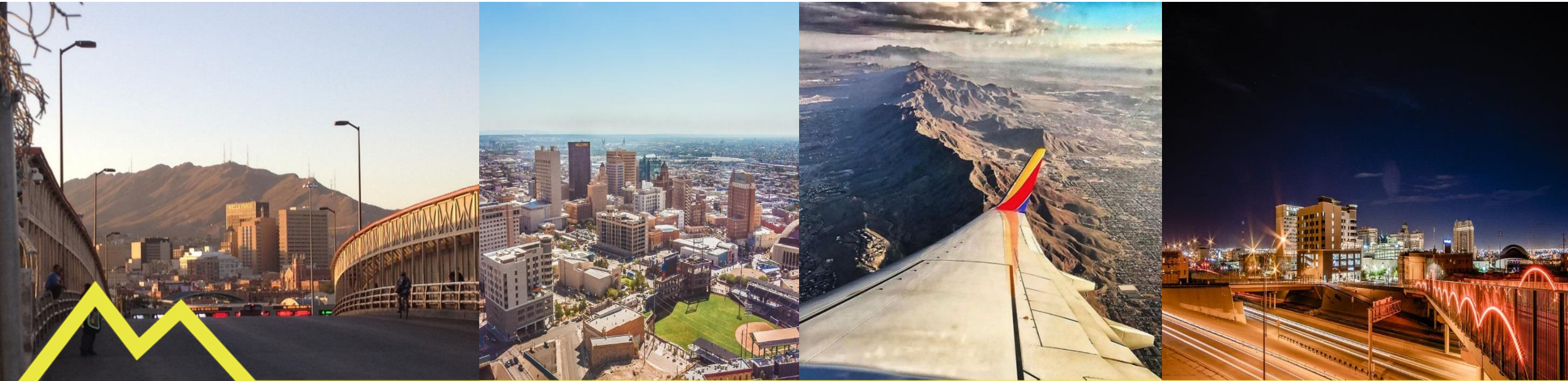




FY 19 GOAL TEAM REPORT



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**



FY2019 YTD

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**

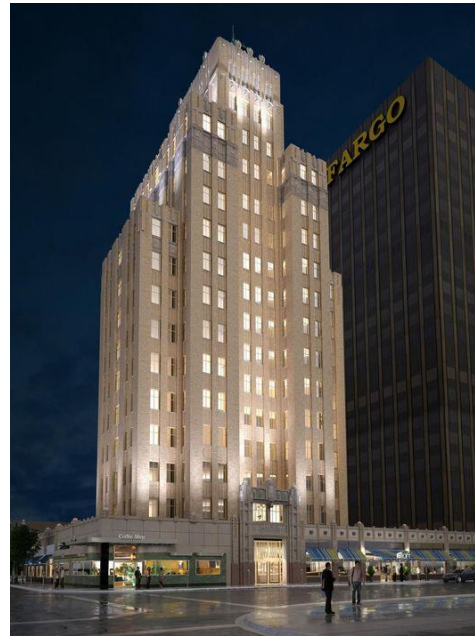
**Full-time Austin-based
Convention Sales Manager**

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



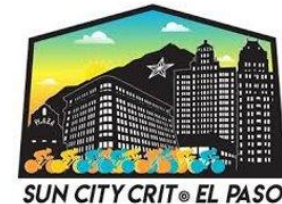
Destination El Paso achieved 'Accredited Destination Marketing Organization' certification

Shows a commitment to ethical standards and industry best practices

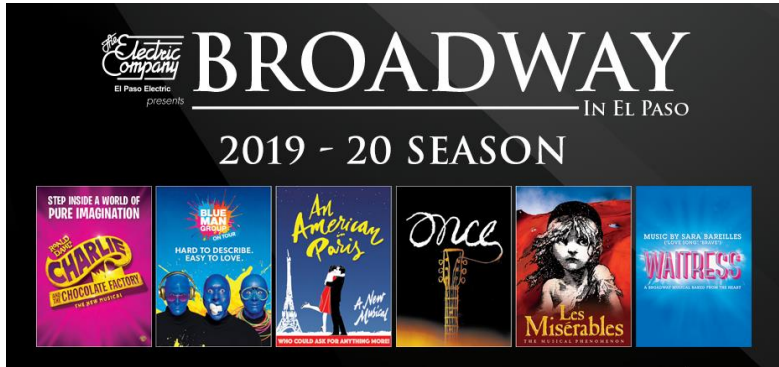
El Paso is selected to host RISE Cycling Symposium each Summer for the next 5 consecutive years
\$11M in Economic Impact



