



Aerospace, Defense, and Advanced Manufacturing Strategy and Partnerships

El Paso's Potential Realized

How we seek to decode El Paso's national economic divergence and unlock our unique growth potential

Our Why

The City of El Paso's mission is to provide high-quality services to support a high quality of life for the community

Our Work

Our work is to unlock this potential - transforming barriers into growth for our community

Transforming Economic Divergence into Growth Convergence

The lion's share of growth in recent decades has been concentrated—with relatively few exceptions—in a small cohort of “winner-take-more” urban hubs

The rest of the country drifted or lost ground

This trend has created consequential median household income divergence

However, post-pandemic activity offers new opportunities to distribute economic growth more widely

Both geopolitically driven supply chain realignment and much of the current national economic agenda is focused on large-scale investments and grants in infrastructure, nearshoring, green energy, worker training, aerospace, defense, and advanced manufacturing

There are huge opportunities for growth and economic convergence in El Paso now

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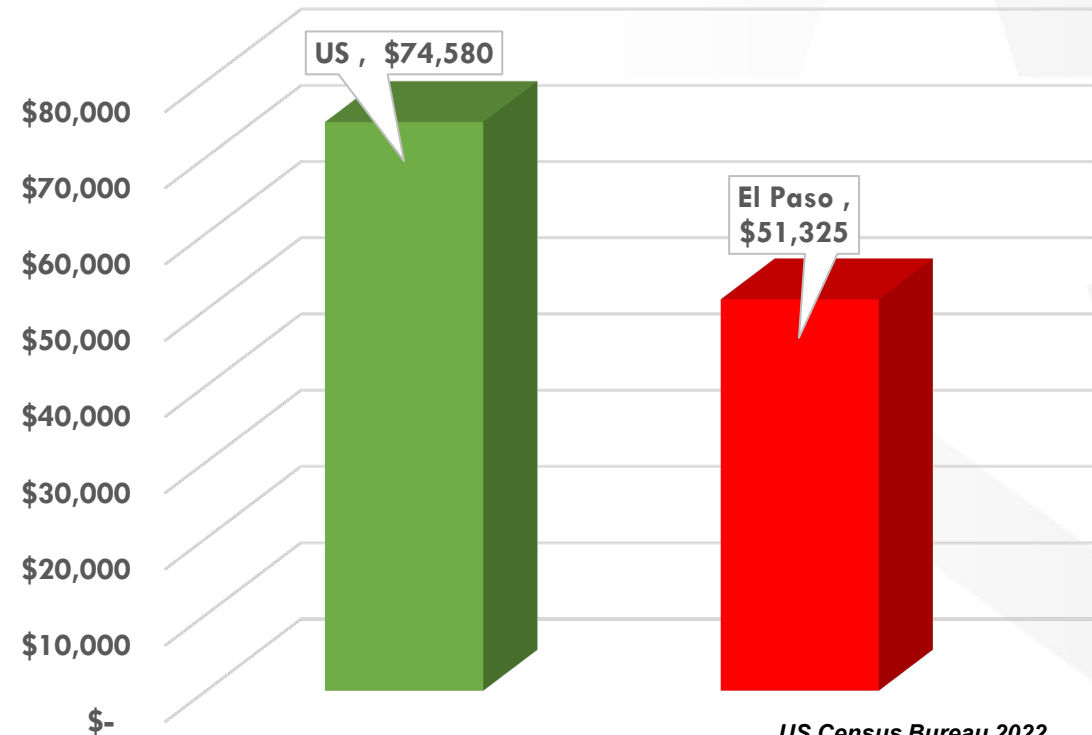
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El Paso's Economic Divergence History

How to get a more equitable outcome for our community?

