Oscar Leeser
Mayor

Tommy Gonzalez
City Manager

CITY COUNCIL
Peter Svarzbein, District 1
Alexsandra Annello, District 2
Cassandra Hernandez, District 3
Joe Molinar, District 4
Isabel Salcido, District 5
Claudia L. Rodriguez, District 6
Henry Rivera, District 7
Cissy Lizarraga, District 8

NOTICE OF SPECIAL MEETING
OF THE CITY COUNCIL OF THE CITY OF EL PASO

December 02, 2021
El Paso Museum of Art - 1 Arts Festival Plaza - El Paso, TX 79901
9:00 AM
THE LOCAL HEALTH AUTHORITY STRONGLY RECOMMENDS THE USE OF MASKS IN ALL CITY FACILITIES AND INDOOR SPACES

Notice is hereby given that a Special City Council Meeting of the City Council of the City of El Paso will be conducted on December 2, 2021 at 9:00 A.M.

The public is strongly encouraged to sign up to speak on the item on this agenda before the start of this meeting on the following link:

http://legacy.elpasotexas.gov/muni_clerk/Sign-Up-Form-Special-Council.php

AGENDA

1. Presentations, discussion and action on an update to the Strategic Plan, including but not limited to, key focus areas and future strategic objectives toward 2030. **21-1363**

All Districts
City Manager's Office, Julie Baldwin Muñoz, (915) 212-1204

EXECUTIVE SESSION

The City Council of the City of El Paso may retire into EXECUTIVE SESSION pursuant to Section 3.5A of the El Paso City Charter and the Texas Government Code, Chapter 551, Subchapter D, to discuss any of the following: (The items listed below are matters of the sort routinely discussed in Executive Session, but the City Council of the City of El Paso may move to Executive Session any of the items on this agenda, consistent with the terms of the Open Meetings Act and the Rules of City Council.) The City Council will return to open session to take any final action and may also, at any time during the meeting, bring forward any of the following items for public discussion, as appropriate.

Section 551.071	CONSULTATION WITH ATTORNEY
Section 551.072	DELIBERATION REGARDING REAL PROPERTY
Section 551.073	DELIBERATION REGARDING PROSPECTIVE GIFTS
Section 551.074	PERSONNEL MATTERS
Section 551.076	DELIBERATION REGARDING SECURITY DEVICES OR SECURITY AUDITS
Section 551.087	DELIBERATION REGARDING ECONOMIC DEVELOPMENT NEGOTIATIONS
Section 551.089	DELIBERATION REGARDING SECURITY DEVICES OR SECURITY AUDITS; CLOSED MEETING

ADJOURN

NOTICE TO THE PUBLIC:

If you need Spanish Translation Services, you must email CityClerk@elpasotexas.gov at least 48 hours in advance of the meeting.

File #: 21-1363, **Version:** 1

CITY OF EL PASO, TEXAS
LEGISTAR AGENDA ITEM SUMMARY FORM

DISTRICT, DEPARTMENT, CONTACT INFORMATION:

Please choose District and Department from drop down menu. Please post exactly as example below.
No Title's, No emails. Please use ARIAL 10 Font.

All Districts
City Manager's Office, Julie Baldwin Muñoz, (915) 212-1204

AGENDA LANGUAGE:

This is the language that will be posted to the agenda. Please use ARIAL 11 Font.

Presentations, discussion and action on an update to the Strategic Plan, including but not limited to, key focus areas and future strategic objectives toward 2030.

CITY OF EL PASO, TEXAS
AGENDA ITEM
DEPARTMENT HEAD'S SUMMARY FORM

DEPARTMENT: City Manager's Office

AGENDA DATE: December 1st and 2nd, 2021

CONTACT PERSON NAME AND PHONE NUMBER: Juliana Baldwin-Munoz (915) 212-1204

DISTRICT(S) AFFECTED: All Districts

SUBJECT:
Presentations, discussion and action on an update to the Strategic Plan, including but not limited to, key focus areas and future strategic objectives toward 2030.

BACKGROUND / DISCUSSION:
As part of the ongoing Strategic Planning Process guiding the development and the implementation of the City's Strategic Plan, the Mayor and City Council convene a Strategic Planning Session every other year to review key accomplishments and to consider new focus areas and key strategic objectives for the longer-term planning horizon.

PRIOR COUNCIL ACTION:
Strategic Planning Sessions were conducted on May 16, 2019 and February 16, 2017.

AMOUNT AND SOURCE OF FUNDING:
N/A

BOARD / COMMISSION ACTION:
Enter appropriate comments or N/A

**********REQUIRED AUTHORIZATION**********

DEPARTMENT HEAD: _____

(If Department Head Summary Form is initiated by Purchasing, client department should sign also)

Design by Enrique Avalos

TEAM EP TX

2021 STRATEGIC PLANNING SESSION

DECEMBER 1-2, 2021

EL PASO MUSEUM OF ART

DAY ONE: *What we will cover*

PART ONE Our Big Picture: *what does supporting a high quality of life + place look and feel like?* *@ Energy Auditorium (* 2nd floor)	
9:00 am	Welcome + Opening Remarks *Mayor & City Council*
9:15 am	Overview and Strategic Context *City Manager, Tommy Gonzalez*
9:30 am	Council Presentations (up to 21 mins for each presenter)
~12:15 pm-1:15 pm *Recess*---Lunch provided on-site @ C2 Gallery (1st Floor)	
PART TWO Voice of our Community (Trend Analysis, Data and Key Insights) @ C2 Gallery (1st Floor)	
1:15 pm	• Trend Analysis (El Paso Chamber, *David Jerome)* • Community Partner Feedback: Key Takeaways *(Nicole Ferrini)*
2:45 pm break	
3:00 pm	• Resident Feedback: Key Takeaways *(Juliana Baldwin-Munoz, Nicole Cote)* • Demographic snapshot and priority mapping *(Alex Hoffman)*
Adjournment---Day One	

DAY TWO: *What we will cover*

DAY TWO: Thursday, December 2, 2021 @ the Museum of Art	
PART THREE: Painting the Picture--- New focus areas and future initiatives @ C2 Gallery (1st Floor)	
9:00 am	Recap key takeaways from Day One
10:00 am	Facilitated discussion on key strategic opportunities by Vision Block:
	Vibrant Regional Economy (up to an 1hr.)
	10 min---break
	Safe & Beautiful Neighborhoods (up to an 1hr.)
12:10pm-1:00pm *Recess---Lunch provided on-site @ C2 Gallery (1st Floor)*	
1:00 pm	Facilitated discussion on key strategic opportunities by Vision Block:
	Exceptional Recreational, Cultural and Educational Opportunities (up to an 1hr.)
	10 min---break
	High Performing Government (up to an 1hr.)
	20 min---break
PART FOUR: Alignment	
3:20 pm	*Discussion and action on an update to the Strategic Plan including key focus areas and future initiatives toward 2030.*
Adjournment---Day Two	

OVERVIEW + STRATEGIC CONTEXT

Tommy Gonzalez, City Manager

Addressing decades of operational neglect

+

Creating new revenue sources

+

Utilizing best practice programs for cost savings and efficiencies

+

Increasing fund balance/stabilization fund
(goal of 90 operating days)

= **LONG-TERM FINANCIAL SUSTAINABILITY**

THEN... CHALLENGES

- Declining fund balance – budget accuracy & discipline
- Declining police department staffing due to irregular/canceled academies
- No regular schedule for street maintenance projects
- Operating costs for Quality of Life projects not factored in
- No regular replacement cycle for public safety vehicles/equipment
- No regular investment in preventative maintenance for facilities
- No regular maintenance for sport courts and complexes
- No regular funding for ADA on-demand request projects
- Majority of funding for Economic incentives was committed to one project
- No compensation adjustments and increasing healthcare

MINIMIZING DEBT & ADDRESSING DECADES OF NEGLECT

(SINCE FY2016-FY 2022)

High Performing Government

$70M in public safety investments with $18.9M in capital replacement

$41.5M in street maintenance and traffic safety

$49.7M in quality of life operating and maintenance for sports complexes and sports court resurfacing

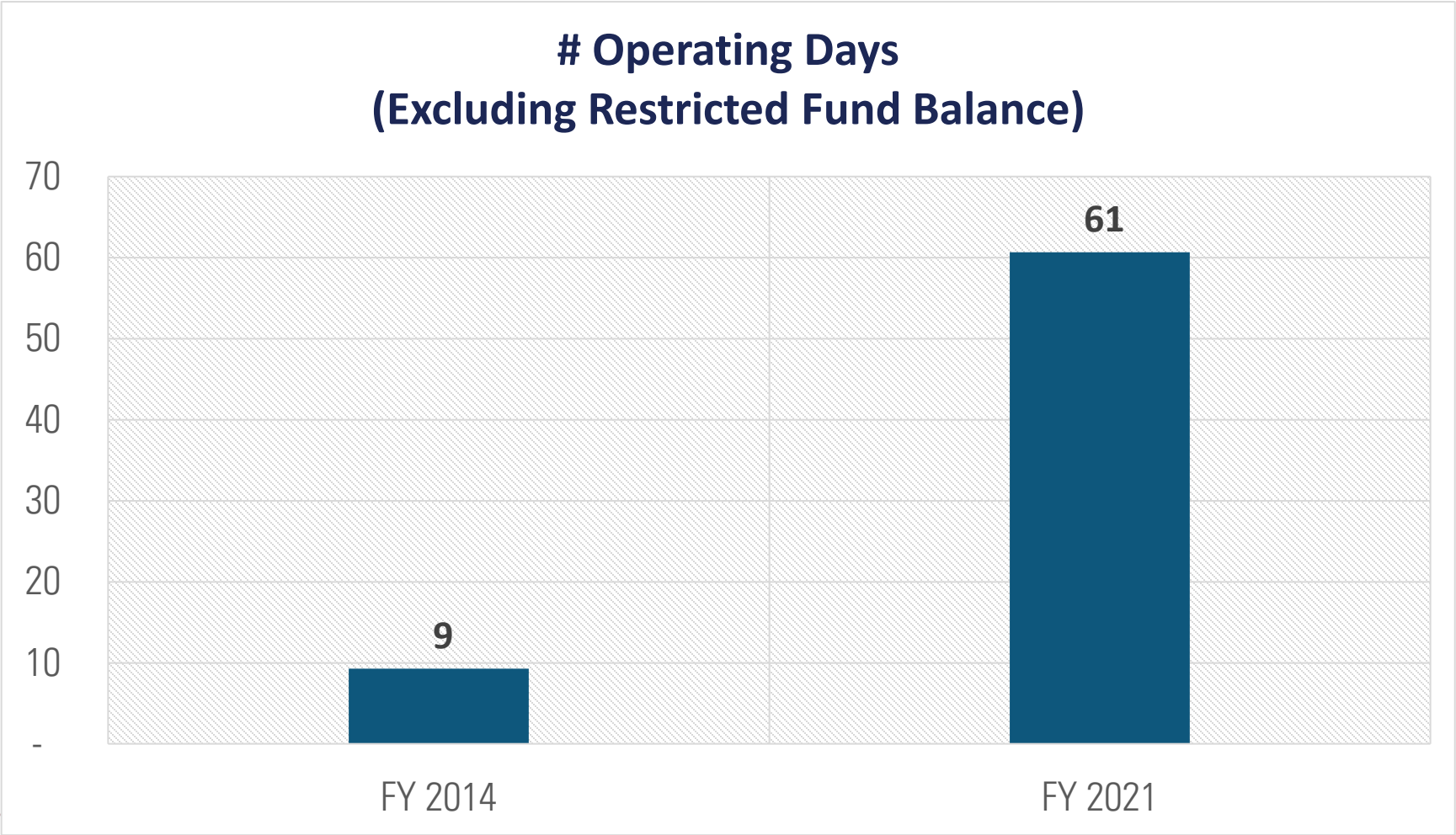
Increase In Fund Balance- increased reserves by **$75.5M,** which included **$41.6M** in the budget stabilization fund.

Dedicated funding to address economic development strategies - **$10M** in additional annual funding dedicated for economic incentive projects.

Workforce Focus - **Six Consecutive Years** of compensation adjustments. No health care increases last year. Shape it Up wellness program.

INCREASING GENERAL FUND RESERVES

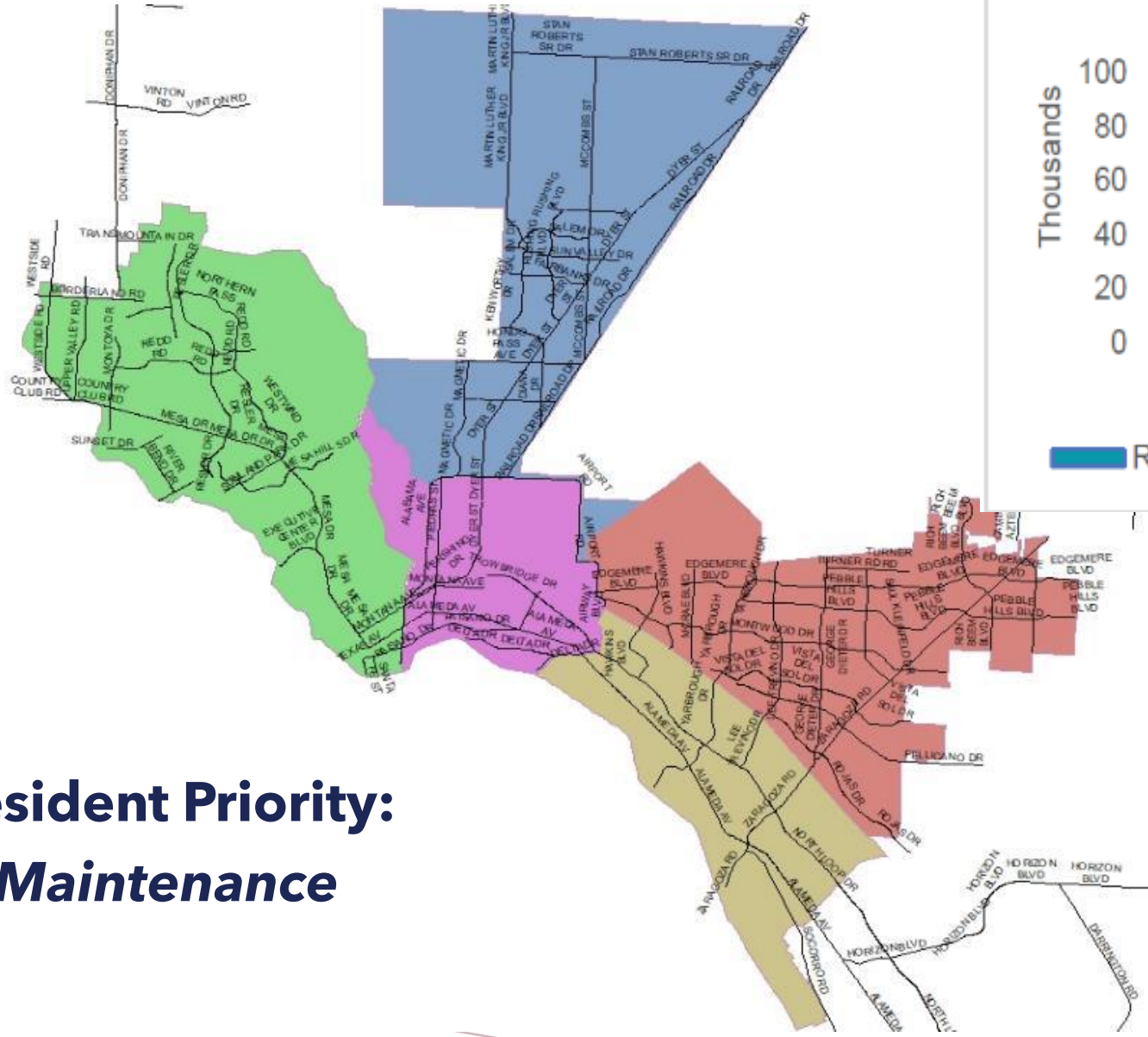
(FUND BALANCE)

