

An aerial photograph of downtown El Paso, Texas, taken at dusk. The image shows a dense urban landscape with various buildings, including a prominent tall brick building with a green roof. In the foreground, there is a large, landscaped plaza with a central fountain and walkways. The background features a range of mountains under a twilight sky.

# FY23 GOAL TEAM REPORT RESULTS

## GOAL 1+3

**GOAL 1:** Strong sustainable **ECONOMIC DEVELOPMENT**

**GOAL 3:** Promote the **VISUAL IMAGE** of El Paso

**VIBRANT REGIONAL ECONOMY**



# Goal Team Report provided March 27<sup>th</sup>



## VISION BLOCK

### SAFE + BEAUTIFUL NEIGHBORHOODS

Team Leads:  
Jonathan Killings, Zina Silva  
Yvette Hernandez  
Ellen Smyth

## STRATEGIC GOALS

GOAL 2 - SAFE & SECURE CITY

GOAL 7 - Enhance & Sustain EL PASO'S INFRASTRUCTURE Network

GOAL 8 - HEALTHY, SUSTAINABLE COMMUNITY

## DEPARTMENTS

ORGANIZATIONAL ALIGNMENT

ANIMAL SERVICES + CAPITAL IMPROVEMENT + COMMUNITY & HUMAN DEVELOPMENT + ENVIRONMENTAL SERVICES + FIRE + MASS TRANSIT + MUNICIPAL COURT + POLICE + PUBLIC HEALTH + STREET & MAINTENANCE



# Goal Team Report being provided today



**VISION BLOCK**

**Vibrant Regional Economy**

**Team Leads:  
Elizabeth Triggs  
Karina Brasgalla**

**STRATEGIC GOALS**

**GOAL 1 - Strong sustainable ECONOMIC DEVELOPMENT**  
**GOAL 3 - Promote the VISUAL IMAGE OF EL PASO**

**DEPARTMENTS**  
ORGANIZATIONAL ALIGNMENT

**AVIATION + DESTINATION EL PASO + ECONOMIC DEVELOPMENT  
+ INTERNATIONAL BRIDGES + PLANNING & INSPECTIONS**

**NEXT UP: Goal Team Report to be provided April 24<sup>th</sup>**



## **VISION BLOCK**

**RECREATIONAL,  
CULTURAL +  
EDUCATIONAL  
OPPORTUNITIES**

**Team Lead:  
Ben Fyffe**

## **STRATEGIC GOALS**

**GOAL 4 - Enhance El Paso's Quality of Life through  
Recreational, Cultural & Educational Environments**

**DEPARTMENTS**  
ORGANIZATIONAL ALIGNMENT

**LIBRARIES + MUSEUMS & CULTURAL AFFAIRS +  
PARKS & RECREATION + ZOO & BOTANICAL GARDENS**

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## ✓ **Key Accomplishments**

- ✓ Transformative Results since Strategic Plan Adoption
- ✓ FY23 highlights

# POWERED BY THE TEAM



## GOAL 1

- Aviation
- Destination El Paso
- Economic Development
- International Bridges

## GOAL 3

- Planning + Inspections



# Key Accomplishments

## Transformative Results Since Strategic Plan Adoption



## Aviation

- **29 new or expanded flights** and **3 new airlines** added
- **Best Airport in North America** by size and region (2018-2019)
- Low cost per enplanement year after year (keeps costs low for airlines, attracts new flights & routes)
- Rental Car Center, expanded available rental cars
- Checked Baggage Inspection System, increased baggage processing capacity and reduced processing time
- Landscape and lighting improvements, upgraded the first impression & gateway of our City
- Terminal improvements, lighting, flooring, seating, Concourse A, additional restrooms
- World-class holiday decorations and programming as a part of Winterfest