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

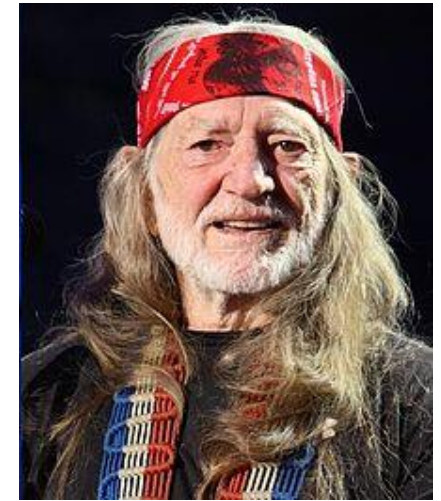
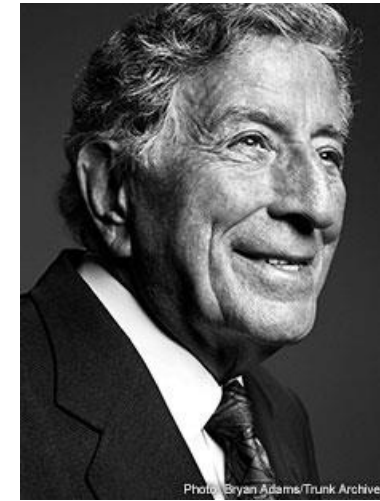
Once

Les Misérables

Waitress



**Plaza Theatre
Ranked in Top 100
Theatres
Worldwide**



Sold out hit shows:

Willie Nelson

Chicago

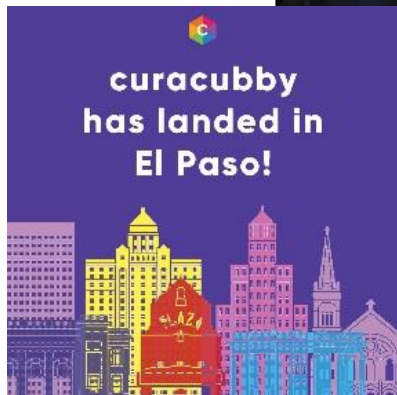
Kevin Hart

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



Dec. 2018 Boutique Hotel Opened

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

Key Performance Indicator	FY2016 Actual	FY2017 Actual	FY18 Actual	FY19 (Thru Q2)	Annual Target
Amount of capital investment	\$179M	\$340M	\$181M	\$150M	\$165M
Number of new jobs created	622	1,211	753	613	1,020
Number of jobs retained (Incentivized)	2,514	1,183	1,473	682	2,754

Key Performance Indicators

Key Performance Indicator	FY2016 Actual	FY2017 Actual	FY18 Actual	FY19 (Thru Q2)	Annual Target
Future hotel rooms booked	12,952	14,486	18,245	18,086	5% increase
Facility rental revenue	\$5,457,474	\$6,023,659	\$6,700,000	\$2,999,774	5% increase
Cost Per Enplaned Passenger	\$6.32	\$5.89	\$5.55 (Estimated)	\$5.92 (Budget)	5% below national average for small hubs
One-Stop-Shop Customer Average In-Person Wait Time	6:06	6:56	7:48	6:50	Less than 8 minutes
% of Inspections conducted within One Calendar Day of Request	98.2%	98%	98.3%	98.5%	At least 98%

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**

FY 19 Key Deliverables Update

*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**



FY 19 Key Deliverables Update

Strategy: Stimulate economic growth through cross border mobility, trade, and tourism

