamber. The community needed Chavez's return to kick start the chamber after its operations were shut down in 2020.

"We want you to come back," she recalled being told by city leaders. "No one else would know where to start."

Chavez enjoyed owning her own business in town, a boutique, but admitted to missing her old job, which she held for 18 years.

"It didn't take a lot of convincing," she said of going back to chamber work. "I got a second chance and I took it."

Back at the chamber's helm for six months, Chavez has been a whirl of activity. She's getting volunteer organizations going while also reaching out to local businesses to let them know an essential organization is back in business.

"It's not good for a community to be without a chamber," she said. "A lot of times you're the only face people see of our town. We were missing that piece."

## Getting Essentials In Place

Chavez's office at Raymondville's Rural Technical Center is a work in progress like the job at hand.

"There is so much to do and so much to be done," she said.

A first essential item on the to-do list was reconstituting a board of directors. Rebuilding the chamber's membership from scratch and having a team of volunteer ambassadors out in the community were also essential building blocks. The word was then shared about the value of having the chamber back.

"There's power in numbers," Chavez said of her allies in the community.

She lauds the contributions of the chamber's 24 volunteer ambassadors who accompany the executive director to ribbon

cuttings and grand openings. Chavez speaks from personal experience of the importance of recognizing local businesses as they work to get a footing.

"I've been a business owner, so I know what it means to be acknowledged as a business in our community," Chavez said.

She has also reached out to area youth in recruiting high school students to form a junior ambassadors program. Chavez sees it as a way of building young leaders while also developing their interest in community life. Taken together, the ambassador programs are helping to rewrite the



*Elma Chavez returned after retiring five years before to revive and lead the Raymondville Chamber of Commerce. (VBR)*



narrative of Raymondville, a community set apart, north of the Valley's network of cities along Expressway 77/83.

"We need people to invest in Raymondville and see what we're really about," Chavez said.

### Making Its Presence Known

A new look at Raymondville would show an emerging chamber building partnerships with local businesses and governmental entities.

Chavez highlights the chamber's work in seeking donations of box fans in helping families get through the hot summer. Over 300 fans were donated by the Raymondville Chamber of Commerce. The items were picked up by nonprofit organizations and county government and then distributed to Willacy County households.

There are also monthly workshops the chamber is hosting in conjunction with Prairie View A&M's community and economic development program. Topics such as business planning, product quality and distribution, and financial forecasting are among the session topics assisting small businesses in Willacy County. It's all part of rebuilding the Raymondville Chamber of Commerce, of which Chavez credits board president Andrew Maldonado and his fellow board members for their contributions.

"We only do happy in this office," she said of the rebuilding effort. "We see the positives here, we have a lot of open land and potential here."

Chavez's small business is still active, but these days the executive director who is grateful for her second chance is looking ahead to what her organization and community can do.

"I feel like we're in a good place," she said.



*Willacy County's 100-year-old courthouse highlights the long and rich history of Raymondville and area communities as part of the Rio Grande Valley. (VBR)*



*VTX1 is among Raymondville's larger businesses with a longstanding headquarters in the Willacy County city. (VBR)*





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# SpaceX, LNG Put RGV On Industrial Map

By Ricardo D. Cavazos, *Content Editor*

For decades, the scenario was the same for Rio Grande Valley residents when it came time to make job choices after receiving their technical training and education at area colleges.

The better jobs and higher pay were elsewhere. Be it at the Port of Houston or jobs at aviation manufacturing facilities in California, Valley natives searched nationwide for careers that could match their aspirations. That equation is beginning to change – and in a major way in southern Cameron County. SpaceX and its Starship rocket are now a formidable presence on Boca Chica Beach. Nearby, at the Port of Brownsville, construction on a Rio Grande LNG plant has begun. It gives the Valley an industrial look it has never had before.

“They’re great opportunities for our community,” said Cledia Hernandez, the vice chancellor and chief external relations officer for the Texas State Technical College system. “In the past, many of our skilled technicians from the region had to relocate elsewhere. The developments we’re seeing now will allow them to come back home or stay here after receiving their training.”

## Industries Co-Existing

The industrial employment numbers in southern Cameron County look to gain traction in the coming years. SpaceX currently employs 2,100 workers at its Starbase on Boca Chica, with 80 percent of its workforce being RGV residents. The industrial firm building the LNG plant – Bechtel Energy – says it will need at least 5,000 workers to build the NextDecade facility at the port. When completed, the LNG plant will employ at least 400 workers – and likely more in the years ahead – as it is built in three phases over a 1,000-acre site.