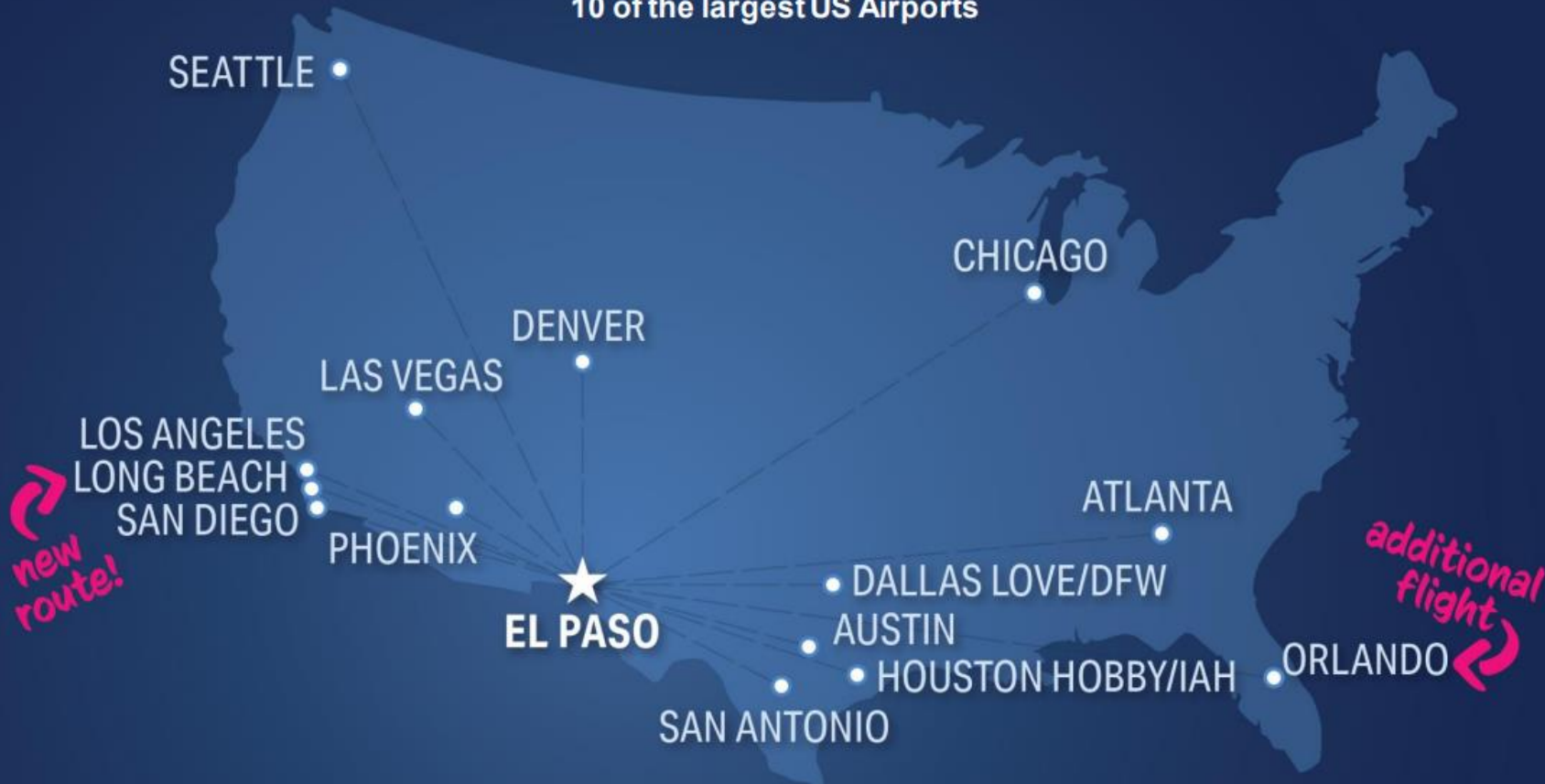
# Key Accomplishments FY23 Highlights



## Aviation: Air Service Development

### CURRENT NON-STOP AIR SERVICES AT ELP

14 Destinations – 16 Airports  
10 of the largest US Airports





# Key Accomplishments FY23 Highlights

## Aviation: Capital Improvement Projects

- **FY23 – FY27: \$276,196,754**
- Up from previous year: \$177,966,294
- Reflective of potential grant awards, increased construction costs, and expanding non-aeronautical development
- Major Projects Include:
  - Advanced Manufacturing District
  - Sustainability, Solar & Lighting
  - Runway Rehabilitation
  - Terminal Rehabilitation
  - Non-aeronautical, roadways and utility improvements for land development