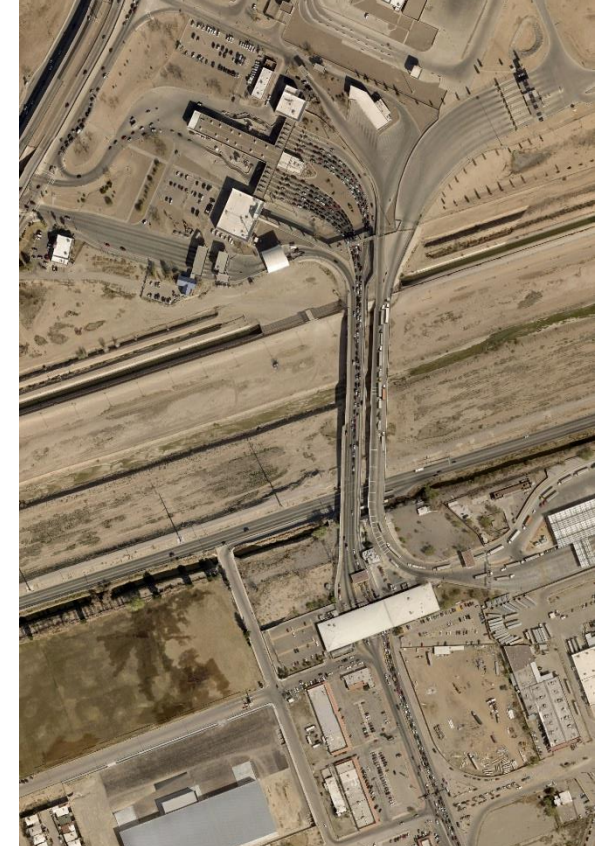
Create comprehensive International Bridges Capital Improvement Program – *Adopted December 2018*



PDN & Stanton
20 improvement projects



Bridge of the Americas
48 improvement projects



Ysleta-Zaragoza
47 improvement projects¹⁴

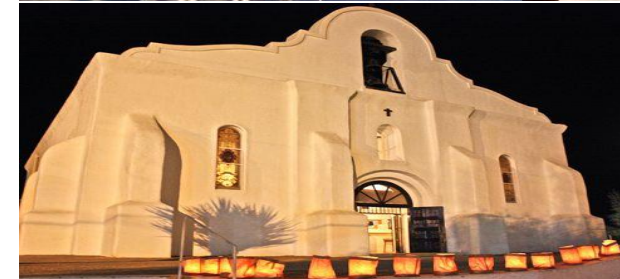
FY 19 Key Deliverables Update

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



FY 19 Key Deliverables Update

Strategy: *Enhance visitor revenue opportunities*

Developed Streetcar Corridor Audio Guided Tour on Visit El Paso App

Developed online web-based Ambassador Training Program



FY 19 Key Deliverables Update

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.**



FY 19 Key Deliverables Update

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**

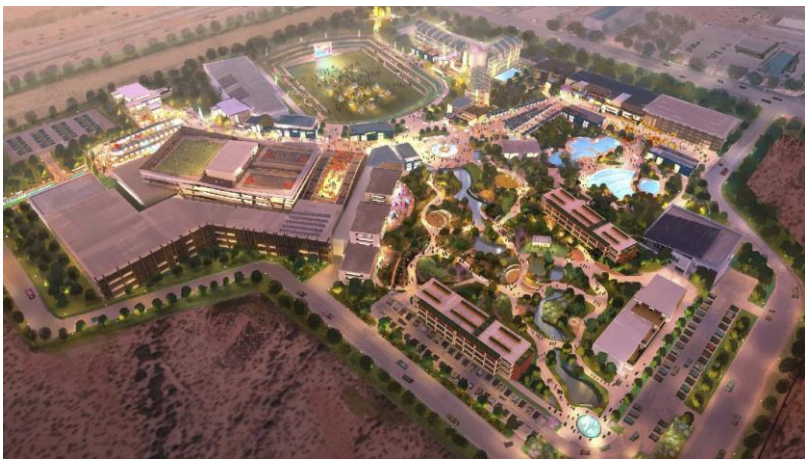


FY 19 Key Deliverables Update

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**



Reimagining Cohen



MCA



Metro 31

FY 19 Key Deliverables Update

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



Opening Spring 2019



**Urban Air Adventure Park
Opening Summer 2019**



Expand Regional Hospitality and Retail Management Curriculum

- Partner with area universities and community college
 - MOU with EPCC and Partnership with MACC Project