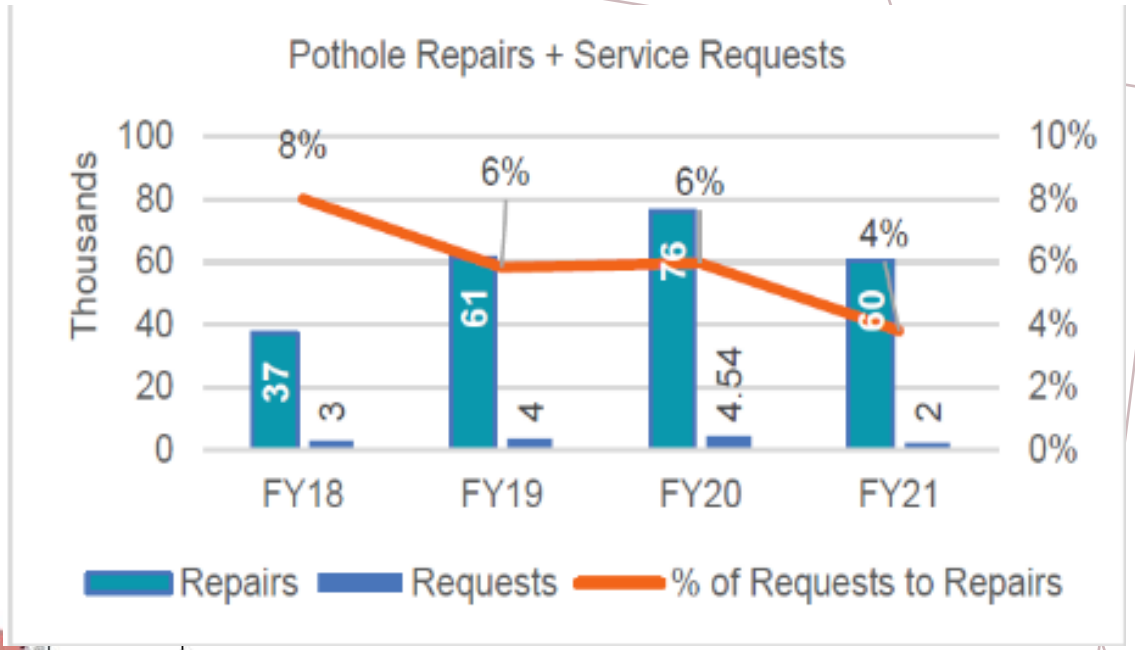


*FY 2021 actuals are preliminary and unaudited

Exceptional Opportunities

WINTERFEST 2017-18





Top Resident Priority:

Street Maintenance

THE BIG PICTURE

Presentations by City Council

TREND ANALYSIS

Presentation by El Paso Chamber

DAVID JEROME, CEO AND PRESIDENT

How to use *Trends* to position El Paso as a global city

October 2021

City of El Paso x EPC

Outline

01. Why & What

02. Trends

03. Brainstorm / Next Steps

The EPC

To Transform Business & Improve Lives in the El Paso Metropolitan Region

EL PASO CHAMBER

16

Connecting

Coaching

Advocating

Innovating

EL PASO CHAMBER

17

Our Approach

The Collisions Approach is a systematic way for us to capture trends in strategy – done in collaboration with Dr. Tim Jones, Future Agenda, London UK

We review multiple global trends, facts, and perspectives to identify the “market-shaping forces”

These forces are then used to pinpoint new investment opportunities, mitigate risks, stress-test an existing strategy, and craft a new strategic direction here in El Paso

El Paso 2030

There are 500 City's on our planet with over 1 million

Of these, 140 drive Finance, Fashion & Culture

These City's disproportionately benefit their citizens

In the next decade, 100 will move into this important cohort

How do we make sure El Paso is next?

Build a Better Roadmap

Hope is not a strategy

A strategy is an objective + roadmap

Strategy should have multiple time horizons

Companies that analyze trends are 6X more likely to outperform

How to use Trends to position El Paso as a global city

MARCH 2021

Trends

RESILIENCE

COVID-19 Resets Normal

© Thomas Hawk

Gross domestic product, population growth, wages, and educational attainment are generally favorable for the El Paso metropolitan region, especially during the current crisis. While the full impact of COVID-19 is still difficult to predict, recovery is expected to be muted through 2021/2022, after which momentum should begin to build.

When previously compared to the best performing cities in the United States, key indicators in El Paso have often been seen as lagging (lower wage and property value growth as well as high government-related employment). During the current crisis, however, these key indicators have become ways to soften the effects of the crisis and reimagine El Paso's future.

Enhanced performance across El Paso in the wake of COVID-19 will be driven by increased and improved collaboration between businesses, government, and non- profits. These collaborations should focus, at least in part, on sector-driven policy change and major reskilling efforts.

QUESTIONS

Which long-term issues will most encourage organizations to collaborate?

What will be the key factors that drive future resilience and growth?

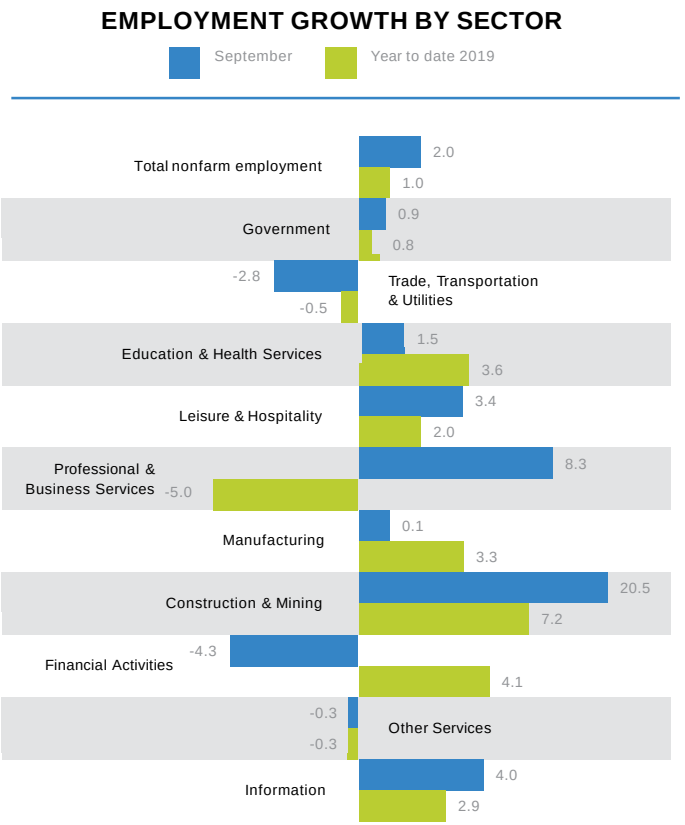
Key Trends

Resilience by Design: As global supply chains evolve to become flexible, shared, regional supply webs, manufacturing will shift from centralized production to a smaller, distributed approach in which competitors access shared—not proprietary—networks and systems.

Economic Resilience: Resilience can be strengthened by implementing strategies that simultaneously anticipate and mitigate the risks and consequences of severe crises. The Organization for Economic Co- operation and Development advises increasing the monitoring of home- grown vulnerabilities. At the same time, communities must also identify policies and mechanisms that can be instituted ex ante to absorb the impact of a severe downturn.

Reinventing Roles: The job market faces new challenges from COVID19. These challenges must be met with more collaboration between organizations and policymakers to rethink and retool existing roles.

Deeper Collaboration: As cities, organizations, and universities join forces to adapt to market demands and worldwide economic trends, new partnerships have emerged to support small business and drive innovative practices. These types of programs promote locally-owned and growing enterprises.



Exemplar Cities

Stockholm, Sweden: Flexible workforce with robust education and technology skills

Pittsburg, PA: Strong, innovative ecosystem incorporating revitalized industries

GROWTH

Pursuing Strategic High-Wage Job Growth

© Thomas Hawk

The need for bilingual and culturally-skilled workers has consistently increased at a national level. Given El Paso's bilingual and bicultural identity, the region has a major opportunity to grow and attract organizations serving an increasingly diverse public.

El Paso should focus on its core sectors and ensure that new policies are beneficial to business in trade, infrastructure, healthcare, supply chains, and higher education.

Gross domestic product growth in El Paso will be greatly assisted by having a strategic approach to high- wage job growth. This will be driven by near- to mid- term stimulus from economic development, forecast regulatory changes in healthcare, and redoubled pressures to nearshore supply chains.

Questions

What are the future needs in your sector that the El Paso region can meet?

How can El Paso brand itself as a city with an international and bilingual workforce?

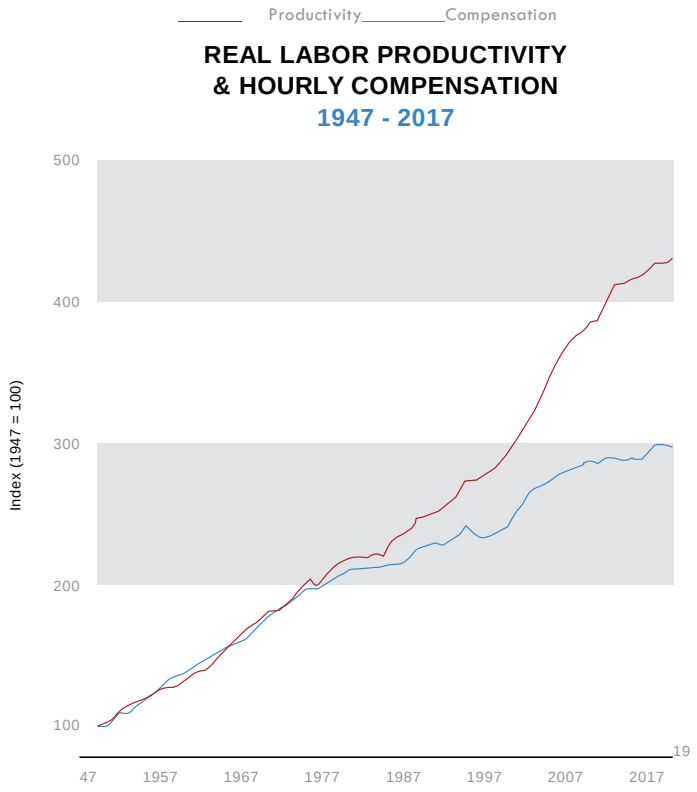
Key Trends

Doubling Income: Achieving 100% wage growth for El Paso's workers by 2030 means catching up to the average American today. El Paso can offer the business community significant growth in productivity if wages increase. The lower cost of living associated with the region would amplify this effect.

Countering Inequality: Increasing available high-wage job opportunities will help shrink the wealth gap, prepare for new industries, and support a stable long-term outlook. Cultivating a virtuous circle—where higher wages increase productivity and positively impact quality of life—drives wage increases through competition.

Reskilling the Workforce: El Paso has several sources of high-quality training available. Focusing on in-demand skills will make the workforce more attractive to new and existing firms.

Value of Data: The urge to pursue all high-wage industries is tempting but data can identify the opportunities El Paso is best able to capitalize on. As organizations try to retain as much information as possible, data becomes a currency with a value and price.



Source: The Hamilton Project Brookings; Productivity and Costs. BLS (1947-2017); authors' calculations.

Exemplar Cities

Reading, United Kingdom: UK's #1 city for sustained economic growth

Atlanta, GA: One of the best cities for jobs, especially among millennials

TRADE

Becoming a 21st Century Port City

© Jasperdo

Beginning with the Camino Real, El Paso has historically served as an essential intersection on American trade routes. Today, El Paso is still a focal point for trade and travel between both the United States' East and West coasts and between Mexico and Canada. Mexico, Canada, and China are El Paso's largest trading partners, and I-10 is the only all-weather East-West interstate highway for freight and travel in the USA.

El Paso must focus on enhancing its ports and encouraging the construction of additional trade- related infrastructure. This will become increasingly important as infrastructure is supported as economic stimulus through the mid-term and as pressure mounts to rethink policy on trade and supply chain resilience. Longer term, El Paso could manage ports for others.

QUESTIONS

What are the major trade shifts that will impact El Paso in the next decade?

How can El Paso anticipate and adapt to these shifts to be globally competitive?

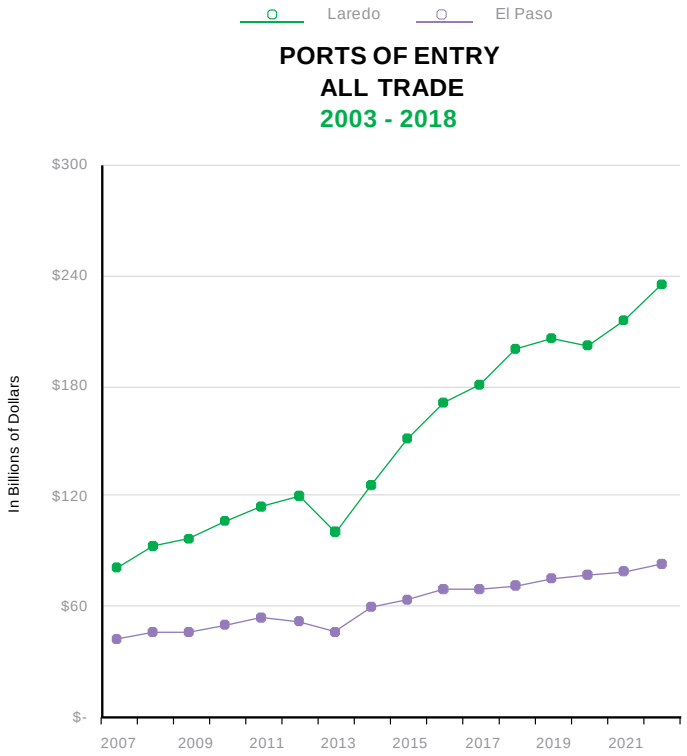
Key Trends

International Leader: With 82 ports in 40 countries, DP World has become a leading operator of ports globally. The company specializes in cargo logistics, port terminal operations, maritime services, and free trade zones. They are known as a global leader of excellence in trade and associated services.

Digital Trade: The adoption of digital strategies by global importers and exporters represents a profound shift in the future of trade.
As many as 350 million more businesses could begin to export through digital commerce in the next decade.

Data for Good: The accurate and appropriate use of data can help individuals make better informed decisions about their transportation methods, routes, suppliers, and business practices in turn improving local economies and quality of life.

Cities Not States: Borders will always be governed to a large extent by the federal government. But today, many cities manage the infrastructure behind ports of entry. Investing in state-of-the-art tolling and management technologies on El Paso's bridges is a valuable long-term investment.



Source: US Census Bureau

EXEMPLAR CITIES

Dubai, United Arab Emirates: Leverages its expertise to expand global reach

Seattle, WA: One of the Pacific Northwest's growth engines

COLLABORATION

Regional Collaboration to Optimize the Use of Limited Resources

Fort Bliss, Ciudad Juarez's manufacturing industry, and the University of Texas at El Paso are natural partnerships that have helped to grow business locally in the past. They will be critical in continuing to drive the growth of design centers and other industries with high-wage potential

Prior to the COVID-19 crisis, the El Paso region was already limited in its resources. As the community begins to recover and reimagine the new normal, organizations should seek out meaningful partnerships that maximize the efficacy of limited resources. Brand and policy development will be pivotal in ensuring success.

The El Paso region should focus its partnerships on opportunities with the greatest chance of success. Efforts should focus on existing business strengths rather than on growing industries the city does not have the resources to launch.

Questions

What does smart, regional collaboration look like for El Paso?

What are the resources in El Paso that best lend themselves to collaboration?

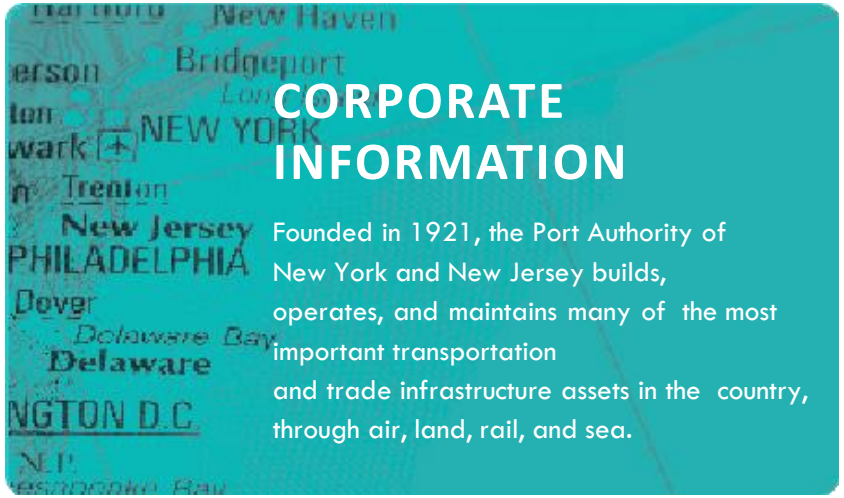
Key Trends

Declining Government Influence: Changes in political climates, economics, and world culture have pushed local communities to act beyond local, state, and federal politics. Decisions at the local level can often have a greater impact on the environment, culture, and economy. More and more leading cities are collaborating with citizens and businesses around common goals and global challenges for good.

