GOALS 1+3

Create an Environment Conducive to Strong, Sustainable, Economic Development

Promote the Visual Image of El Paso
Powered by the Team

- Aviation
- Destination El Paso
- Economic Development
- International Bridges
- Planning & Inspections
Key Accomplishments

2018 Best Airport by Size and Category (2-5 million passengers in North America) by Airport Council International’s Airport Service Quality (ASQ) Customer Experience Awards

Alaska Airlines commenced non-stop daily service to Seattle & San Diego

Comprehensive International Bridges capital improvement program completed and adopted

Permanent renewal of the City’s P3 program with U.S. Customs and Border Protection
Key Accomplishments

FY2019 YTD
Convention Development
Leads: YTD 50  Goal 114  Total PY 86
Definite: YTD 32 Goal: 76 Total PY 48
Room nights: YTD 8,286
Goal: 25,000 Total PY 14,643

Calendar year 2018
Hotel Occupancy 73.4%
9% increase over 2017
28% increase over State
34% increase over National

Sport Development
Leads: YTD 6 Goal 36 Total PY 25
Definite: YTD 7 Goal: 16 Total PY 8
Room nights: YTD 9,800 Goal: 5,000 Total PY 3,602
Key Accomplishments

Opened Austin Convention Sales Office
Full-time Austin-based Convention Sales Manager

Calendar year 2018
Hotel Revenue
$196.1M
5.6% increase over 2017

New Visit El Paso
30 second commercial & 2 min Brand Video
New photography featuring new developments in El Paso
Key Accomplishments


El Paso is selected to host the Sun City Criterium each Spring for the next 5 consecutive years. $5.5M in Economic Impact.

El Paso is selected to host RISE Cycling Symposium each Summer for the next 5 consecutive years. $11M in Economic Impact.
Key Accomplishments

2019-2020 Broadway in El Paso Series features 4 new shows, and 2 favorites!

Charlie and the Chocolate Factory
The Blue Man Group
An American in Paris
Once
Les Misérables
Waitress

Plaza Theatre
Ranked in Top 100 Theatres Worldwide

Sold out hit shows:
Willie Nelson
Chicago
Kevin Hart
Tony Bennett
Key Accomplishments

More than $150 Million in Investment 1,295+ Jobs Created & Retained

Reimagining Cohen
Leveraging Economic Development Tools

TIRZ Creation & Expansion
Transforming key assets of the City into a Destination Location

Streetcar Line Operational adds to the continued momentum and significant investment to Downtown & Uptown – 21+ Projects underway $307 Million
Key Accomplishments

- 96% approval rating of “Very Satisfied” or “Satisfied” for One Stop Shop interactions
- Removed 4,876 properties from the flood zone map – estimated savings of $9M to citizens
- 629 commercial permits issued (excluding trade permits) with a valuation of $408M – 30% increase over FY18
- Over 600 new residential permits issued with a valuation of $162M – 20% decrease from FY18

- Upgraded to Selectron - Provides customers with added security and eliminates fees disputed on inspections not ordered
- Purchased cash counting machine – Eliminates errors and saves ~four (4) hours per week – 206 hours per year!
### Key Performance Indicators

<table>
<thead>
<tr>
<th>Key Performance Indicator</th>
<th>FY2016 Actual</th>
<th>FY2017 Actual</th>
<th>FY18 Actual</th>
<th>FY19 (Thru Q2)</th>
<th>Annual Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount of capital investment</td>
<td>$179M</td>
<td>$340M</td>
<td>$181M</td>
<td>$150M</td>
<td>$165M</td>
</tr>
<tr>
<td>Number of new jobs created</td>
<td>622</td>
<td>1,211</td>
<td>753</td>
<td>613</td>
<td>1,020</td>
</tr>
<tr>
<td>Number of jobs retained (Incentivized)</td>
<td>2,514</td>
<td>1,183</td>
<td>1,473</td>
<td>682</td>
<td>2,754</td>
</tr>
</tbody>
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## Key Performance Indicators