Of the industrial surge ahead, Eduardo Campirano, the Port of Brownsville’s chief executive officer, says, “I don’t know if we can get our heads around it yet.”

The Valley, Campirano says, has “never been in that discussion.”

The port director is referring to major cities and regions of the country that are major players in the energy sector or other fields of major industry. The \$11 billion-plus LNG plant by state Highway 48 is sure to put the RGV in the discussion, with Bechtel President Paul Mardsen, saying, “This plant will put

Brownsville on the global industrial map.”

## Driving Skilled Labor

To some extent, SpaceX has already done that with its \$430 million investment in Cameron County. Brownsville city leaders have said SpaceX has contributed \$885 million in gross economic output for the county. Its 2,000-strong workforce has made SpaceX the largest private employer in Brownsville. Starbase at Boca Chica Beach is essentially a rocket manufacturing plant and its workforce is currently focusing on a second Starship launch off its launch pad across the Laguna Madre from South Padre Island.

Kathryn Lueders, Starbase’s executive

general manager, recently spoke in general terms of how she sees her operations and the LNG plant co-existing. She said during a presentation to SPI community leaders that a labor infrastructure of skilled workers is being built and will serve both facilities well. More will need to come, Lueders said, to maintain that flow of technical and skilled workers both operations need as they eventually operate concurrently in southern Cameron County.

“Those skills are going to be sought-after commodities with industries coming in,” Lueders said of jobs in welding, assembly work, crane operations and construction trades. “It has helped us to build and maintain our systems and operations. We need to gain more



*Students receiving technical training at Rio Grande Valley colleges will see opportunities in industrial jobs never seen before in the area with SpaceX and Rio Grande LNG in southern Cameron County. (Courtesy)*



of those skills in partnerships with universities and school districts in the Valley.”

### Thinking Local

Both Rio Grande LNG and SpaceX have pledged to think local first when it comes to hiring and maintaining its workforce.

Lueders points out that 80 percent of Starbase’s employees are from the Valley and that SpaceX plans to train and develop local residents for higher technology jobs in systems, navigation and launch pad design. NextDecade’s CEO Matt Schatzman says his company will recruit Valley natives with industrial and technical experience who are living elsewhere in hopes of bringing them back home.

It would represent a turnaround in what higher education administrators like TSTC’s Hernandez have seen over the years. That trend would be welcomed locally as TSTC and other area colleges continue their work of preparing students for new opportunities in the Valley.

“We’re going to continue to provide a continuous flow of workers to our industrial partners,” she said.



*TSTC Vice Chancellor Cledia Hernandez says emerging industries in Cameron County will give RGV students new opportunities. (Courtesy)*



*Starbase Executive General Manager Kathryn Lueders says SpaceX will partner with area colleges and schools to maintain the flow of technically proficient workers the company needs at its Boca Chica Beach plant. (VBR)*



*RGV students receiving technical training will be in high demand in the region with emerging companies setting up large operations in Cameron County. (Courtesy)*

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# Supply Chains Shifts May Benefit RGV

By Ricardo D. Cavazos, *Content Editor*

The fallout from the economic upheavals of 2020 when coupled with the Russian invasion of Ukraine in 2022 have frayed supply chains from Asia and put global energy markets on edge.

Two buzzwords are making the rounds of economic development talk as industries readjust and calculate what lays ahead. One term banding about is reshoring. This is the reestablishment of manufacturing operations in the United States after being previously located overseas. An example of reshoring came recently in Corpus Christi when Tesla broke ground on a lithium refinery to boost the manufacturing of its electrical vehicles.

Tesla is also active in nearshoring – the other buzzword – in announcing it will build a gigafactory manufacturing plant in Nuevo Leon near Monterrey. New electrical vehicle production is expected at that plant as early as 2026. Nearshoring refers to companies moving manufacturing processes to countries near the United States, with Mexico being the chief beneficiary thus far.

## Opportunities Potentially Arising

The upshot of reshoring and nearshoring is that companies are strategically moving manufacturing facilities and shortening supply chains in the aftermath of product shortages as of late. The deficiencies of globalization in industrial manufacturing and supply materials were exposed three years ago. The distance to major American and European markets from factories in Asia, especially China, were shown to have liabilities.