Deeper Collaboration: Partnerships are evolving to become more dynamic, long-term, democratized, and multi-party collaborations. Competitor alliances and wider public participation are driving regulators to create new legal frameworks for open, empathetic collaboration. Unified action by cities and businesses around issues like clean energy and emissions reduction have amplified their capacity for positive impact. These efforts in turn have directed policymakers to focus on the most urgent matters affecting states, particularly where there is an absence of federal intervention.

Proactive Catalysts: More and more city governments are acting as catalysts for new partnerships. In the Far West Texas region, the El Paso Collaborative for Academic Excellence has generated sizable contributions to enrollment, graduation, and skilling rates.

Public Private Partnerships: P3 collaboration is growing globally as a means of aligning and funding targeted action in key areas like education, healthcare, and infrastructure. In many leading cities, it is the preferred option for development.



CORPORATE INFORMATION

Founded in 1921, the Port Authority of New York and New Jersey builds, operates, and maintains many of the most important transportation and trade infrastructure assets in the country, through air, land, rail, and sea.

EXEMPLAR CITIES

Barcelona, Spain: Reinvented itself over the past 30 years

San Diego, CA: Multiple projects coordinated by San Diego Association of Governments

UPSKILLING

Lifelong Learning Maximizes Competitiveness

© Bill Henderson

Employers have traditionally been the sole providers of training and continuing learning opportunities for many workers. However, new public/private partnerships are increasingly focused on empowering the individual.

The challenges created by the COVID-19 crisis have demonstrated the range of opportunities for online, self-paced learning. The ability of individuals to have greater control over expanding their skill sets is now more realistic and prevalent.

In order to remain competitive, the traditional model of front-loading education early in life must give way to a lifelong learning approach where individuals access and top up skills throughout their working years

QUESTIONS

What would a 20-year, part-time, flexible degree look like?

How can education providers train a company's workforce for new skills?

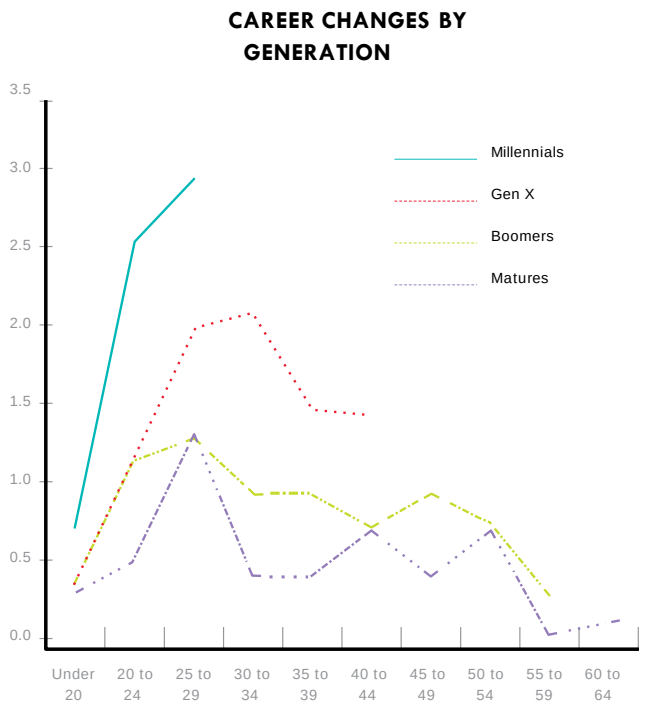
Key Trends

Companies with Purpose: Companies are under increasing scrutiny for how they treat their workforce. Automation is disrupting several industries—none more so than manufacturing and logistics. Typically, job displacement has corresponded with layoffs; however, more progressive companies are looking to retrain their workforce to fill needs within the company. The COVID-19 pandemic will most likely accelerate the shift towards automation, but it will also provide increased opportunities for remote learning.

Valued Part-Time Work: As more companies shift to four-day work weeks and wider job sharing, the importance of part-time work has increased.

Working Longer: Funding a 30-year retirement with a 40-year career and retiring at age 65 is no longer feasible for many. Most individuals expect to have three career changes in their working life. At the same time, more and more countries are considering a pension age of 70.

Reskilling and Upskilling: Acquiring new skills opens new possibilities for work as well as improving quality of life with a long-term impact. Governments and universities are expanding the types of educational opportunities available for workers.



Source: Lyons, Sean & Schweitzer, Linda & Ng, Eddy & Kuron, Lisa. (2015). Lyons, Schweitzer, Ng, & Kuron 2012 CDI.

EXPLEMPAR CITIES

Helsinki, Finland: Good education system and close-knit community
Oklahoma City, OK: Numerous opportunities for learning at various stages

QUALITY of LIFE

A Vibrant Culture and City Attracts Top Talent and Companies

© Visit El Paso

During the 2000s, suburban growth dwarfed city growth. The 2010s began with a “return to the city” movement partially motivated by a down suburban housing market and the decision of young adult millennials to locate in cities. Between 2010 and 2018, big city and suburban growth rates were at similar levels representing a major shift from the previous decade.

Downtowns attract more high-density commercial development, which is critical for maintaining a healthy tax base.

El Paso’s investments in quality of life have already delivered major benefits. This will continue to pay off as planned projects are completed as new ones are developed.

A high quality of life is critical for providing amenities that attract young professionals. Accessible recreation, attractive and safe neighborhoods, excellent schools, and vibrant arts and culture scene all assist in attracting top talent.

QUESTIONS

What new cultural events and platforms could be unique to El Paso?

What can El Paso provide to attract mobile talent?

Key Trends

Placemaking: Strengthening citizens' connections to shared spaces is a collaborative process that ultimately maximizes the value of public spaces. Cities must cultivate compelling settings and events to engage with the community in order to retain families and professionals. For regions with substantial historic and cultural roots, emphasizing and complimenting existing assets can enable communities to feel a stronger sense of belonging and can also attract those outside the region.

Downtown Destination: Favoring downtown revitalization over further urban sprawl creates greater value and financial advantage for the area while also capitalizing on existing infrastructure. High-profile developments can transform perceptions of pivotal urban spaces and encourage residents to view downtown as desirable. Downtown areas should be revitalized to create an interesting and safe streetscape that can comfortably meet the needs of citizens.

Walkable City: Walkable cities are safer, more attractive, more inclusive, easier to govern, and can better share resources. Walkability also supports downtown revitalization efforts by drawing together business and local interest.

Cultural Hubs: Community-driven cultural events create greater social cohesion and inbound tourism. Cultural capital is a key contributor for urban economic growth and a strong sense of local culture helps to shape economic development.

DETROIT	Downtown	Wayne County
AMERICAN COMMUNITY SURVEY	CHANGE 2009 - 2015	
Population	-3%	-11%
Median Home Value	N/A	-31%
Housing Vacancy	-3.5%	3.0%
LEHD SURVEY	CHANGE 2008 - 2015	
Jobs	1%	8%

EXEMPLAR CITIES

Cork, Ireland: Ireland's fastest growing city up 75% by 2040

Detroit, MI: Positive impacts from downtown revitalization

MIGRATION MAGNET

Population Growth Means Economic Growth

© Second Half Travels

For much of the recent past, the United States has been one of the most rapidly growing countries in the industrialized world due to the post-World War II baby boom and rising immigration during the 1980s and 1990s. However, the 2020 census will likely show the smallest decade-long growth rate in America's history.

The slowing labor force growth is the product of several factors: the aging of the U.S. population; retiring baby boomers; declining birth rates; and a sharp drop in immigration.

In the past two decades, immigrants and their children constituted more than half of workforce growth. However, according to Census Bureau estimates, net international migration to the United States dropped from 1 million people in 2016 to just less than 600,000 in 2019, representing a 43% decline. The economy expands with growth in the labor force and its productivity; absent offsetting increases in productivity growth, reductions in immigration will translate directly into slower gross domestic product growth.

QUESTIONS

How can a more focused approach to migration and immigration fuel sustained growth?

What proactive policies will position El Paso as a migration magnet?

Key Trends

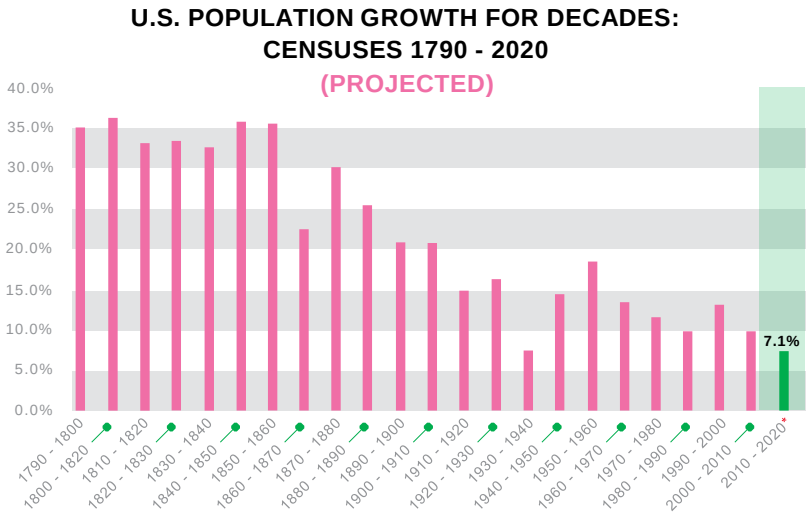
Positive Economic Impact: Most studies find that migration has a net positive economic impact on communities where migrants settle. Estimates suggest that if immigration to the United States continued at its 2016 levels, the labor force would grow at a 0.45% annual rate from 2016 to 2060, eventually creating a 193-million-person workforce.

Competitive Migration: Canada and New Zealand are the most progressive immigration-focused nations globally. Both have clear messaging and aligned policies that target specific skillsets and use migration to enhance competitiveness.

Accelerating Displacement: Climate change is driving the largest net movement of people in history; the number of displaced individuals is expected to reach 1 billion by the end of the century. Although a major global challenge, this also represents an opportunity for proactive positioning by leading migration magnets.

Countering Inequality: Many workers and students who cross the border every day into El Paso suffer from long wait times on the bridges. Reducing bridge wait times could result in improvements to health, productivity, and the environment.

Domestic Migration: Although international migration is in the political spotlight for many nations, supporting the growth of domestic movement of talent is seen positively by many. Cities are continuing to compete to attract the best talent.



*Projected. Source: Metropolitan Policy Program at Brookings; William H Frey analysis of U.S. decennial censuses 1790-2010 and author's projection to April 1, 2020.

EXEMPLAR CITIES

Toronto, Canada: Tolerance and talent are top 3 credentials

Rochester, MI: Leading intercultural city

FOCUS

Know Our Strengths & Nurture The Emerging Sectors

© Kent Kanouse

El Paso's current strengths are in the following sectors: transportation, ports, higher education, healthcare, property development, military, trade & commerce and energy.

El Paso has emerging advantages in aerospace engineering, sports entertainment, defense, energy- related research, the arts, economic tourism, hospitality, and additive and high-tech manufacturing.

There is a temptation to expend energy and resources pursuing all potential high-wage sectors for inbound investment. However, focusing resources on a few sectors with the greatest potential for growth will lead to the greatest results. In addition, upskilling and reskilling efforts are instrumental in enhancing existing strengths and preparing for new sectors.

QUESTIONS

Which of El Paso's sectors are positioned for the greatest long-term growth?
What type of support will make El Paso companies a magnet for these sectors?

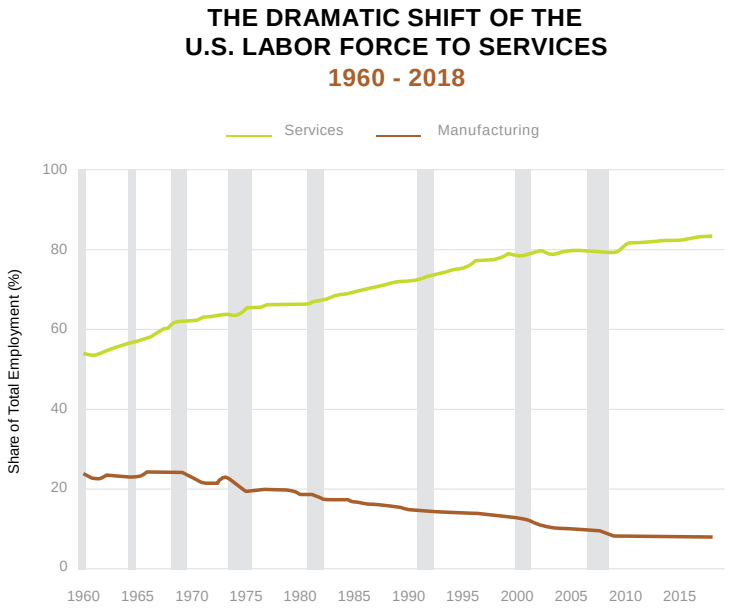
Key Trends

Creative Hubs: A dynamic ecosystem of creative spaces and communities has emerged globally over the last ten years. These systems guide the new urban economy and have become a new way of organizing creative economy innovation and development.

Bilingual Services: New focus has been placed on services over manufacturing in many economies. As a result, traditional laborers must be prepared and retrained. With its binational identity, El Paso is naturally positioned to meet the nation's growing need for bilingual and culturally skilled workers.

Open Data: Many cities are driving growth by encouraging the sharing of data sets. Open data drives employment and proliferation of technology. Safe data usage also accelerates the growth of emerging sectors. These help reduce unemployment, attract skilled labor, and lower the cost of business.

Military Towns: Many cities with strong connections to the military are prioritized by employers. Military bases—especially those that employ engineers, scientists, professionals, and high-level managers—can benefit communities by attracting business. Fort Bragg, Fort Lee, and Fort Aberdeen are all seen as gateways to growth, as is Fort Bliss.



EXEMPLAR CITIES

Nairobi, Kenya: East Africa's tech hub attracting major investment

Longmont, CO: Ones of the fastest growing cities in the USA

EXISTING FRIENDS

Business Retention and Expansion is a Bigger Bang for Your Buck

© Thomas Hawk

Cities often focus on attracting outside companies at the expense of encouraging existing business.

Existing businesses, however, have an outsized positive impact on job growth: up to 80% of net job growth comes from existing businesses. Additionally, existing businesses are a primary source of information about the community for companies looking to relocate.

If nurtured to grow, local companies (especially small to medium enterprises) will initiate a major financial impact that largely stays local and provides a good return on incentive investments. This strategy will be reinforced as infrastructure and other stimuli are rolled out.

QUESTIONS

What financial intervention would have most impact on boosting local firms?

What interventions can deliver a maximum sustained benefit?

Key Trends

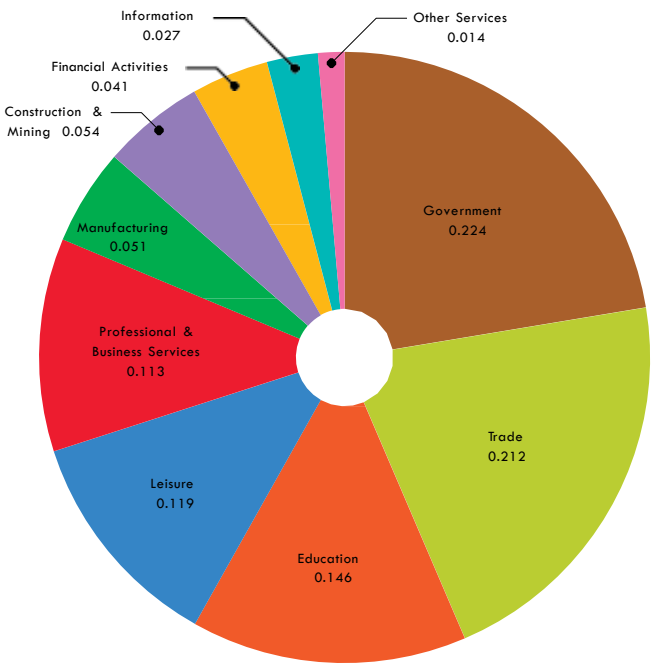
Levelling Up: Offering opportunities and incentives gives businesses the support they need to expand and increase their value. By providing a more level playing field, community members will be encouraged to start their own businesses in turn creating a cycle of economic dynamism.

Aligned Narratives: Cities that have sustained growth benefit from clear ambition and vision that cuts across all key facets of life.

City Focus: By focusing incentive efforts at a local level, cities brand themselves as business-friendly and thoughtful cities that are welcoming to entrepreneurs and new ideas. With local support, small businesses can expand and take on a more significant role in local economies; larger enterprises will naturally follow, bringing with them opportunities, development, and new ways for the community to connect and grow regionally.