# Key Accomplishments FY23 Highlights

## Aviation: Land Development



- **5 Development Districts** including 7,000+ acres of land
- Butterfield Industrial Park includes 7M sqft of industrial + manufacturing under roof
- Two golf courses
- **\$116M in new leases since 2020**
- Recent additions include:
  - Marmaxx Inc.
  - B&H
  - Fedex Expansion
  - UPS Expansion
  - ASC Technical Institute
  - Crisostomo
  - Ameristar



# Key Accomplishments FY23 Highlights



## Aviation: Foreign Trade Zone

El Paso FTZ 68 was named **2022 Best Free Trade Zone for Large Tenants** in the Americas by fDi Intelligence of the Financial Times.

- Fifth straight year to be recognized in some manner
- The **only FTZ in North America to be recognized** over the last five years
- Over the past 12 months, FTZ 68 has welcomed **expansions** from: Expeditors International, Aries Worldwide, Kuehne & Nagel, Gamer Logistics, Pilot Logistics, and EP Logistics

2023 El Paso - Ciudad Juarez  
**INDUSTRY SUMMIT**  
Advancing to the Future

**MAY 4**  
8:30am-1:00pm  
Starlight Event Center  
6650 Continental Drive  
El Paso, TX

**SAVE THE DATE**

For more information please contact

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EL PASO  
FOREIGN TRADE ZONE  
ECONOMIC DEVELOPMENT

Foreign Trade Zone 68  
501 George Perry, Suite I | El Paso, Texas 79925  
(915) 212-0480 | FTZ68@elpasotexas.gov  
ftz.elpasointernationalairport.com

# Key Accomplishments FY23 Highlights

## Aviation: Administration & Finance

- S&P Global **raised Airport debt rating to A+** and upgraded the outlook to stable
- **\$88,940,000** in awarded federal & state grants:
  - \$19.4M through FAA Airport Improvement Program, Discretionary + Supplemental grants for runway and taxiway improvement projects
  - \$25.0M Build Back Better Regional Challenge for design and construction of the Advanced Manufacturing Campus
  - \$37.8M through Bipartisan Infrastructure Law for terminal improvements
  - \$1.75M through FY23 Consolidated Appropriations Act for short-term solar covered parking