In the Rio Grande Valley, economic development specialists and city leaders

have begun analyzing and looking at what opportunities might arise for our regional border economy.

There is no consensus at this early point in developments. The early estimation is that the Valley could see gains in logistics and transportation sectors as more companies follow Tesla's lead and establish new manufacturing facilities in northeast Mexico.

"With nearshoring, more products and services will be moving closer to our border," said Kim Moore, the interim director of institutional advancement and economic development at South Texas College. "There

is a lot of potential here for logistics. We need to be ready to make sure the flow of logistics is here."

## Mixed Views

The topics related to nearshoring were the subject of a recent discussion in Brownsville on the Texas Southmost College campus. "A New Mexican Moment" was the billing of the talk at TSC. The subtext was the opportunities it could bring for U.S. border communities.

The expert invited to speak on the subject was Duncan Wood, a longtime Mexico watcher and the vice president for strategy and new



*Light manufacturing in the RGV may be a growth sector in the years ahead due to shifts in the global supply chain. (VBR)*

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initiatives at the Wilson Center in Washington D.C. Wood gave a mixed view of how a border economy like the one in the Valley could benefit from nearshoring surging in Mexico.

Wood highlighted that 72 percent of reshoring is happening in Nuevo Leon, with Tesla being a prime example. The Mexican state closest to the Valley – Tamaulipas – has seen little of the reshoring happening in neighboring Nuevo Leon due to public safety and crime issues related to drug trafficking. He said ports of entry at international bridges need upgrades to handle increasing volumes of traffic. It is the same for highways leading out of the Valley.

“We don’t see enough examples of cross-border highway projects,” Wood said of Texas working more closely with state governments in Nuevo Leon and Tamaulipas. “It’s a time of great opportunity. I don’t think the federal and state governments are prepared for it.”

Wood does see the Rio Grande LNG plant currently under construction at the Port of Brownsville as a direct beneficiary of changing supply chain networks. European nations reduced oil and energy supplies coming from Russia after that country invaded Ukraine in 2022. The Brownsville LNG’s primary markets

for its liquefied natural gas product will be in Europe.

“There’s a new supply chain paradigm forming,” said of the global shifts in operations. “Europe is in desperate need of energy.”

### ‘Logistics Will Be Strong Here’

Economic development specialists in the Valley have differing views while sharing optimistic takes on what nearshoring could mean for the Texas border region.

Nathan Burkhart, the director of business development for the Brownsville Community Improvement Corporation, sees more of a spillover effect with some opportunities in logistics and light manufacturing components. Portions of essential operations in transporting parts and products could be located at Valley industrial parks, he said, with increasing volumes crossing the border due to nearshoring in northern Mexico.

Orlando Campos, the chief executive officer for the Harlingen Economic Development Corporation, is slightly more bullish, saying, “transportation and logistics will be strong here.” He sees a five-to-10 year time window in seeing nearshoring opportunities reach the

Valley when it comes to logistical operations.

“We’ll see some of it,” Campos said. “Foreign investors are looking at Texas. Here in the Valley, we need to work regionally with our neighbors. A rising tide lifts all ships.”

*Shifts in global supply chain operations may bring light manufacturing opportunities for the Rio Grande Valley economy. (VBR)*



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# Livestock Show Celebrating Special Era

By Ricardo D. Cavazos, *Content Editor*

The Rio Grande Valley Livestock Show & Rodeo is billed as the region's single largest event in drawing over 300,000 visitors to the yearly celebration.

The 2024 edition is a special one in what RGV Livestock Show leadership is calling the event's Diamond Anniversary. The 85th annual show will take place from March 7-17 of next year in Mercedes, its historical home and where it got started downtown in 1939. It has been at its present location on the northern end of Texas Avenue since 1950.

The spring 2024 show will bring with it some noteworthy distinctions and new features. A recent press conference highlighted some of the upcoming features and includes:

- The opening of a new 1,000-square-foot pavilion that will help the livestock show boost its entertainment and musical attractions.
- A national network (to be disclosed) will televise the livestock show's rodeo, giving Mercedes and the Valley greater exposure.
- There will be two Saturdays of entertainment. Tejano music and a premier Taylor Swift cover band, Red, featuring Lauren Corzine, will be part of the musical lineup.
- New corporate promotional packages will give small- to mid-size businesses the opportunity to purchase livestock show tickets in bulk for distribution to their employees.