Median Household Income 2021 - 2022

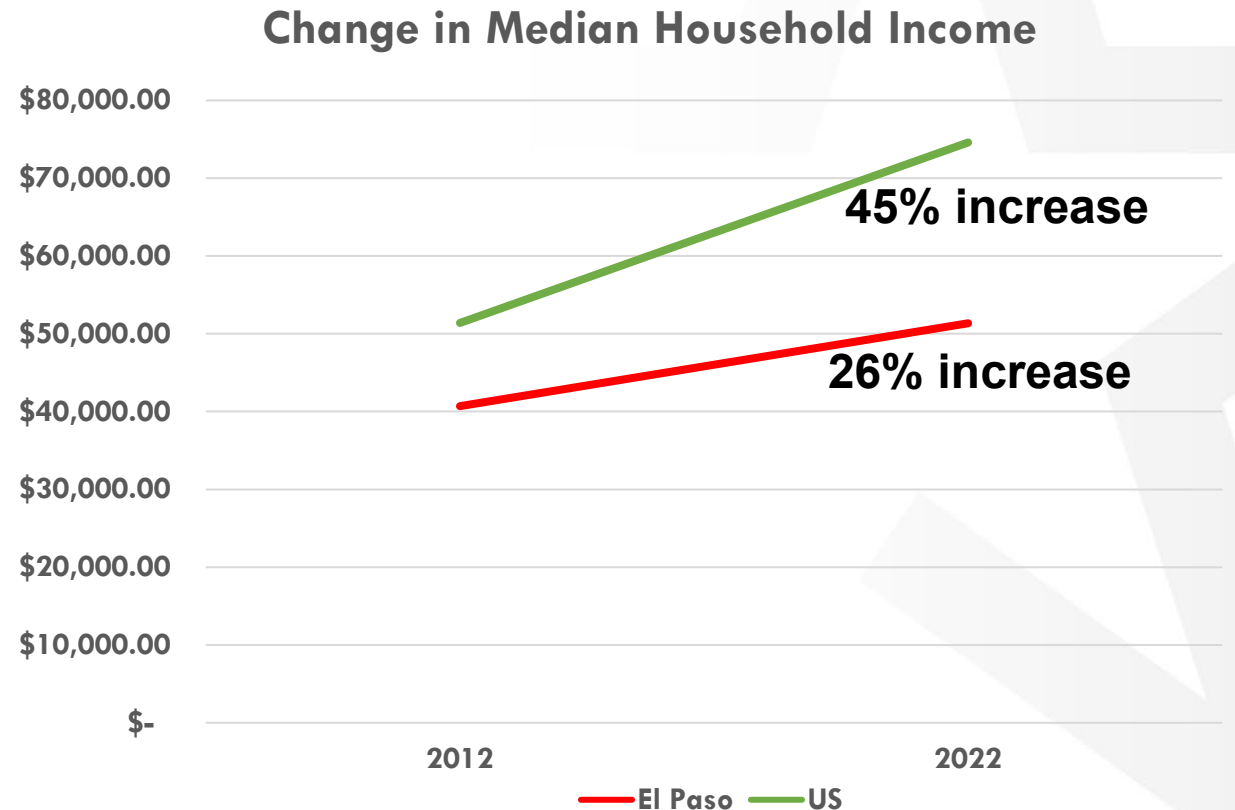


US Census Bureau 2022

The City's Strategy for Bold Transformation is Correct

Although past efforts were impactful, they did not close the income gap

We need to increase median Household income **20%** over the next **10 years** to achieve above the national rate

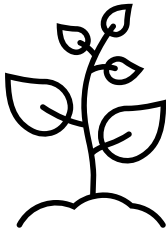


The City's Convergence Roadmap

1. Connecting Opportunity & Our Community
 - Strategic sector investment to grow our community
2. Our Strategy
 - People, Space, Capital, & Communications
3. Assets & Conditions for Growth
 - Highly skilled, & the Policy Imperative
4. The Case for Experimentation



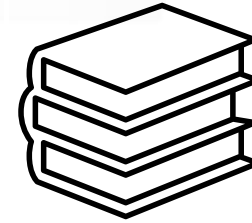
How we Unlock El Paso's Unique Growth Potential



**Grow and attract
high-paying
industries**



**Support small
businesses**



**Invest in Education
and Social Mobility**

How we Unlock El Paso's Unique Growth Potential

Grow and attract high-paying industries

Focus on attracting firms in sectors like advanced manufacturing, aerospace and defense that offer competitive wages. Provide targeted incentives and streamline processes for such businesses.