# Key Accomplishments

## Transformative Results Since Strategic Plan Adoption



## Destination El Paso

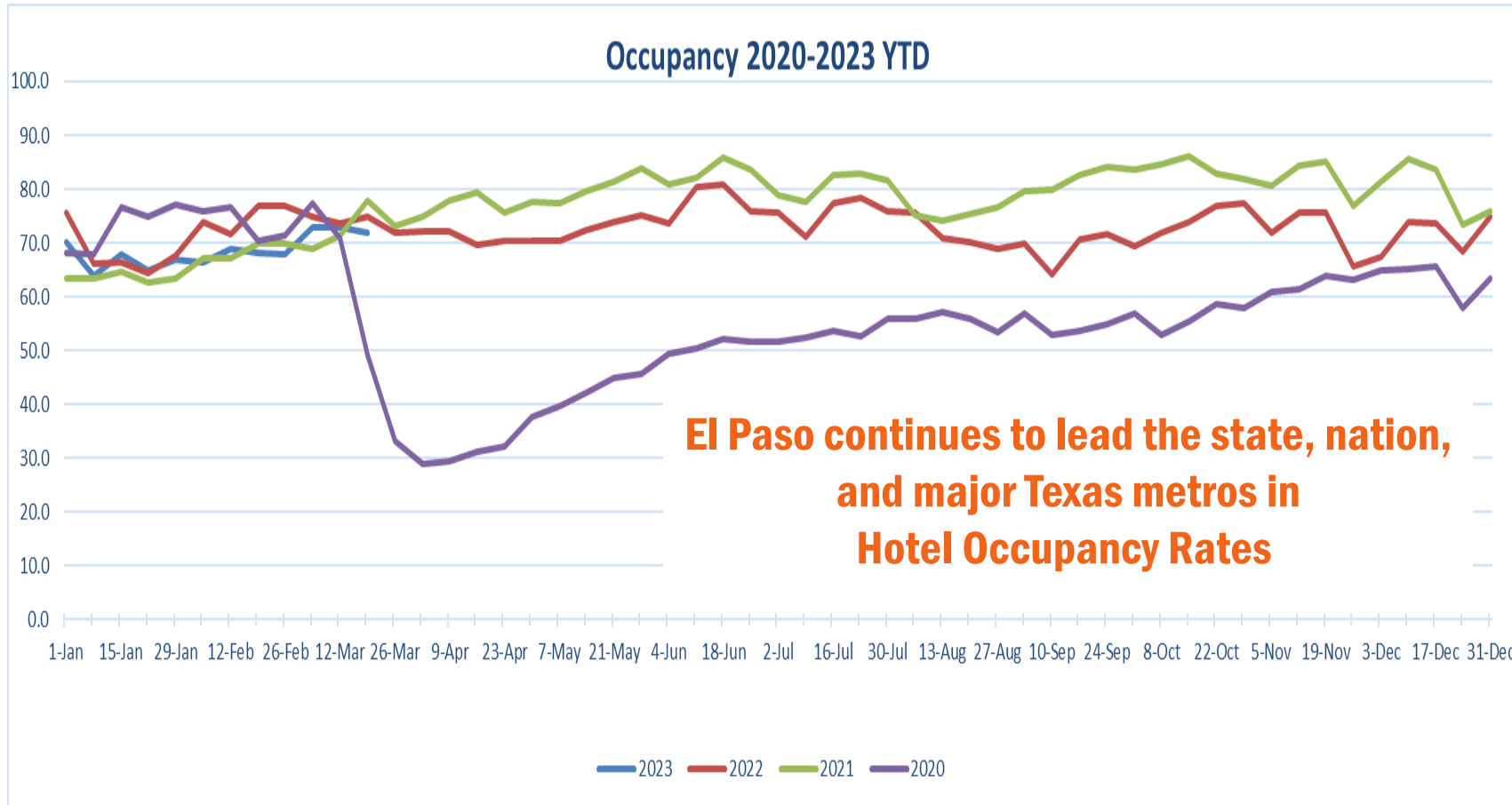
- **Occupancy** has returned to pre-pandemic levels, **averaging over 68%** leading state and national averages
- **Successful** use of State Convention Center Hotel Program to leverage State HOT and sales & use tax revenue with local dollars for quality **downtown hotel development**
- Significant growth in **downtown lodging inventory** to roughly 1,200 rooms
- More than 10k rooms city-wide, representing all major hotel brands
- Consistent flow of **convention bookings**, including 2022 Texas Society of Architects, 2023 Neighborhoods USA, and 2024 Texas Democratic Party
- Three successful seasons of **El Paso Water Parks**
- Creation of **new, exciting events** that include sponsorship activity and income to create more community involvement with businesses and the public, including Winterfest and the Sun City Craft Beer Fest
- **Growth in subscriptions for the Broadway in El Paso series**, leading to longer runs of equity shows and blockbusters such as Disney's the Lion King and this year's Hamilton