"We know we serve as a focal point for music and entertainment in the Rio Grande Valley," said Luis Saldana, the RGV Livestock Show's executive director and general manager. "We are the Rio Grande Valley's event. Being around so long, it's an institution, it's our heritage and we're so proud to be part of the community."

## Remembering Core Mission

Beyond the music and carnivals, the livestock's core mission remains unchanged.

The central purpose of the livestock show, Saldana said, is agricultural education for Valley youth and showcasing their farm and ranch projects. He noted at the press conference that the first livestock shows in the 1940s generated a few hundred dollars in proceeds for area youth. In 2023, the livestock show generated \$1.7 million for RGV youth in sales of their livestock and other animals they've

raised in addition to granting scholarships and awards.

"Everything we do here is to further develop our mission," said Mike Risica, the president of the RGV Livestock Show board of directors. "Everything we're doing to improve things here is to bring more dollars to give back to the kids."

Behind that core mission is the history of the decades-long event. Saldana and his staff are highlighting the history of the livestock show on the organization's social media sites. There are flashback and "guess the year"

photos featuring images of past years. Posts also ask readers to identify those pictured. The throwback pictures are generating many reader comments and memories of when they attended the event as youngsters.

## Bringing Community Together

All of these promotions and highlighting of history points toward putting on another big spring event. In 2024, Saldana said he expects the livestock show to have 600 volunteers assisting staff to put on the event. There will be about 1,300 exhibits from area youth as they



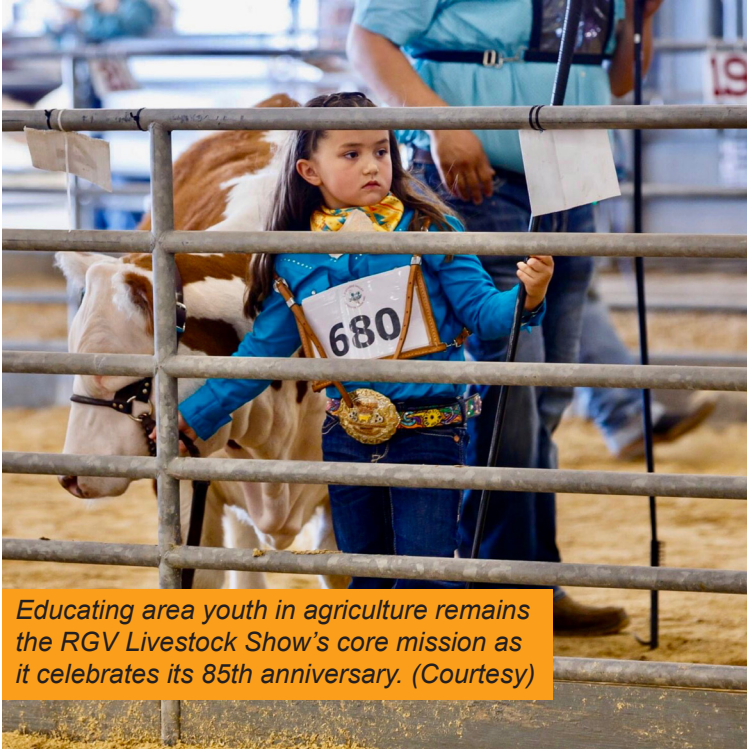
*Luis Saldana, the RGV Livestock Show general manager, says the upcoming 85th edition of the event will feature new elements and promotional packages. (VBR)*



present the cattle, rabbits, pigs and other animals and projects they have worked on for the last year to present at the livestock show.

The crowds will stream in the front gates, from Roma to Brownsville and every point in between. The rodeo is an iconic event seeing another year to celebrate and commemorate its role in regional community life.

“We’re so grateful,” Risica said. “The Valley has always supported us.”



*Educating area youth in agriculture remains the RGV Livestock Show's core mission as it celebrates its 85th anniversary. (Courtesy)*



*The RGV Livestock's rodeo will broadcast on a national television network, event organizers say, giving the region and its host city, Mercedes, more exposure. (Courtesy)*

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# New Chamber President Realizes Family Dream

By Chris Ardis

"I will tell you; she was one of those stars that I saw immediately," McAllen City Manager Roy Rodriguez told a packed room at the McAllen Chamber of Commerce on Oct. 12 about Liz Suarez, the chamber's new president and CEO.