FY 19 Key Deliverables Update

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

Dept./Area

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

International Bridges

Update Rider 49 to include design, construction, acquisition and installation of ITS at Zaragoza and BOTA Bridges

Comprehensive downtown parking program (e.g. new technology solutions, new app, update city code, and partnerships with downtown stakeholders)

Key Opportunities/Challenges

Dept./Area

Destination El Paso

Increased hotel room inventory provides an opportunity to grow convention/meeting/sport activity, however increased resources are needed to support this effort

Destination El Paso

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

Economic & International
Development

Coordinate and streamline efforts with the County of El Paso such as:

- Align incentive policy(s)
- Participation in ED tools such as TIRZs
- Veterans Initiatives
- Targeted investment zones throughout City & County

Key Opportunities/Challenges

Dept./Area

Economic & International Development

Strengthen Partnership with Educational Institution(s)

- Communities of Excellence
- UTEP (Center for Space Exploration and Tech Research)

Strengthen our International Presence

- Increase Foreign Direct Investment Opportunities
- Strengthen Sister Cities Program
- Border Relations Committee
- Align promotional opportunities across the region for exposure and increased presence

Continue the Regional Marketing Effort to align our regional narrative and further position our region on the radar for expansion.

Key Opportunities/Challenges

Dept./Area

Planning & Inspections

Create a One-Stop Shop to service the far east side of the city

Coordinating with EPCC to develop a pipeline of qualified graduates ready to enter the workforce with City of El Paso

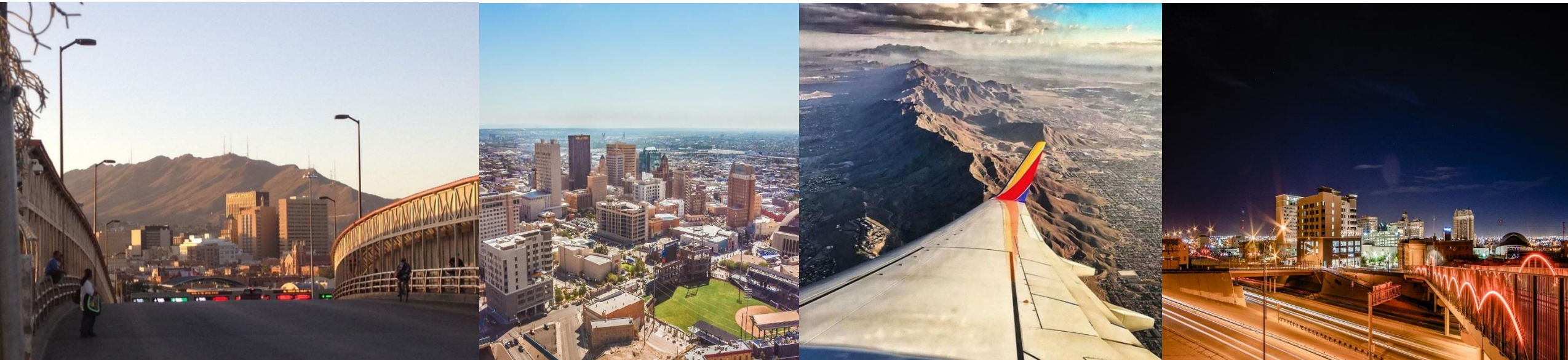
PSA to educate the public about permitting and inspection processes.

Enhance customer service by implementing P&I Academy to enhance employee knowledge and skillset

Provide monthly articles to the El Paso Builder's Association to highlight available services



FY 19 GOAL TEAM REPORT



GOALS 1+3

Create an Environment Conducive to Strong, Sustainable, Economic Development
Promote the Visual Image of El Paso