Planned Growth: Although many focus on the rapid, expansion of Asian and African cities, planned growth is critical to most successes globally. Focusing on a long-term, regularly revisited, integrated masterplan that connects transportation, economic development, healthcare, education, and housing will ensure dynamic and productive growth.

SHARE OF TOTAL EMPLOYMENT FOR EL PASO AS OF 2019



EXEMPLAR CITIES

Graz, Austria: Austria's 2nd largest city with consistent GDP growth

Nashville, TN: Growing at 2% a year – over 80 new arrivals a day

SUSTAINABILITY

The Environment is in our Nature

© MLH

As a resource-constrained community located in a high desert, it is natural for El Paso to focus on sustainability. In addition, the potential for job and productivity gains are considerable, especially as industries seek to develop future-focused solutions.

El Paso should establish itself as a thought-leader on the management of key utilities like gas, water, and electric. However, given El Paso's current position, the city should also seek to maximize its strengths around oil refining.

Every local company should develop a corporate social responsibility ethos or shared value as a core of their business strategy. Not only will consumers increasingly demand it, but it is also philosophically the right thing to do for our future.

QUESTIONS

How can the El Paso business community lead sustainability efforts nationally?

What partnerships can help shift State (and Federal) polices?

Key Trends

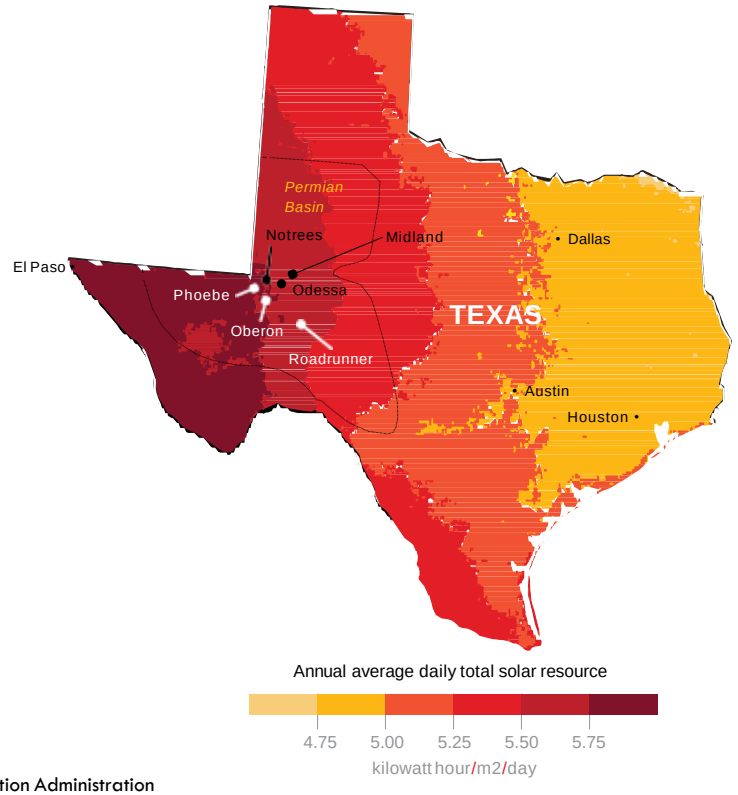
Green Cities: Sustainable urban development results in economic, social, and environmental benefits. Economically, the benefits include agglomeration economies, lower infrastructure costs, and reduced congestion costs while reducing carbon emissions and other environmental pressure.

Solar Cities: The International Energy Agency expects that there will be a 5x growth in solar energy over the next decade. El Paso has natural solar energy resources that have not been fully realized. Incentivizing the community to export in abundance can open income opportunities to those who might otherwise struggle.

Local Living: Concerns for sustainability become a rallying cry for global citizens across the region and the world. For example, the people of Boulder, CO live, work, and play in their own backyard by supporting local business, practicing sustainability, and being virtuous wardens of Boulder's natural resources.

Sustainable Companies: Consumers prefer sustainable companies and are becoming more informed and educated. Customers have repeatedly demonstrated a preference for socially responsible and altruistic brands, going as far as engaging in boycotting campaigns to deter old practice and encourage sustainable measures.

TEXAS
THE NEXT SUNSHINE STATE



Annual solar global horizontal irradiance using 1998-2016 data
Sources: National Renewable Energy Laboratory; Energy Information Administration

EXEMPLAR CITIES

Zurich, Switzerland: Leader in recycling, clean transport/energy efficiency
Boulder, CO: Home to many green and social initiatives

What Now

How to use Trends to position El Paso as a global city

MARCH 2021

Trends

City's Vision Blocks

Focus, Migration Magnet, Resilience, Trade & Growth

Quality of Life (Quality of Place) & Up Skilling

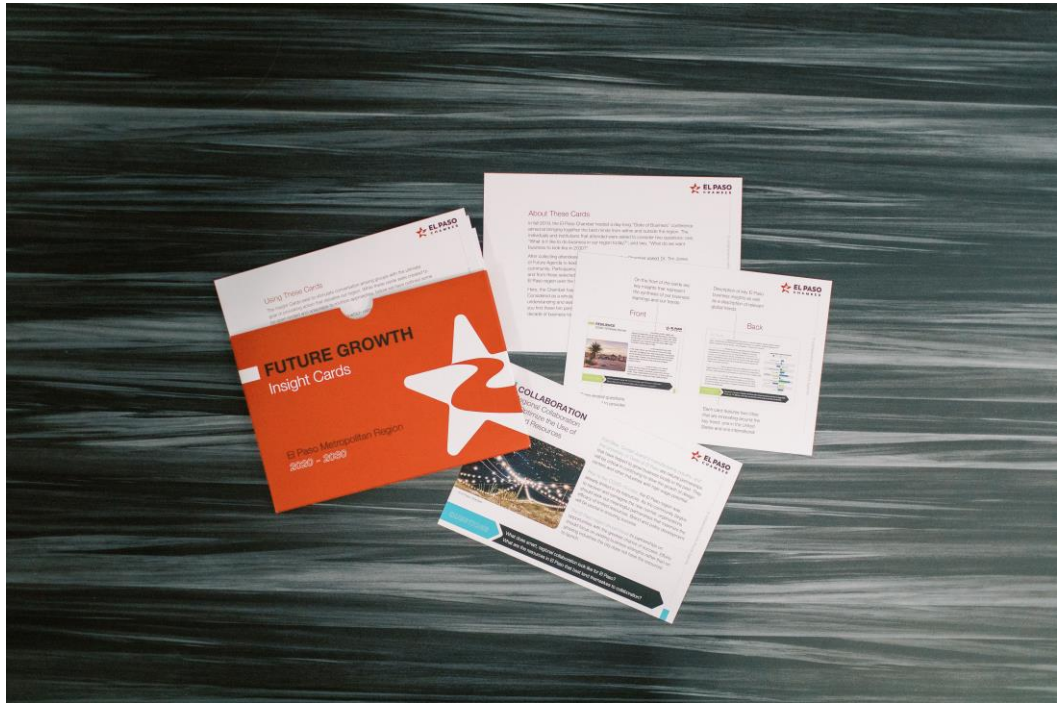
Existing Friends (BR&E), Collaboration (Communities of Excellence) & Sustainability (Electrification & Solar)

Vibrant Regional Economy

Safe & Beautiful Neighborhoods

Recreational, Cultural & Educational Opportunities

High Performing Government



What do the Trends tell us

Competition is Global

Focus on our Assets to Compete

Meaningful Collaborations

Growth, Speed & Resilience Matter

We Compete

One of the nation's Youngest City's

Bilingual

Well-educated & Hardworking

Next to the USA's Largest Trading Partner & 15th

Largest Economy on Planet

Most affordable

Strong Current & Emerging Sectors

Our Collaboration With You

Build a better road map together

Environmental Leadership / Electrification

Transformed Manufacturing

Transportation

Military & Veterans

EL PASO CHAMBER
45

Shared Ten Year Roadmap

A VISION FOR
EL PASO, TEXAS
IMAGINING IN 2030

5 to 10 Years

3 to 5 Years

1 to 3 Years

EL PASO CHAMBER ELPASO.ORG

EL PASO CHAMBER

46

Thank you!

COMMUNITY PARTNERS

Community Needs + Key Strategic Opportunities

NICOLE FERRINI, DIRECTOR/CHIEF RESILIENCE OFFICER

Stakeholder Feedback: *a history of collaboration*

2016

- 2016 Community Perceptions Assessment

2018

- 2018 Resilience Strategy Integration
- 2018 COE Convening

2019

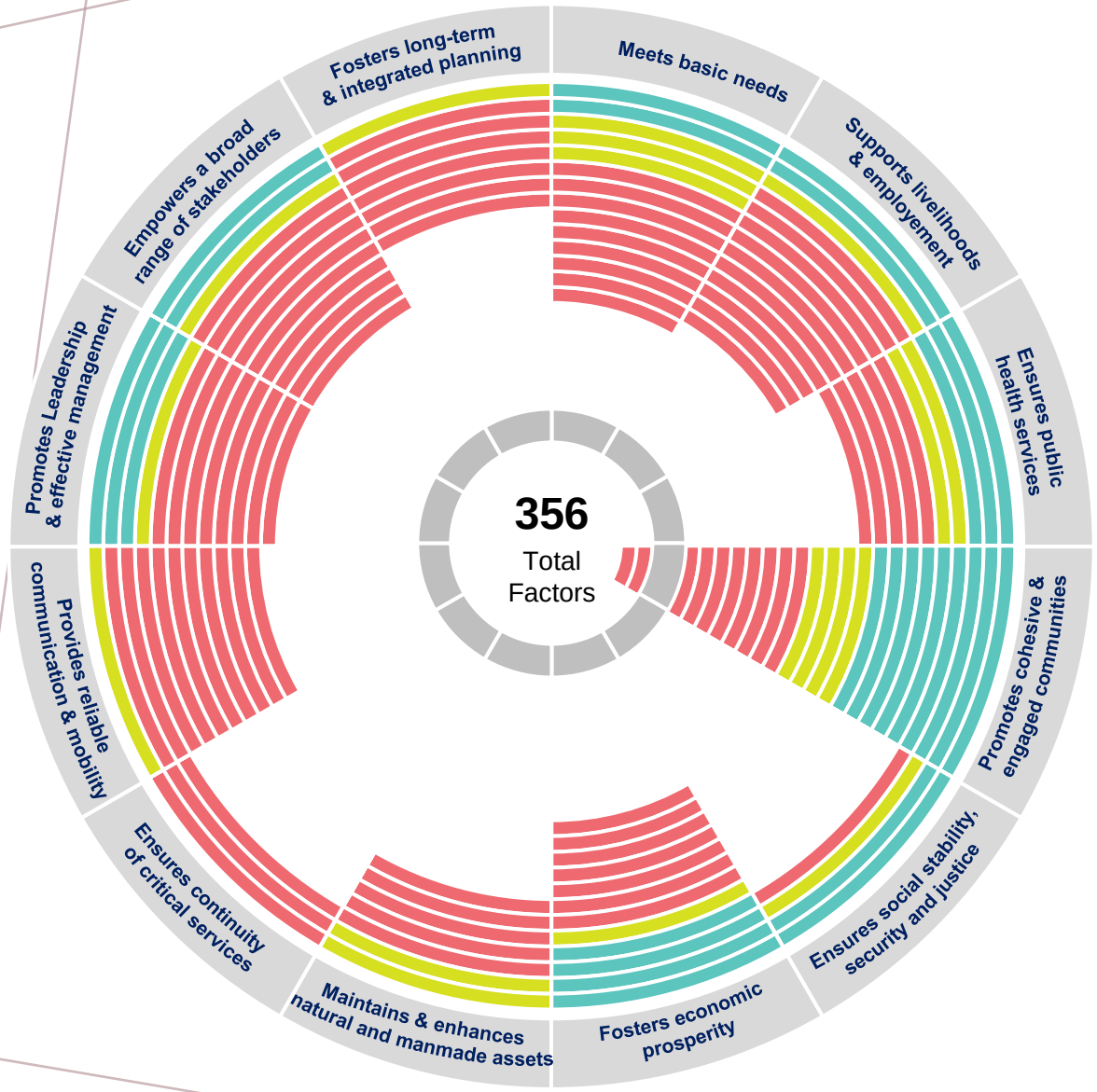
- Youth Strategic Budget Advisory
- Process Improvement Focus (UMC)

2020

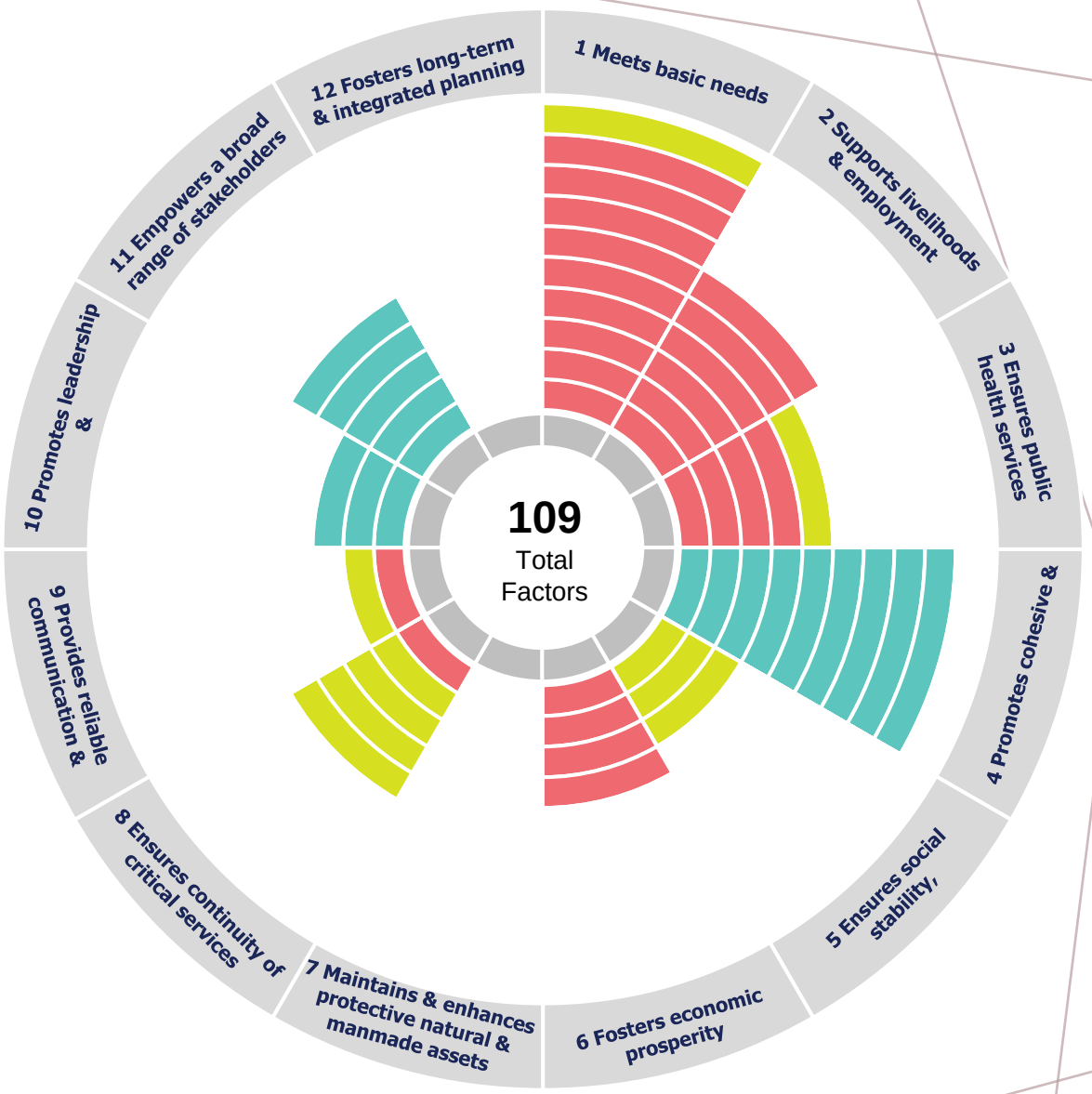
- 2020 Community Vulnerability Assessment
- 26 Community Partners / 300 + Data Points
- COVID Response + Recovery Plan
- CARES Implementation: 96+ Program Partners
- 2021 COE Convening
- 24 Multi-Sector Community Partners / 145 Total Factors

2021

- 2021 City Strategic Planning Session



2016 Community Perceptions Assessment (*non-crisis condition*)



2020 Community Vulnerability Assessment (*crisis condition*)

Stakeholder Feedback: *key factors + community priorities*

Assemble Key Multi-Sector Stakeholders → **Identify Key Factors and Community Priorities** → **Categorize Key Factors in Alignment with City Strategic Plan** → **SWOT Analysis based on Key Factors**