# Key Accomplishments FY23 Highlights



## Destination El Paso: Hotel Occupancy Recovery Efforts



|                            | Occ %       |             |             |
|----------------------------|-------------|-------------|-------------|
|                            | 2023        | 2022        | 2021        |
| United States              | 52.8        | 47.6        | 39.0        |
| Texas                      | 56.3        | 50.8        | 43.1        |
| Austin, TX                 | 58.2        | 48.4        | 39.3        |
| Bryan/College Station, TX+ | 45.7        | 38.9        | 33.4        |
| Beaumont, TX               | 54.9        | 50.8        | 44.5        |
| Corpus Christi, TX         | 47.4        | 50.3        | 47.8        |
| Dallas, TX                 | 62.9        | 53.7        | 41.0        |
| Fort Worth-Arlington, TX   | 63.5        | 56.7        | 44.9        |
| Houston, TX                | 53.6        | 45.2        | 38.1        |
| Lubbock, TX                | 49.8        | 48.9        | 50.6        |
| San Antonio, TX            | 52.3        | 47.8        | 38.5        |
| Waco & Killeen, TX         | 57.1        | 52.6        | 52.7        |
| <b>El Paso, TX</b>         | <b>65.4</b> | <b>61.5</b> | <b>63.8</b> |

# Key Accomplishments FY23 Highlights



## Destination El Paso: El Paso Convention Center Refresh



**Phase I - Complete**

- New Carpeting
- Updated Paint Scheme
- New F&B Outlets
- Banquet Equipment

**Phase II - In Process**

- Marquee Installation
- Full Restroom Renovation

**Phase III - In Process**

- Conversion of Hall A to Hybrid Ballroom Space

**Master Plan**

Complete Expansion to Include:

- Formal Ballroom
- Additional Breakout Space

DESTINATION EL PASO

# Key Accomplishments

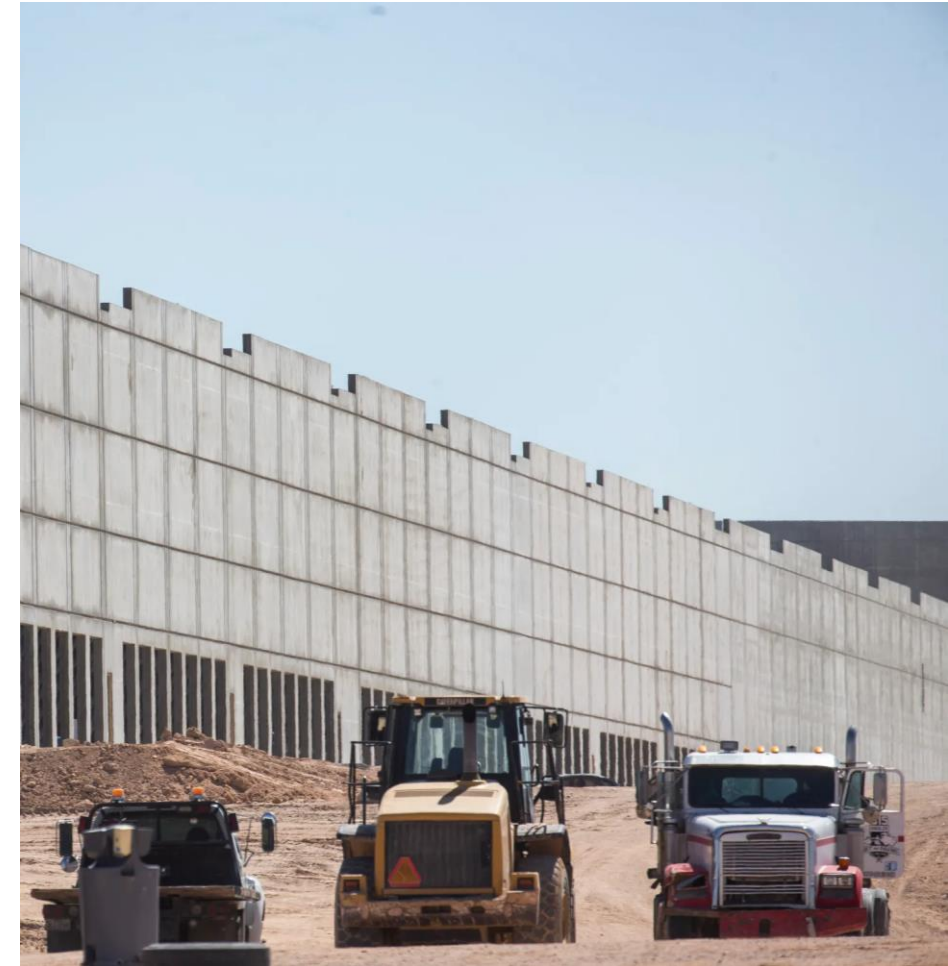
## Transformative Results Since Strategic Plan Adoption