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<th>FY18 Actual</th>
<th>FY19 (Thru Q2)</th>
<th>Annual Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Future hotel rooms booked</td>
<td>12,952</td>
<td>14,486</td>
<td>18,245</td>
<td>18,086</td>
<td>5% increase</td>
</tr>
<tr>
<td>Facility rental revenue</td>
<td>$5,457,474</td>
<td>$6,023,659</td>
<td>$6,700,000</td>
<td>$2,999,774</td>
<td>5% increase</td>
</tr>
<tr>
<td>Cost Per Enplaned Passenger</td>
<td>$6.32</td>
<td>$5.89</td>
<td>$5.55</td>
<td>$5.92</td>
<td>5% below national average for small hubs</td>
</tr>
<tr>
<td>One-Stop-Shop Customer Average In-Person Wait Time</td>
<td>6:06</td>
<td>6:56</td>
<td>7:48</td>
<td>6:50</td>
<td>Less than 8 minutes</td>
</tr>
<tr>
<td>% of Inspections conducted within One Calendar Day of Request</td>
<td>98.2%</td>
<td>98%</td>
<td>98.3%</td>
<td>98.5%</td>
<td>At least 98%</td>
</tr>
</tbody>
</table>
FY 19 Key Deliverables Update

Strategy: *Grow the core business of air transportation*  
*Expand Airport Development*

Alaska Airlines commenced service to Seattle and San Diego  
Southwest commenced service to San Jose and daily service to San Diego

Major projects completed:
- **Reconstruction of Runway 4/22** - provides safety and 30-year pavement life  
- **Checked Baggage Inline System** - provides enhanced security measures and customer convenience  
- **Sixth lane added at Transportation Security Administration checkpoint**  
- **Updated Information Booth**
Strategy: Grow the core business of air transportation
Expand Airport Development

Continue to meet with Airlines to promote new routes

Continue to work with The Borderplex Alliance to establish a business-backed revenue guarantee air service incentive program

Complete construction on:
  - Landscape improvements

Complete design on:
  - New Fixed Base Operators ramp
Strategy: *Stimulate economic growth through cross border mobility, trade, and tourism*

Create comprehensive International Bridges Capital Improvement Program – *Adopted December 2018*

- **PDN & Stanton**: 20 improvement projects
- **Bridge of the Americas**: 48 improvement projects
- **Ysleta-Zaragoza**: 47 improvement projects
Strategy: Enhance visitor revenue opportunities

Added a Full-time Austin-based Convention Sales Manager

Recruiting for Director of Sales and National Sales Manager

On target to increase overall convention/meeting/sport lead generation over prior year
Strategy: *Enhance visitor revenue opportunities*

- Developed Streetcar Corridor Audio Guided Tour on Visit El Paso App
- Developed online web-based Ambassador Training Program
Strategy: *Enhance visitor revenue opportunities*

Implemented Eco and Heritage Tourism Strategy

Growth of annual WinterFest Holiday event - **number of skaters grew 20% from the prior year at 22,431.**
Strategy: *Stabilize and expand El Paso's tax base*

**Continued Investment in Downtown & Targeted Area(s)**

- *Creative use of economic development financing tools to spur private investment;* -- TIRZ(s), PID(s)
- *Leverage State and Federal programs to augment local dollars;*
- *Creative financing for wayfinding and pedestrian improvement projects;*
- *Focus on increased residential density and historic structures*

**Strengthen Our Neighborhoods City-Wide**

- *Develop a neighborhood improvement corridor incentive program*
  - *Revising Downtown TOD Incentive Policy focus to leverage the streetcar*
  - *Identify infill opportunities -- 24+ active infill projects to date*
  - *Target city centers: MCA, Mission Valley, Northeast, and Eastside -- 24+ active agreements to date*
Strategy: Stabilize and expand El Paso's tax base

Focus on Key Redevelopment Opportunities – Next Steps

- Metro 31
- Reimagining Cohen Stadium
- Medical Center of the Americas
- Other targeted, underserved areas
Strategy: *Stabilize and expand El Paso's tax base*

Business Retention, Recruitment and Expansion Program Underway

- Hired Business Development Manager Fall 2018

- Continue to strengthen partnerships with regional economic development stakeholders on numerous projects and initiatives.
  - Working with companies at risk of downsizing/relocating, have significant growth potential, or fall within the City’s target industries: Foster Electric, Technimark, CuraCubby Inc. (Examples of recent expansions)