Vibrant Regional Economy

- Supports Livelihoods and employment
- Fosters economic prosperity
- Maintains + enhances natural + man made assets
- Reliable communication and mobility

Safe + Beautiful Neighborhoods

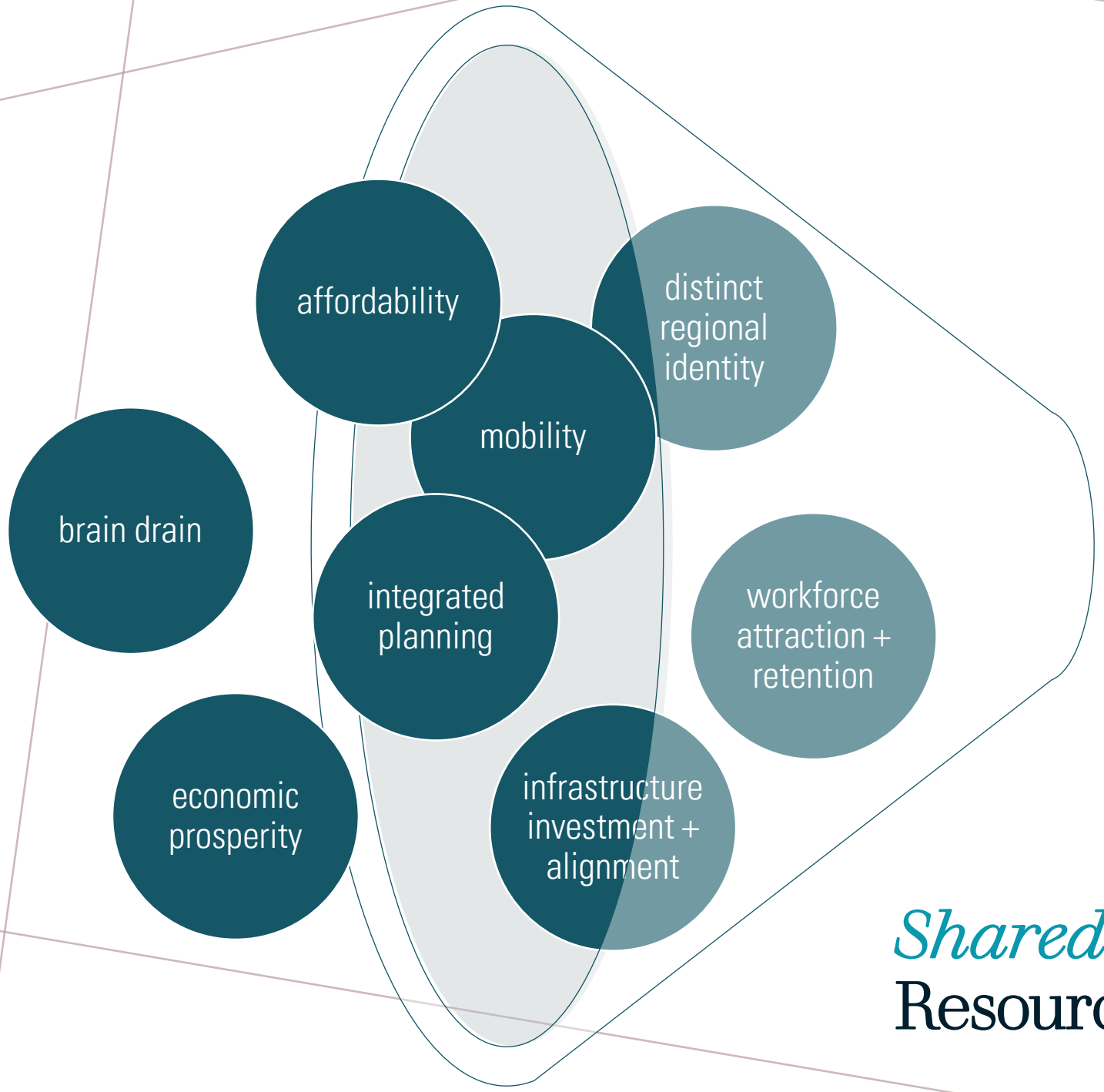
- Meets basic needs
- Ensures Public Health Services
- Social stability, security + justice

Exceptional Recreational, Cultural & Educational Opportunities

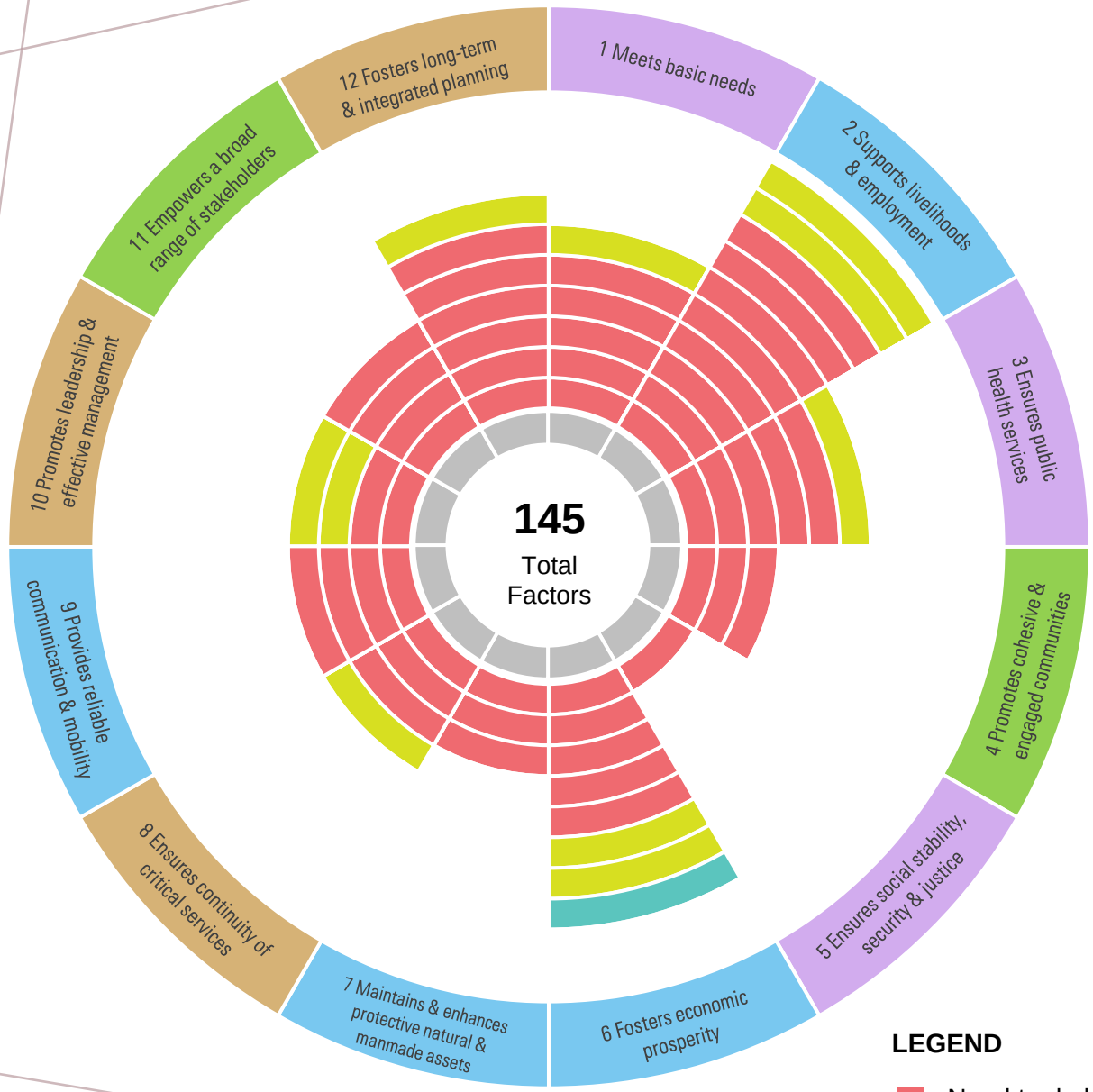
- Promotes cohesive and engaged communities
- Empowers a broad range stakeholders

High Performing Government

- Continuity of critical services
- Leadership and effective management
- Long-term and integrated planning



Shared Community Priorities, Resources and Results



Top 3 Areas:

1. Support Livelihood + Employment
2. Fosters Long Term + Integrated Planning
3. Fosters Economic Prosperity

Key Takeaways:

1. Focus has shifted from response and relief toward **recovery**
2. Need for broad and dynamic **alignment of priorities and resources** across the community
3. Basic Needs, Livelihood and Economic Prosperity are **inextricably linked priorities**.

LEGEND

- Need to do better
- Doing well, but can improve
- Area of strength

2021 COE Perceptions Assessment

RESIDENT FEEDBACK

data review + key insights

JULIANA BALDWIN-MUNOZ, DIRECTOR
NICOLE COTE, DIRECTOR

KEY METHODS *voice of our community data*

- Community Partners
- Community Survey
- Top Services Requested
- Integrated Budget Process---Chime in! Survey
- Board/Committee strategic visioning + alignment
  - Animal Shelter Advisory Committee
  - Renewable Energy Advisory Council
  - Veterans Affairs Advisory Committee
  - Youth Strategic Budget Advisory

VOICE OF OUR COMMUNITY

- Blending Data
- Key Insights
- Priority Mapping
- Resident geographic segments

Method	Frequency	Way
City website	Daily	↑↓
Email, telephone, social media	Daily	↑↓
Your City in 5 (YC5)	Weekly	↑
City 15	Daily	↑
Customer Surveys	Point of Service Chime In! annually Biennial Community survey	↑↓
Community Meetings	Varies	↑↓
City Council meetings	Bi-weekly	↑↓
City Boards and Commissions	Monthly	↑↓
211, 311, Council Requests	Daily	↑↓
Neighborhood Improvement Program	Ongoing	↑↓
Youth Budget Advisory	Annual	↑↓
Council Request (CR) System	Daily	↑↓
↓ (pull in) or↑ (push out) =one-way		
↓↑= two-way (push/pull)		

2021 COMMUNITY SURVEY *Key Takeaways*

Please rate each of the following items as they relate to El Paso as a whole. Positive Ratings (4 or 5 on 5-point scale)			
Category	2021	2019	Difference
El Paso as a place to live	80.7%	79.7%	1%
El Paso as a place to raise children	80.8%	79.3%	1.5%
El Paso as a place to work	44.1%	40.0%	4.1%
El Paso as a place to retire	71.7%	68.4%	3.3%
El Paso as a place to visit	43.8%	40.9%	2.9%
El Paso as a place for recreation and entertainment	28.7%	25.1%	3.6%
El Paso as a place to do business	48.5%	43.0%	5.5%
Your overall quality of life in El Paso	69.9%	64.1%	5.8%

Source: ETC Institute

2021 COMMUNITY SURVEY *Key Takeaways*

Please rate each of the following items as they relate to El Paso as a whole. Positive Ratings (4 or 5 on 5-point scale)			
Category	2021	Texas	Difference
El Paso as a place to live	80.7%	56.4%	24.3%
El Paso as a place to raise children	80.8%	53.9%	26.9%
El Paso as a place to work	44.1%	48.1%	-4.0%
El Paso as a place to retire	71.7%	58.4%	13.3%
El Paso as a place to visit	43.8%	58.8%	-15.0%

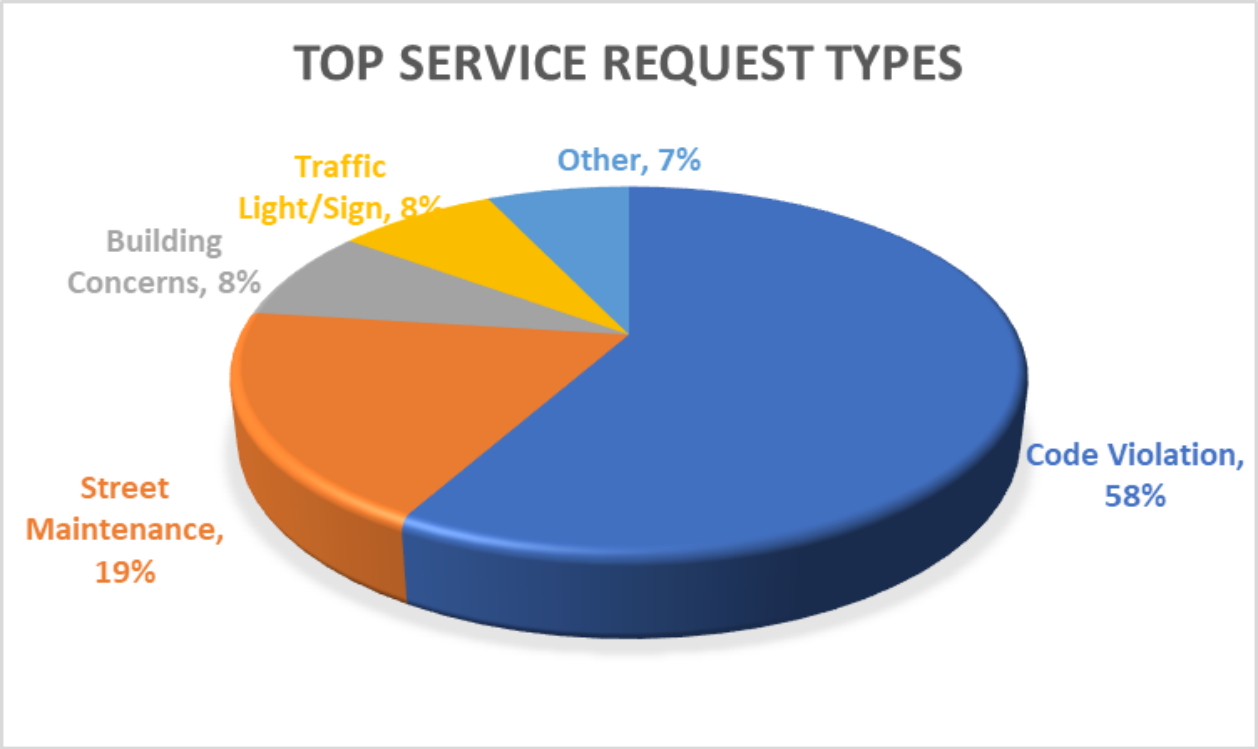
Source: ETC Institute

2021 COMMUNITY SURVEY *Key Takeaways*

major categories of city services that should receive the most emphasis from city leaders over the next two years? (sum of top 3)

1. **Maintenance of infrastructure** (e.g., City street repair, lighting, & sidewalk improvements)
2. **Code compliance** (weeds, abandoned buildings, enforcement of clean-up of junk & debris on private property, etc.)
3. **Business development & retention efforts** (e.g., incentives, small business assistance, real estate assistance)

TOP SERVICES REQUESTED *Key Takeaways*



Top Issue Types	
Overgrown Grass/Weeds	Pothole
Sidewalk Obstruction	Street Sweeping
Illegal Dumping	Debris/Weeds on Street
Noise Complaint	Traffic Calming/Speeding
Junk Vehicles	Building Concerns
	Streetlight

District	Service Requests
1	3064
2	4183
3	3266
4	3417
5	2880
6	2563
7	3183
8	3534

Approximate SRs since Nov 2020

FY 22 CHIME IN! SURVEY *Key Takeaways*

- 8,600+ COMMUNITY responses
- Top 3 priorities identified were:
    1. Streets
    2. Public Safety
    3. Community Health

Priorities by Planning Area				
Central	**East**	**Mission Valley**	**Northeast**	**West**
Streets	Streets	Streets	Streets	Streets
Community Health	Public Safety	Public Safety	Public Safety	Public Safety
Cultural/Educational Programs	Community Health	Parks	Community Health	Community Health

- For the top three priorities selected, 74.1% of respondents would support additional funding for these priorities over the next year.