## Economic Development

Since Strategic Plan adoption, **94 performance-based incentive agreements** were executed and have been completed or are currently active, representing a more than **\$1 billion capital investment**.

- Those agreements **directly support more than 5,275 quality jobs**.
- Including spin-off effects, that figure exceeds 10,230 total jobs supported.
- Spending by these employees and the temporary construction workers involved in project construction results in nearly **\$2.5 billion in taxable sales** over a 10-year period.
- After incentives, **\$58.5M in new tax revenue** is generated for the City over that same period; and
- An estimated **\$175.6M in new tax revenue** is generated for other taxing entities.\*
- These projects have also contributed to wage growth - since 2015, El Paso area median hourly wage has grown by 15%





# Key Accomplishments

## Transformative Results Since Strategic Plan Adoption



## Economic Development

- **Downtown** has grown significantly, with **more than \$700 million invested** through capital improvements and public-private partnerships, resulting in:
  - 470+ new residential units
  - 6 new hotels adding 995 rooms by end of 2025
  - 300k+ square feet of new and rehabilitated office / retail space
  - 7 historic projects, representing a more than \$224 million investment
- The department was restructured + expanded to better strategic objectives related to: **Industry Development**, **(Re)Development**, and **Small Business Support + Growth**



# Key Accomplishments FY23 Highlights



## Economic Development: Industry Development

### ❖ Accelerate Quality Job + Wage Growth Investment

- Performance-based agreement for the expansion of **Schneider Electric** approved, making El Paso its largest manufacturing footprint in the U.S. and securing a more than \$17 million investment, 370 new jobs, and the retention of 1,130 existing jobs
- Of 529 applicants nationwide, one of 21 regional coalitions selected by the EDA for a \$40 million grant through the **Build Back Better Regional Challenge** to grow a regional advanced manufacturing industry cluster with an emphasis on aerospace and defense manufacturing
- **Innovation Factory Incentive and Lease Policy** approved and selection of building tenants is underway with expected grand opening in the Spring





# Key Accomplishments

## FY23 Highlights



### Economic Development: Small Business Assistance

Council Approved **Local American Rescue Plan Allocation for Small Business Response + Recovery**

**\$3.0M**

**4**

Strategies to Support Existing + New Small Businesses

**\$4.8M**

Strengthen the Entrepreneurial Support Ecosystem

Support Strong Partnerships to Optimize Growth (Manufacturing Focus)

Increase Access to Capital

Address Workforce Needs

**\$14M**

**Total Investment**

**\$6.2M**

Of that, \$2.5M to be allocated to Small Business Grant Program

# Key Accomplishments FY23 Highlights

## Economic Development: Targeted (Re)Development

### ❖ Activate Targeted (Re)Development

- **1 Texas Tower** and **De Soto** Agreements Amended, resulting in:
  - Renovation of **100+ year-old buildings**
  - Addition of **two new hotels** (150 rooms)
  - Combined **investment of \$22.4M**
  - Expected nearly **\$10M benefit to taxing entities** during term
- Tax Increment Reinvestment Zone 5 projects:
  - Downtown **Alley Activation** and Phase I **Street Tree Master Plan**
  - **Façade Grant Program** - \$22k distributed Q1