Rodriguez and Suarez worked together in city administration for just over 19 years. Suarez served as the director of the city's transit department before transferring to McAllen International Airport, where she served as deputy director for one year and aviation director for nine years. She left that position, and the City of McAllen, on Oct. 2 to take on her new role at the chamber. Suarez sees it more as an extension of the city than a separate entity.

"I only know what's in my heart," Suarez said, "and McAllen is in my heart. If McAllen needs me, however it needs me, I'm going to do it. I love McAllen because McAllen has loved me so much."

## Pursuing a Dream

Suarez's parents, Eduardo and Josefina Suarez, lived in San Juan in the off season and in Bay City, Mich., during the migrant season. It was during one such season in Bay City that Suarez entered the world, and her birth inspired Eduardo and Josefina to end their journeys north to work in the fields.

"Just months after I was born, they came back and never returned," Suarez shared of their permanent move to Texas.

Eduardo worked as a dispatcher for the San Juan Police Department before becoming a police officer and rising to a lieutenant. Josefina served as the administrator at San Juan Nursing Home and as a chaplain for the Diocese of Brownsville.

"But McAllen was the dream," Suarez said, "and we've been brainwashed about McAllen since."

Suarez' parents wanted her in McAllen schools, so they moved in 1979 and bought a home a year later. Eduardo landed his dream job at McAllen PD while Josefina continued working in San Juan.

When Suarez started school at Rayburn Elementary, she spoke no English. But she learned the language quickly, moving on to Morris Middle School and graduating

from McAllen High School. She earned a bachelor's and a master's at St. Mary's University in San Antonio.

## Embracing a New Role

Since becoming the chamber's president and CEO, Suarez has been adjusting to working without constant commotion.

"It's a different challenge from the get-go," she said. "MFE is such

a dynamic space in the sense of the amount of effort exerted daily. Planning, finance, negotiating, conflict resolution, safeguarding life. You're on 24:7."

The chamber, she said, is a different kind of hustle.

"The chamber is all about relationships. There is also strategic thought, about how we connect people in ways that are

*Soon after Liz Suarez took the helm at the McAllen Chamber, she and her team re-discovered the chamber's original works, like this one of Quinta Mazatlan. (Courtesy)*





beneficial to them.”

Jokingly, Suarez added another welcome change. “I’m sleeping now,” she said.

### Developing Strategy

Suarez has already identified her team’s priorities.

“MEMBERSHIP,” she said, raising her voice. “Reconnecting with our members and understanding what they need.” Next, she said, is working with the chamber board to build committees that have meaning to them, with the goal of producing a meaningful work plan and prioritizing small business.

“We recognize small business represents over 60 percent of our local economy,” Suarez said. “It’s important that we give them all of the resources they need to be in a competitive market. We also need to look at advocating for them in D.C. and in Austin.”

Suarez determined step one in her first-six-months strategy involved the chamber’s physical facilities.

“From the moment you park and even as you’re walking in, you’ll know we are open

*The McAllen Chamber of Commerce was the place to be on Oct. 12 as the community welcomed Liz Suarez (Courtesy)*



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to serve you,” she said. “We start with what is visible.”

Step two involves team development.

“Administration starts our day at 7:30 a.m. so all of our meetings are out of the way before our doors open,” Suarez said. “We are completely focused on the community we’re serving.”

Team development also includes personal development, from outward appearance to the way phone calls are answered and her team members’ follow-through. For Suarez, it also means being present at ribbon cuttings and other events with McAllen’s business community.

“The big thing is networking and identifying resources to help businesses bring in new customers,” she said.

### Patience Pays Off

At Suarez’ Welcome Reception, Rodriguez told the crowd, “In this profession, you have to be patient, or you have to move.” He said Suarez had been patient, staying at Metro McAllen for 10 years and at MFE for 10 more.

“And then she moved,” Rodriguez said. “And that’s what happens to people with talent.”

Her father’s dream of living in McAllen led Suarez to where she is today.

“For me, the chamber embodies the best of what McAllen is, a spirit of unity, a passion for building a stronger tomorrow and a fierce dedication to one another in the community,” she said.

“The chamber connects people to make what seems impossible, possible.”





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