BOARD/COMMITTEE STRATEGIC ALIGNMENT

Regional Renewable Energy Advisory Council

MIGUEL FRAGA, CHAIR / JOSHUA SIMMONS, VICE-CHAIR

Recommendations of the RREAC will be **aligned with strategic goals** in pursuit of the identified and adopted mission / vision

KEY RREAC PRIORITIES BASED ON STRATEGIC GOALS

- Create a Bilingual Education Campaign
- Identify and study the viability of solar /renewable energy code requirements.
- Reduce overall energy consumption and enhance energy efficiency in municipally owned facilities
- Recommend incentive programs targeted for businesses in the area of renewable technology

Strategic Plan for Veteran Affairs Advisory Committee

Veterans Affairs Advisory Committee

- District 1: Tephanie Hopper*
- District 2: Hope Jackson*
- District 3: Don Parrott
- District 4: Jonathan Bohannon
- District 5: Laura Butler (Secretary)
- District 6: Bruce Biegel* (Vice-Chair)
- District 7: Justin Rotti
- District 8: Melissa Harcrow
- Mayor: Lance Lehr (Chair)

* Subcommittee Chair

September 13th, 2021

Goals

Goal 4.1: (City 6.1/6.2) Address Veteran employment in the city strategic plan by placing a goal (6.1.1) to *Obtain a 15% Veteran Workforce by 2025*

Goal 4.2: (City 5.5) Address Veteran communication in the City strategic plan by placing a goal (5.5.1) to *Expand Veteran presence on our web pages and social media sites and build a comprehensive strategy to connect with Veterans and Service Members*

Goal 4.3: (City 8.1) Address Veteran homelessness in the city strategic plan by placing a goal (8.1.1) to *Sustain the funding of case management, supportive services and rental assistance to homeless Veterans*

BOARD/COMMITTEE STRATEGIC ALIGNMENT

Resident Feedback: *key takeaways*

Vibrant Regional Economy

- Business Development + Retention
- El Paso as a place to work

Safe + Beautiful Neighborhoods

- Street Maintenance + Infrastructure
- Public Safety/ Code Compliance
- Public Health

Exceptional Recreational, Cultural & Educational Opportunities

- El Paso as place to visit
- El Paso as a place for recreation and entertainment

High Performing Government

- Overall quality of life
- Strategic Alignment

DEMOGRAPHIC SNAPSHOT

Needs Assessment + Priority Mapping

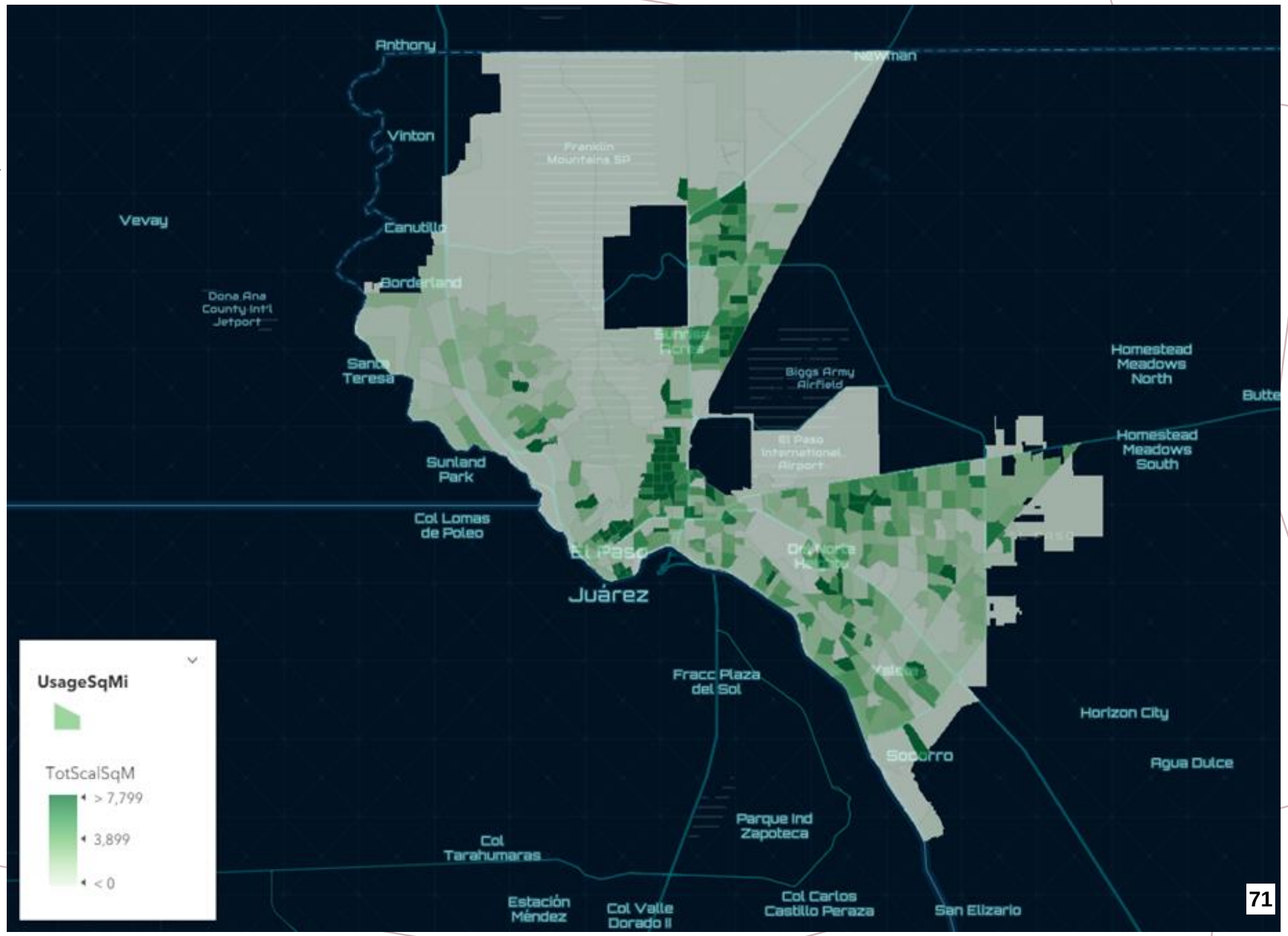
ALEX HOFFMAN, ASSISTANT DIRECTOR, CID

In order to plan for future needs, we must know both the location and the types of facilities being demanded.

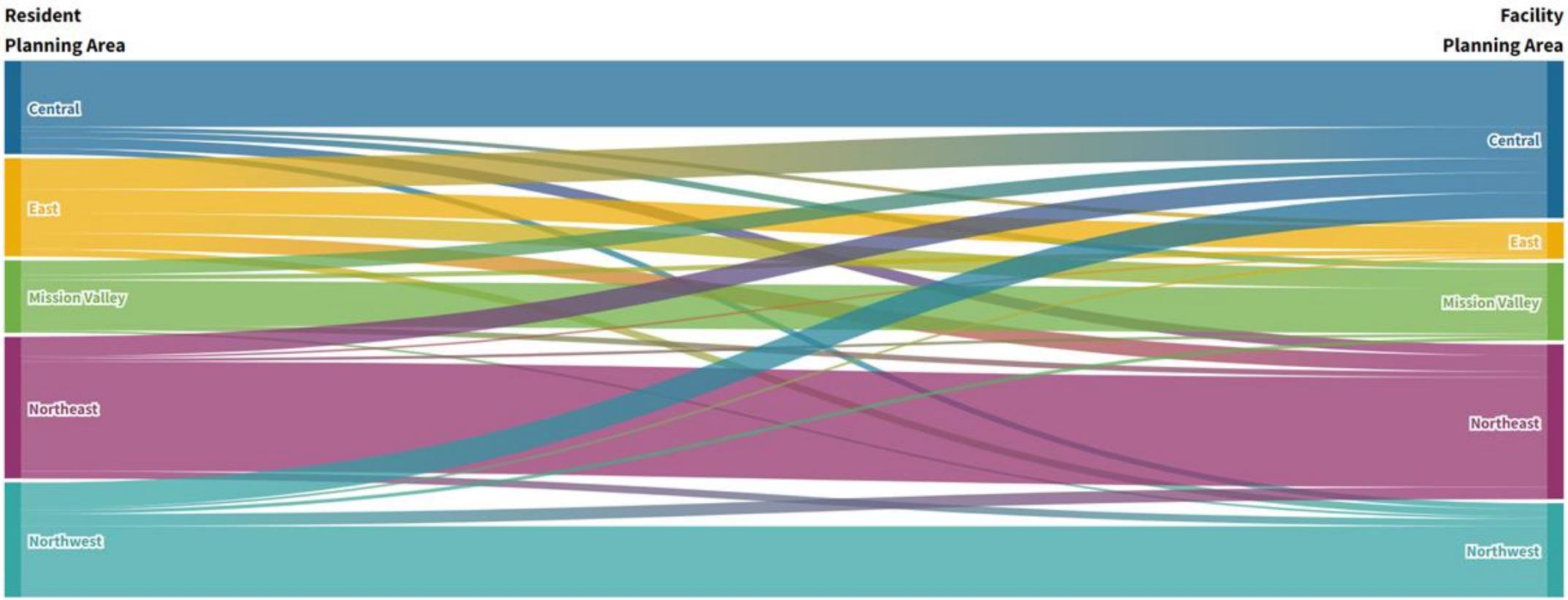
This can be determined by:

- Identifying visitor home location;
- Resident to facility origin/destinations;
- Facility usage by type; and
- The effects of combining services into single facilities

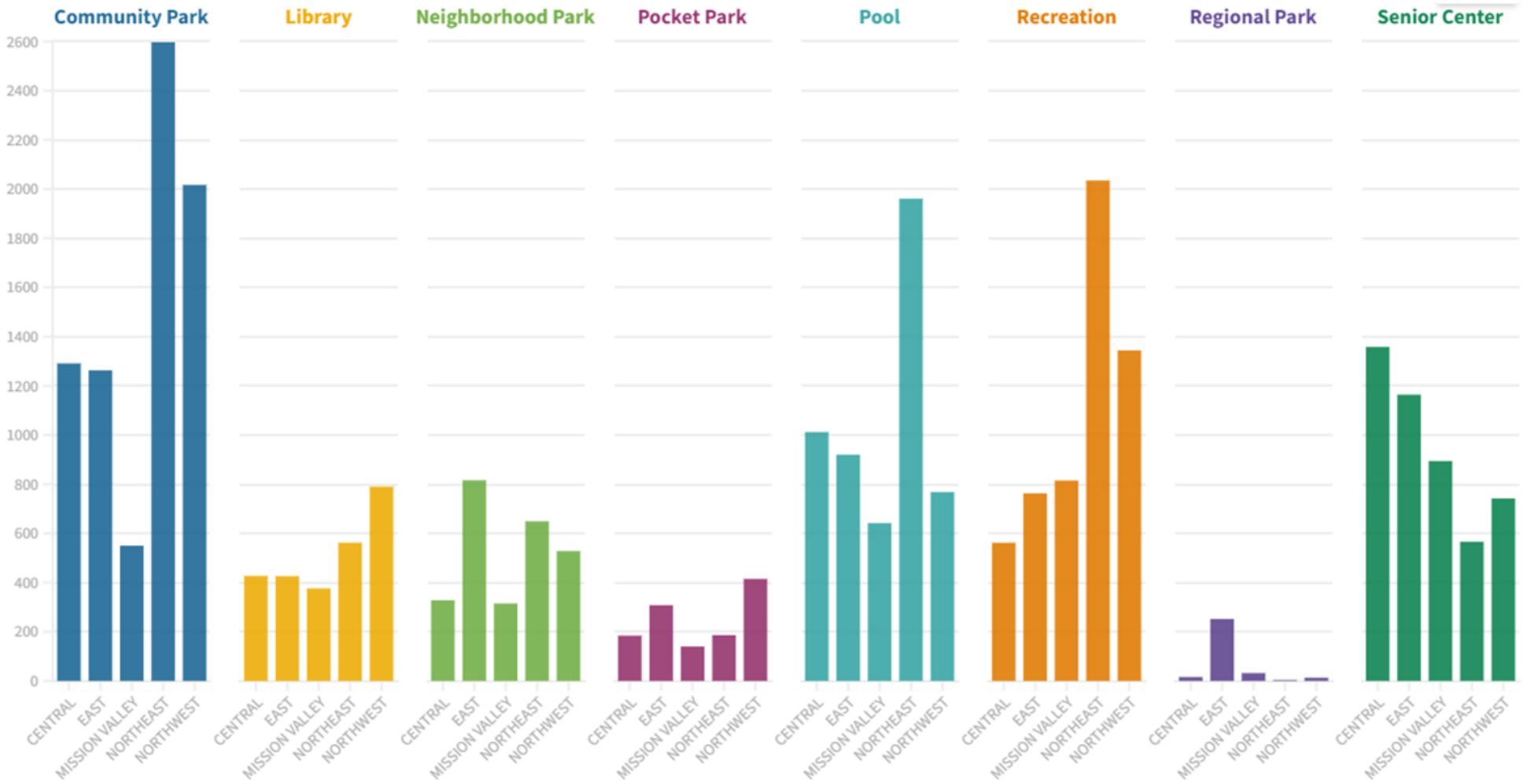
City Facility Users, Home Location



Resident and Facility Planning Area Flows

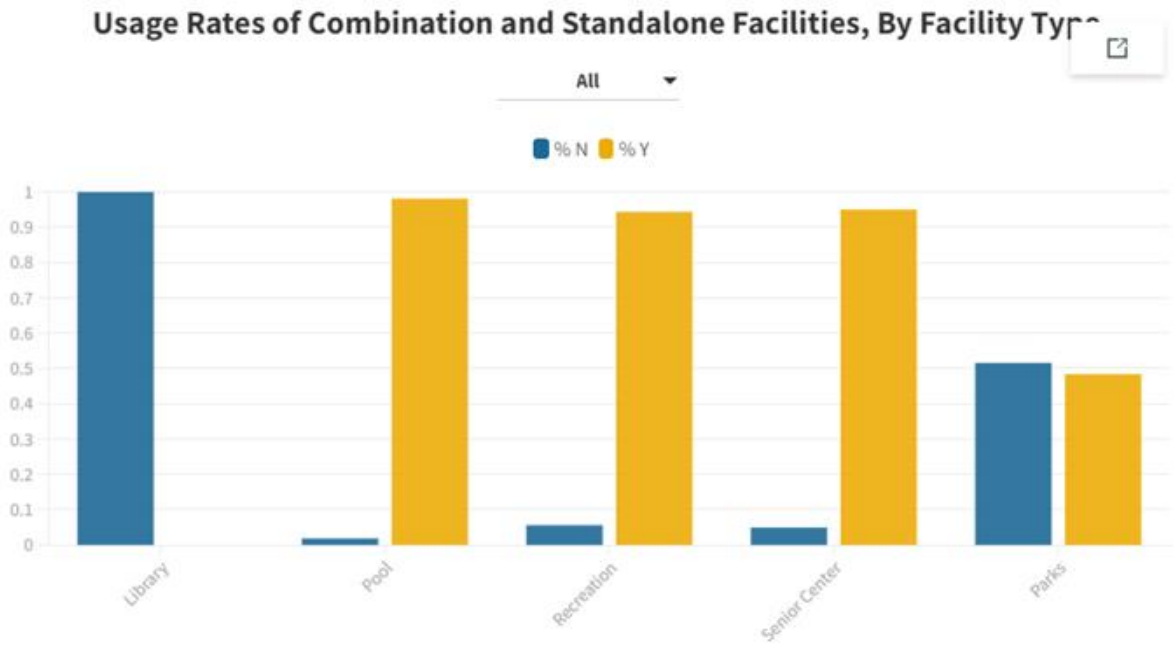


City Facility Users, By Facility Type and User's Home Planning Area



Combining Services

Additionally, the data suggests that overall city facilities that have more than one service co-located on its campus with another get significant greater usage than standalone facilities. Parks and libraries are notable exceptions, but for all other service types the difference is significant. ***Based on monthly average attendance, combination facilities are used nearly twice as much (1.87 times, to be exact) than standalone facilities***.