# Key Accomplishments

## FY23 Highlights



### Economic Development: Discretionary Grants

**\$71.6M  
AWARDS**



**\$160M+  
COLLABORATIVE**



**\$450M+  
APPLICATIONS**



**20+ PROJECT  
PARTNERS**



**15 PLANNED APPLICATIONS FOR FFY23**



# Key Accomplishments

## Transformative Results Since Strategic Plan Adoption



## International Bridges

- Department restructured and expanded with advanced data analysis capabilities
- Permanent reimbursable service agreement with U.S. CBP to stabilize border wait times
- Establishment of Bridges Steering Committee (BSC) for binational cooperation
- Worked with BSC applying LSS methods to develop the first comprehensive capital improvement program
- Received \$32 million in State transportation funding for intelligent transportation systems
- Adoption of five-year capital improvement program
- Development of comprehensive downtown parking study
- Establishment of Parking Steering Committee to develop parking management strategies
- Launch of Park 915 app offering real-time street parking availability
  - Won the 2020 Smart 50 Award by Smart Cities Connect Conference & Expo
- Parking meter upgrades to new 5G technology



# Key Accomplishments

## FY23 Highlights

## International Bridges

- Awarded **\$12 million RAISE grant** for pedestrian improvements at Ysleta-Zaragoza bridge
- Increased **traffic control assistance** from Police Department funded by International Bridges Department
- **Continued coordination** with both Bridges Steering Committee and Parking Steering Committee stakeholders



Interagency Binational Collaboration





# Key Accomplishments FY23 Highlights

## International Bridges



Over 4,000 of CBP overtime hours funded from September to January to **reduce or stabilize cross-border wait times**

All parking meters city-wide have been upgraded and are now 5G capable



Over 2,400 of EPPD overtime hours funded from September to February for **safety and traffic control near City Bridges**

# Key Accomplishments FY23 Highlights



## International Bridges



**\$12 million RAISE grant awarded**  
from U.S. DOT for Ysleta-  
Zaragoza pedestrian  
improvements

**Continued growth in Parking Meters  
mobile app**

**48,844+** Park 915 app downloads  
**232,564+** transactions processed  
(as of December 2022)



Stay safe while in El Paso! To reduce the spread of germs and avoid touching parking meters, the City of El Paso is encouraging all residents and visitors to use the Park915 app for a contactless way to pay for parking.



**PDNUno.com enhancements** to  
provide better information and  
timely border crossing data to  
bridge users

# Key Accomplishments

## Transformative Results Since Strategic Plan Adoption



## Planning & Inspections

- **Partnership with development community** (Homebuilder's, Developer's, Chambers of Commerce, El Paso County)
- Solution oriented staff with the ombudsperson has improved **cross-training** and **communication** with the community
- Implementation and enhancement of new **electronic plan review** program and pre-application meetings (faster plan review, cost and time savings to customers)
- **LSS Projects** include Tenant Improvements, new Commercial Building Permits, HUD payment processing, Temporary Permits
- Continuously exceeding between \$2-3 million in annual projected revenue

"I can assure you that thus far El Paso has far surpassed our typical experience in dealing with planning & building departments."  
- *Mary Burns, Vortex Engineering*

"We don't get anywhere near this level of service in other markets."  
- *Gary Olmstead, PSRBB Industrial Group*



# Key Accomplishments FY23 Highlights

## Planning & Inspections

- **10th year anniversary** of the One-Stop Shop in April
  - Continued service during pandemic
  - Annually serving:
    - **25,000** in-person customers
    - **65,000** customers by phone
    - **15,000** customers by email
    - **5,000** customers by mail
- Transition Accela (permitting tracking software) to a cloud based system and a new call center software for efficiency and quality control
- Improved and continuous training to Planning and Inspections staff to enforce property maintenance and code compliance in all districts
- Promote pre-application/construction meetings for customized approach to future developments, saving customers time and money





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# FY23 GOAL TEAM REPORT RESULTS

## GOAL 1+3

**GOAL 1:** Strong sustainable **ECONOMIC DEVELOPMENT**

**GOAL 3:** Promote the **VISUAL IMAGE** of El Paso

**VIBRANT REGIONAL ECONOMY**