Support small businesses

Promote local and new small business and ensure their engagement with key business sector supplier networks. Provide funding support, mentorship programs, and affordable workspace for entrepreneurs.

Invest in Education and Social Mobility

Invest in vocational training, community colleges, and universities to ensure key sector businesses have employees with the skills required to grow. Offer targeted scholarships and training programs for underrepresented groups.



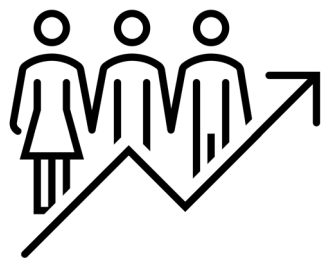
1. Connecting Opportunity with Our Community

Strategic sector investment to benefit our community

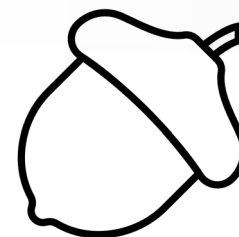
- Advance Manufacturing
- Aerospace and Defense
- HQs
- Design Centers



Today's sector growth strategy, is our platform for the future



**Focus on strategic sector investment
provides relatively high share of
employment in advanced industries**



**This foundation matters to
high value businesses as our
ecosystem builds over time**

2. Our Strategy

Drive Growth, at Speed, by Building a Culture of Entrepreneurship

People

- We have great employees
- Business friendly
- Affordable for both staff and business

Space / Site Readiness

- Room to grow
- Investing in greater readiness
- Geographically central

Capital

- Access to funding that addresses high value companies' growth needs
- Purpose built policy for community returns

Communications

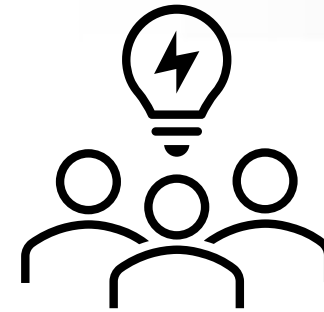
- Investing in awareness on El Paso's unique competitive growth advantages

3. Key Assets & Conditions for Growth



Workforce

Invest in high-skilled jobs and training

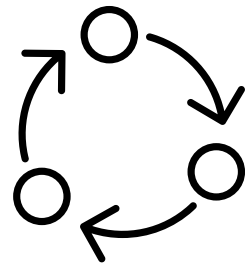


Policy Imperative

Cycle of innovation, investment, and prosperity

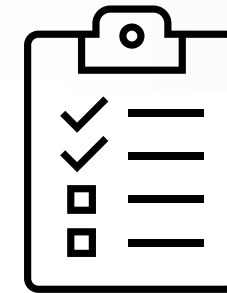


4. The Case for Experimentation



Test and Learn

Discrete Environment
Scalability and Replicability



Manage Risk

Limited Scope
Controlled Implementations



Year 1 Results

- Build Back Better win of \$40 million with \$25 million for ELP's Advanced Manufacturing Campus
- Innovation Factory **FULL** with waiting list
- 9 **NEW** aerospace, defense, and advanced manufacturing companies brought to EPIA in past year
 - Acconity, Drive AM, GSM, Valtrek, Infinite Elements, Trusted AM, Hiller Measurements, PM Technologies, Blue Origin
- Positive impacts on Supply Chain
- Have developed a strong Deal Flow

What's Next

Double down in terms of funding and attention on what is working

- Sector approach
- ROI based Policy with LGC for sustainability
- Iterate on successful strategy at the City's Learning Lab

In 2034, as we reflect on our convergence strategy, we expect to see

- El Paso's potential unlocked with future proofed jobs and new economy high value companies
- Median household income convergence with rest of nation
- Continued major advances toward making El Paso a quality-of-life mecca
- No talent flight – we are the kind of community people seek

MISSION



Deliver exceptional services to support a high quality of life and place for our community.

VISION



Develop a vibrant regional economy, safe and beautiful neighborhoods and exceptional recreational, cultural and educational opportunities powered by a high performing government.



VALUES

Integrity, **R**espect, **E**xcellence,
Accountability, **P**eople