Facility Campuses Where More Than One Service Is Provided Get More Usage Across the Board When Compared to Single Service Facilities

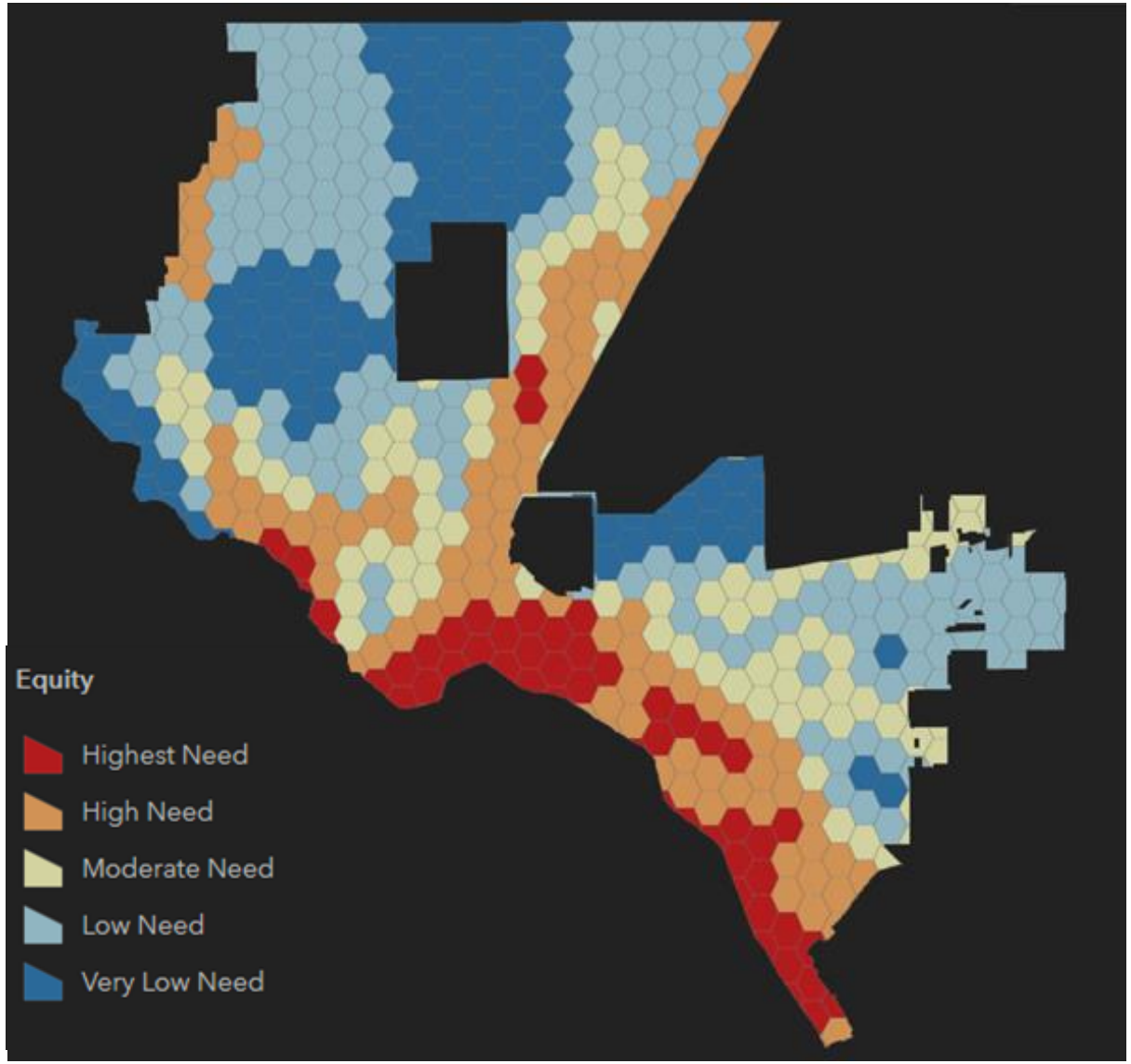
Transparent Project Selection Process

With limited resources, we must be intentional in the selection of projects for funding.

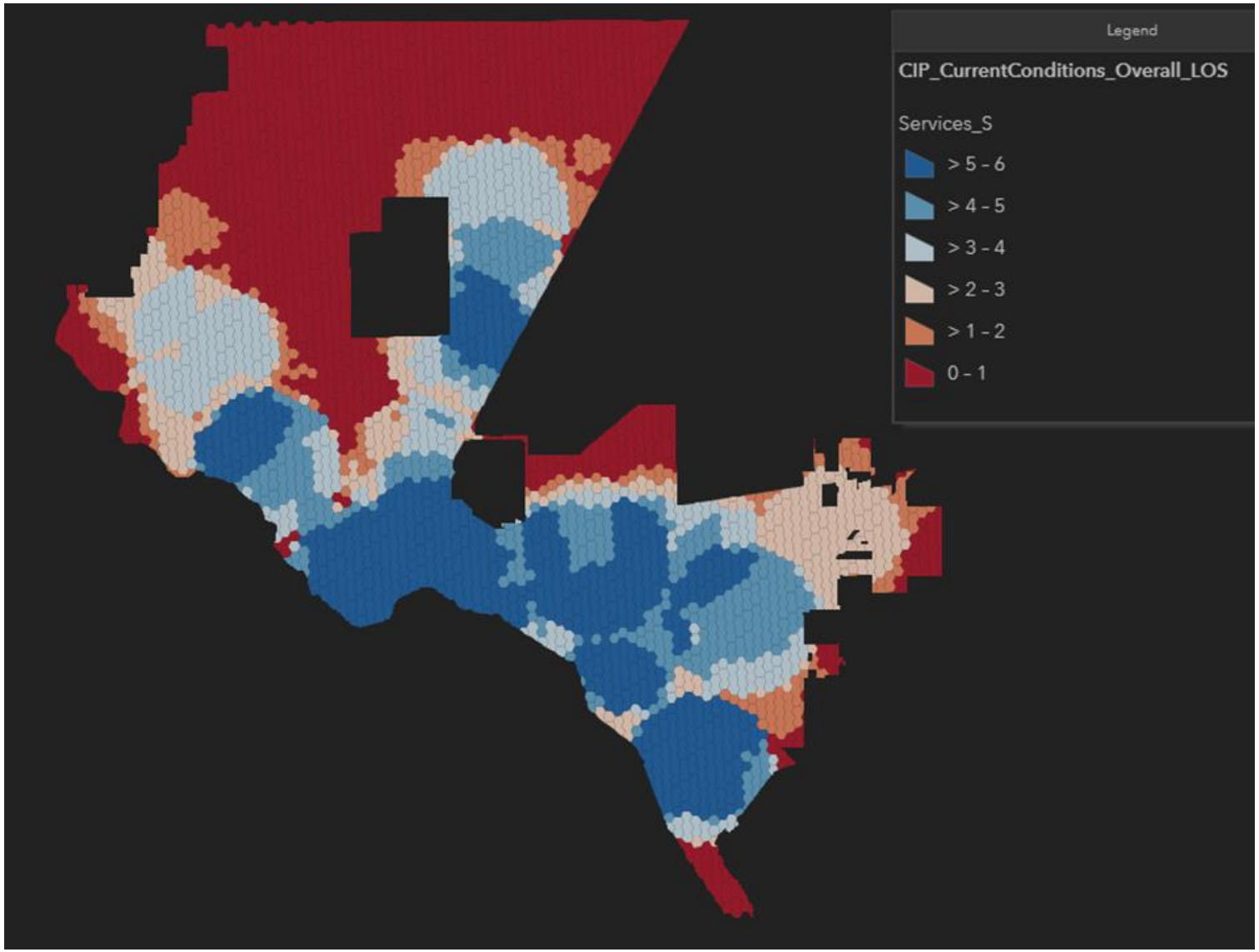
We propose selection be based on the following criteria:

- **Equity**–prioritizing areas of highest need;
- **Access**–adding facilities in locations where there are gaps in service;
- **Strategic**–prioritizing projects identified in the Strategic Plan as a priority area

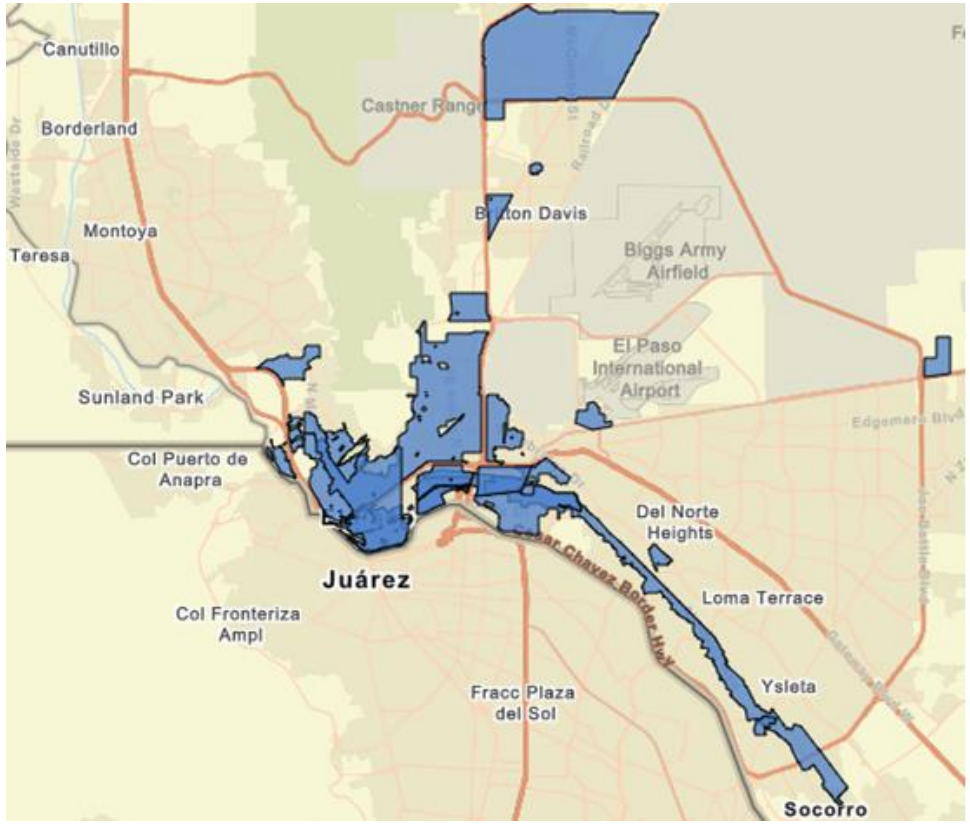
Equity Considerations

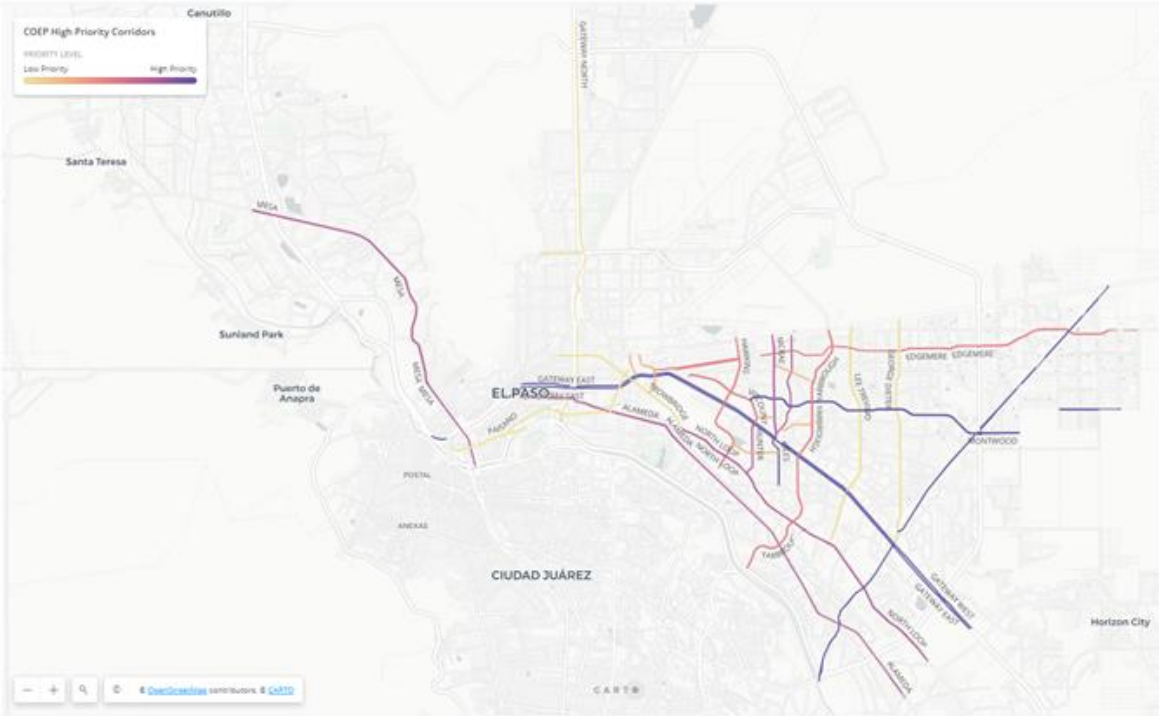


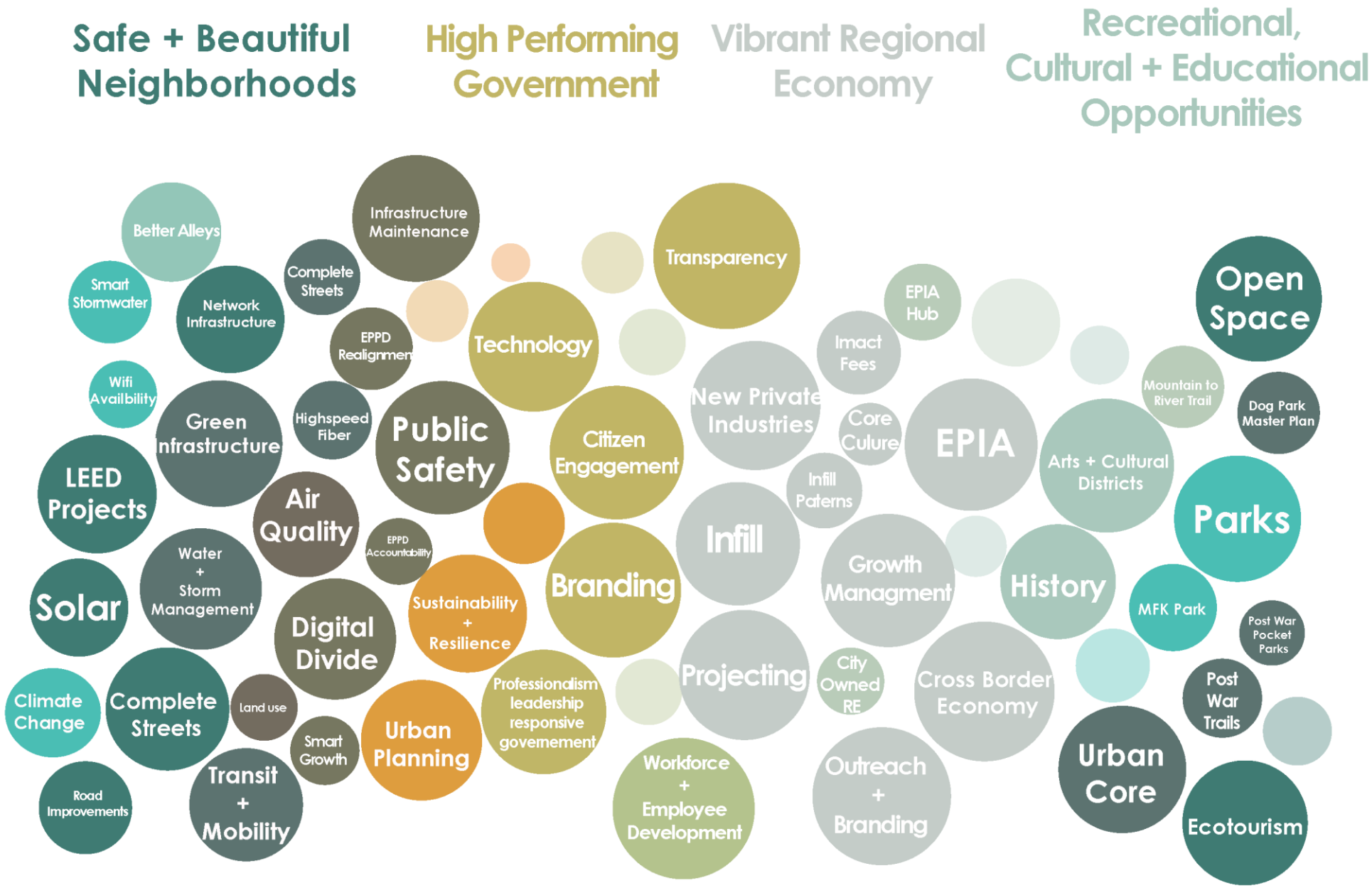
Gaps in Service



Priority Areas and Corridors, via the Strategic Plan







Note: The items in this diagram are derived from projects, programs and strategy focus areas as identified by city council representatives, city leadership and contributing departments. Some submitted items have been condensed for the sake of the visual or grouped together with other similar items. The size of the bubbles does not indicate priority, it indicates the position in a hierarchy of strategies and projects; i.e. a larger bubble may encompass more subordinate strategies or programs than a smaller bubble which may represent a more specific project or potential deliverable. The color gradient is intended to show the interconnectivity and overlap of a focus area within the hierarchy of the strategic vision block system. For example, "Infill" sits closer to the boundary between high performing government and a vibrant regional economy. Infill strategies primarily impact population and economic growth but will also have revenue and ordinance impacts associated with high performing government block.