- Audit and expand entrepreneur and small business support tools;
  - Secured City Accelerator Grant 2018 thru Sept. 2019 – implementation underway and coordination with multiple City Departments and Partner Organization(s)
FY 19 Key Deliverables Update

Strategy: *Enhance visitor revenue opportunities*

Attract Two Retail Destination Anchors

Urban Air Adventure Park
Opening Summer 2019

Opening Spring 2019

Expand Regional Hospitality and Retail Management Curriculum
- Partner with area universities and community college
  - MOU with EPCC and Partnership with MACC Project
Strategy: *Streamline processes to provide a solid foundation for development*

- Amend Title 20 to streamline zoning application approval
- Amend Title 21 to allow for better application of SmartCode regulations
- Streamlining of permitting process for Downtown Historic Structures renovations
- Lean Six Sigma project on permitting and inspections process
FY 19 Key Deliverables Update

Strategy: Provide business-friendly permitting and inspection process

- Satellite office for One-Stop Shop
- Separation of building & grading permits
- Development of educational content for public
- Facilitation of online processing
- Assignment of inspectors to designated areas of the city/projects to avoid inconsistencies in inspections and follow-up
- Re-fee application being applied only in cases where work is completed without permits or work completed out of scope of approved project
## Key Opportunities/Challenges

<table>
<thead>
<tr>
<th>Dept./Area</th>
<th>Description</th>
</tr>
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</table>
| Airport             | **Air Service Development** – Airlines at El Paso International Airport provide non-stop service to eight of the top ten Origin & Destinations for ELP (not served: Washington, D.C. & San Francisco)  
Non-aviation development |
<table>
<thead>
<tr>
<th>Dept./Area</th>
<th>Key Opportunities/Challenges</th>
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</thead>
<tbody>
<tr>
<td>Destination El Paso</td>
<td>Increased hotel room inventory provides an opportunity to grow convention/meeting/sport activity, however increased resources are needed to support this effort</td>
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<tr>
<td>Destination El Paso</td>
<td>In order to be competitive as a convention/meeting destination, continued capital improvements, renovation and expansion is needed for the El Paso Convention Center and supporting facilities</td>
</tr>
<tr>
<td>Economic &amp; International</td>
<td>Coordinate and streamline efforts with the County of El Paso such as:</td>
</tr>
<tr>
<td>Development</td>
<td>• Align incentive policy(s)</td>
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<tr>
<td></td>
<td>• Participation in ED tools such as TIRZs</td>
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<tr>
<td></td>
<td>• Veterans Initiatives</td>
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<td></td>
<td>• Targeted investment zones throughout City &amp; County</td>
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<tr>
<td>Economic &amp; International</td>
<td>Strengthen Partnership with Educational Institution(s)</td>
</tr>
<tr>
<td>Development</td>
<td>• Communities of Excellence</td>
</tr>
<tr>
<td></td>
<td>• UTEP (Center for Space Exploration and Tech Research)</td>
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<tr>
<td></td>
<td><strong>Strengthen our International Presence</strong></td>
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<tr>
<td></td>
<td>• Increase Foreign Direct Investment Opportunities</td>
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<td>• Strengthen Sister Cities Program</td>
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<td>• Border Relations Committee</td>
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<td></td>
<td>• Align promotional opportunities across the region for exposure</td>
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<tr>
<td></td>
<td>and increased presence</td>
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<td>**Continue the Regional Marketing Effort to align our regional</td>
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<td>narrative and further position our region on the radar for</td>
</tr>
<tr>
<td></td>
<td>expansion.</td>
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## Key Opportunities/Challenges

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<th>Planning &amp; Inspections</th>
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<td>Create a One-Stop Shop to service the far east side of the city</td>
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<td></td>
<td>Coordinating with EPCC to develop a pipeline of qualified graduates ready to enter the workforce with City of El Paso</td>
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<td>PSA to educate the public about permitting and inspection processes.</td>
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<td>Enhance customer service by implementing P&amp;I Academy to enhance employee knowledge and skillset</td>
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<td>Provide monthly articles to the El Paso Builder’s Association to highlight available services</td>
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Promote the Visual Image of El Paso