Day Two Preview:
2021 Strategic Planning Session

DAY TWO: *What we will cover*

DAY TWO: Thursday, December 2, 2021 @ the Museum of Art	
PART THREE: Painting the Picture--- New focus areas and future initiatives @ C2 Gallery (1st Floor)	
9:00 am	Recap key takeaways from Day One
10:00 am	Facilitated discussion on key strategic opportunities by Vision Block:
	Vibrant Regional Economy (up to an 1hr.)
	10 min---break
	Safe & Beautiful Neighborhoods (up to an 1hr.)
12:10pm-1:00pm *Recess---Lunch provided on-site @ C2 Gallery (1st Floor)*	
1:00 pm	Facilitated discussion on key strategic opportunities by Vision Block:
	Exceptional Recreational, Cultural and Educational Opportunities (up to an 1hr.)
	10 min---break
	High Performing Government (up to an 1hr.)
	20 min---break
PART FOUR: Alignment	
3:20 pm	*Discussion and action on an update to the Strategic Plan including key focus areas and future initiatives toward 2030.*
Adjournment---Day Two	

Key Strategic Opportunities *by Vision Block*

- Facilitated discussion to review alignment by:
  - Goal
    - Strategy
      - Key Strategic Objectives (25 by 25)
        - Key Focus Areas
- Council Priorities/Vision Bubbles
- Recommended new strategic objectives (30 by 30)

STRATEGIC OPPORTUNITIES

Key focus Areas + New Strategic Objectives

STRATEGIC PLANNING PROCESS

1 Input/Ideas

2 Identify

3 Integrated Budget Process

4 Implement

5 Integrate

Leadership System

OPERATIONAL ALIGNMENT

	Vision Blocks
Goals 1+3	Vibrant Regional Economy
Goals 2,7+8	Safe + Beautiful Neighborhoods
Goal 4	Recreational, Cultural + Educational Opportunities
Goals 5+6	High Performing Government

ORGANIZATIONAL BLUEPRINT

1.) Strong Sustainable Economic Development

2.) Set the Standard for a Safe and Secure City

3.) Promote the Visual Image of El Paso

4.) Enhance El Paso's Quality of Life through Recreational, Cultural and Educational Environments

5.) Promote Transparent and Consistent Communication

6.) Set the Standard for Sound Governance and Fiscal Management

7.) Enhance and Sustain El Paso's Infrastructure Network

8.) Nurture and promote a Healthy, Sustainable Community

STRATEGIC PLAN ADOPTED

ESTABLISHED MISSION, VISION & VALUES

AFFIRMED 8 STRATEGIC GOALS

STRATEGY MAPPING

4 VISION BLOCKS

STARTING POINT

8 GOALS

01

54 STRATEGIES (9 INTEGRATED RESILIENCE STRATEGIES)

02

20 IN 2020

20 IN 20 KEY STRATEGIC OBJECTIVES

03

25 BY 2025 VisionNEXT

25 BY 2025 KEY STRATEGIC OBJECTIVES

Key Strategic Opportunities *by Vision Block*

- Facilitated discussion to review alignment by:
  - Goal
    - Strategy
      - Key Strategic Objectives (25 by 25)
        - Key Focus Areas
- Council Priorities/Vision Bubbles
- Recommended new strategic objectives (30 by 30)

Key Strategic Opportunities

- 25 by 25 Key Strategic Objectives still well supported and aligned
  - *Reinforced through various feedback methods*
- New key focus areas spotlight emerging priorities
- 5 new key strategic objectives proposed (cross cutting) toward 2030
  - 25 by 25 + 5 new strategic objectives = 30 by 30

NEW PROPOSED STRATEGIC OBJECTIVES

Vibrant Regional Economy

1. Grow existing and attract new target industries, including advanced manufacturing and innovation, to **foster economic prosperity** and create high paying jobs.

Vibrant Regional Economy

2. Continue the development of **integrated planning** efforts with communities of excellence partners.

.

NEW PROPOSED STRATEGIC OBJECTIVES

High Performing Government

3. Plan and implement dynamic and **broadly partnered** talent management strategies.

Exceptional Recreational, Cultural and Educational Opportunities

4. Develop a bond package focused on addressing **identified community priorities and needs** aligned with targeted areas of investment.

Safe + Beautiful Neighborhoods

Safe + Beautiful Neighborhoods

5. Develop solutions to **increase access and services** for El Pasoans experiencing or at-risk of homelessness.

VISION BLOCK

Vibrant Regional Economy

Goal 1: *Create an Environment Conducive to Strong, Sustainable Economic Development*

Strategy	25 BY 2025 VisionNEXT Key Strategic Objectives	Key Focus Area(s)	Top Council Priorities	Vision Bubbles	Proposed New Strategic Objective
Stabilize and expand El Paso's tax base	**Activate targeted (re)development (2.0):** • Medical Center of the Americas/Alameda • Reimagine Cohen/Angora Loop/Northeast Parkway • Five Points • Airport Development • High priority corridor development plans • Infill growth strategies • Parking strategies • Disposition of City-owned properties **Expand Downtown revitalization/redevelopment to include:** • Streetcar corridor vibrancy (2.0) • Convention center renovation • Parking management plans • Uptown	Infill growth strategies + core redevelopment; REACC priority alignment opportunities	Create jobs, business park in D5 to service eastward expansion (District 5)	Dynamic infill incentives -with community partners (District 1) Address Impact Fees and infill concerns (District 2) A sustained focus on infill development and addressing the culturally and economically sensitive revitalization of our core neighborhoods (District 8) Regional Development (District 7) New Private Industries (District 7) Innovation clusters (District 1) Advanced manufacturing / Green tech incentives/projects (District 1) Better redevelopment of city real estate assets for infill and strategic public/private initiatives (District 1)	*Grow existing and attract new target industries, including advanced manufacturing and innovation, to **foster economic prosperity** and create high paying jobs.*

VISION BLOCK

Vibrant Regional Economy

Goal 1: *Create an Environment Conducive to Strong, Sustainable Economic Development*

Strategy	Key Focus Area(s)	Vision Bubbles
Enhance visitor revenue opportunities	Heritage tourism and ecotourism	Develop El Paso into international investment hub focusing on Latin America (District 1) Tourism brings money. Whether it be through heritage tourism or conventions these are big opportunities to fill our hotels (District 6) We need an "old town" type of venture in in El Paso (District 6) TRADER JOE's (District 1)
Grow the core business of air transportation	Continue to prioritize addition of an international route while adding more non-stop routes	Putting the International in the El Paso International Airport (District 1)

VISION BLOCK

Vibrant Regional Economy

Goal 1: *Create an Environment Conducive to Strong, Sustainable Economic Development*

Strategy	25 BY 2025 VisionNEXT Key Strategic Objectives	Key Focus Area(s)	Vision Bubbles
Stimulate economic growth through transit and bridges integration	• Enhance cross-border mobility experience for bridge users (2.0) • Capital Improvement implementation • Revamp toll operation schedules and lane management	Enhance cross-border **mobility experience** for bridge users	New port of entry for safe, efficient, innovative mass transit pedestrian crossing between jrz/elp - dynamic, iconic and innovative (District 1) CBX- for paso del norte region (District 1)
Provide business-friendly permitting and inspection processes	Launch new business friendly practices and services improving speed to market and supporting entrepreneurship/microenterprises	Promote local businesses to **support livelihoods and employment**	Supporting our homegrown, local businesses (District 5) Help local businesses and cash in through sales taxes. (District 6)
Identify and develop plans for areas of reinvestment and local partnership	Identify and develop plans for areas of reinvestment and local partnership	Dynamic reuse (possible public/private partnership) for stranded assets; Administer and manage federal, state and local funding for **economic recovery and resilience programs**	Dynamic reuse (possible public/private) for old EP Chamber building and other stranded assets (District 1) Downtown educational cluster - public private partnership (District 1) 10 new sister cities partnerships (District 1)

VISION BLOCK

Vibrant Regional Economy

Goal 3: *Promote the Visual Image of El Paso*

25 BY 2025 VisionNEXT Key Strategic Objective	Key Focus Area(s)	Council Top Priorities	Vision Bubbles	Proposed Key Strategic Objectives
Establish a brand that celebrates and promotes El Paso's unique identity and offerings	El Paso as a place to live, raise a family, retire and to visit; Youth Advisory Board, VAAC, ASAC, REAAC priority alignment opportunities; Comprehensive Plan	Align economic, health, and education strategies with Ft. Bliss & Cd. Juarez (District 7)	Artist in Residence Program for Bridges department to challenge misinformation and misconceptions about border region (District 1) How do we get out to the world and country that we are not like the rest of Texas or any other place…. We Are Better, (District 1) Continuing to make El Paso a more enjoyable place to live (District 5) The final designation of Castner Range as a national monument (District 4) Tramway (District 7)	*Continue development of **integrated planning efforts** with communities of excellence partners*

VRE Video

VISION BLOCK

Safe + Beautiful Neighborhoods

Goal 7: Enhance and Sustain El Paso's Infrastructure Network

Strategy	25 BY 2025 VisionNEXT Key Strategic Objectives	Key Focus Areas	Top Council Priorities	Vision Bubbles
Improve competitiveness through infrastructure improvements impacting the quality of life	**Expand the investment and beautification of street infrastructure (2.0)** • Streets resurfacing • Streets reconstruction plan • Most-traveled streets program • Citywide aesthetics program (trees, medians, etc.) • Comprehensive Green Infrastructure Plan • Entryway and wayfinding	Develop aligned Bond Package; Comprehensive Green Infrastructure Standard; Outdoor Offerings (linked with Goal 4; Sustainability	District improvements (District 2) Bond ratings & Capital Projects (District 3) New Walking Trails on Zaragosa and Vista Del Sol (District 6)	New CIP infrastructure Voter Approved Bond project 2022 (District 1) Streets (District 3) Complete streets policy update and seek recognition of complete street city health medal (District 3) Connectivity (District 3) Tree planting programs (District 3) Increase green space/pocket parks in Post WW11 neighborhoods (District 2) Update and invest in Abraham Chavez theater (bond project?) (District 1) World Class Mountain to River trail crossing Over i-10 (District 1) Mary Frances Kiesling Park - Re-Imagining (District 1) Rio Grande Trail - reimagined (District 1) Re-seed Rio Grande river banks - 1 million trees initiative (District 1) Re imagine rio bosque park (District 1) Roundhouse Urban Campground (District 1) New efforts/initiated for additional Open space land purchase / protections (District 1) Dog Park master plan (District 1) Reimaging Scenic Drive/ Murchison Rogers Park execution (District 1) Relieve residential burden of alley maintenance (District 2) Improving our roads, traffic, and transportation infrastructure (District 5) Adopt a Median (District 3) Execute abandoned and needed street reconstruction projects based upon previous and cip and date driven pci (District 1) 21st crossroads of the Americas - near sourcing marketing and transformative infrastructure projects (District 1)

VISION BLOCK

Safe + Beautiful Neighborhoods

Goal 7: Enhance and Sustain El Paso's Infrastructure Network

Strategy	25 BY 2025 VisionNEXT Key Strategic Objectives	Key Focus Areas	Top Council Priorities	Vision Bubbles
Enhance a regional comprehensive transportation system	Implement improvements and activate programming that support and promote multimodal transportation (2.0)	**Mobility**---opportunities for destination transportation (i.e. medical and targeted (re)development areas (link with Goal 1)		Full investment in Streetcar (District 1) International multimodal terminal (District 1) Feasibility study for international 21st century innovation mass transit (District 1) Transportation (District 7)
Set one standard for infrastructure across the city	Establish Eastside and Mission Valley Growth Plan and begin implementation and complete <u>Comprehensive Master Plan update</u>	**Integrated, long-term planning**; WiFi---expanding broadband infrastructure/digital inclusion/magnitude of need/capabilities	Reimagine East Side (District 6) Master plan Ysleta, Rec centers, Durangito (District 6)	Planning (District 3) Update to plan El Paso. Progress, on all planning documents (District 3) Cell phone tower policy update. Because council keeps denying applications (District 3) Land Use MGMT strategy and implementation (District 1) North of Transmountain Infrastructure study (i.e. police/library/rec center etc..) (District 1) Smart growth / new urbanism principles updated, strengthened and codified (District 1) Implementation of conceptual attributes of Comp Plan 2011. (District 1) We need an "old town" type of venture in in EL Paso. (District 6) Please consider master planning Duranguito. (District 6) Complete streets policy update and seek recognition of complete street city health medal. Planning (District 3) Connectivity (District 3) Implementation of Northwest Upper Valley plan (District 1) Universal wifi, reconstruction projects to include underground fiber infrastructure for better connectivity to communities without internet access (District 3) WiFi for All (District 7)

VISION BLOCK

Safe + Beautiful Neighborhoods

Goal 7: Enhance and Sustain El Paso's Infrastructure Network

Strategy	25 BY 2025 VisionNEXT Key Strategic Objectives	Key Focus Areas	Top Council Priorities	Vision Bubbles
Provide reliable and sustainable water supply and distribution Systems (El Paso Water)				Water harvesting tech projects / collaboration (District 1) Climate change adapted flood and stormwater infrastructure and strategy (District 1) More partnerships for water conservation efforts at parks to improve landscape by adding desert friendly landscape. Seek grants for those projects (District 3)
Continue the strategic investment in City facilities and technology	Create and implement a comprehensive facility and fleet investment plan (2.0)		Sustainability and Resilience (District 8)	Greater focus on sustainability, including more sustainable energy sources for City facilities and infrastructure> (District 8) Growth and providing essential services (District 6)

VISION BLOCK

Safe + Beautiful Neighborhoods

Goal 2: Set the Standard for a Safe and Secure City

Strategy	25 BY 2025 VisionNEXT Key Strategic Objectives	Key Focus Areas	Top Council Priorities	Vision Bubbles
Increase public safety operational efficiency	**Expand investment in public safety operations (2.0)** • Staffing needs • Program annual Police and Fire vehicle replacement • Development and completion of new public safety facilities • Programs supporting safe and sustainable communities		Increase public safety operational efficiency by expanding/implementing phase II and final phases of the Body Worn Camera Program. (District 7) Public Safety (District 4)	Updating EPPD District to better align with Business Uses and Population and demographic shifts (District 1) Create an Independent Police Accountability Committee (District 2) Body Worn Cameras - Public Safety (District 7)
Improve motorist safety and traffic management solutions		EL PASO VISION ZERO Zero Fatalities & Zero Serious Injuries		Enhance Vehicle Safety through out neighborhoods (District 2)

VISION BLOCK

Safe + Beautiful Neighborhoods

Goal 8: Nurture and Promote a Healthy, Sustainable Community

Strategy	25 BY 2025 VisionNEXT Key Strategic Objectives	Top Council Priorities	Vision Bubbles	Proposed New Strategic Objectives
Stabilize neighborhoods through community, housing and ADA improvements	Support affordable, high quality housing options especially for vulnerable populations (2.0)	Homelessness & Crime (District 3) Homelessness (District 2) Improved Housing Options and Infill Development (District 8)	Homelessness (District 3) Sustain the funding of case management, supportive services and rental assistance to homeless Veterans (District 2)	*Develop solutions to **increase access and services** for El Pasoans experiencing or at-risk of homelessness*
Deliver prevention, intervention and mobilization services to promote a healthy, productive and safe community	Evaluate and integrate key policies, practices and space planning improving community health outcomes and risk reduction	Public Health (District 3); Public Health (District 7); Preparedness to get through future adverse events and disasters> (District 8); Sustainability and Resilience (District 8)	Public Health (District 3) Combat urban food deserts (District 1) Adaptive Reuse projects for innovation/tech and.or multi family housing (District 1) 5 new major market rate multi family housing projects within inner corridor of city (District 1) The construction of a world-class medical facility in (District 4) Public health care (District 4)	

VISION BLOCK

Safe + Beautiful Neighborhoods

Goal 8: Nurture and Promote a Healthy, Sustainable Community

Strategy	25 BY 2025 VisionNEXT Key Strategic Objectives	Top Council Priorities	Vision Bubbles
Reduce operational energy consumption	Create and implement the Urban Energy Plan and identify state and federal legislative and funding opportunities	Sustainability and Resilience (District 8); REACC Priority Alignment Opportunities (District 1)	Look at energy efficient policies to be more aggressive with requirements and standards (District 3) Climate (District 3); 6. More partnerships with epe to seek solar panels and energy efficient efforts in new facilities (District 3) More partnerships with epe to seek solar panels and energy efficient efforts in new facilities (District 3) Electric Vehicle infrastructure (District 3) Renewable energy strategies (District 3) Solar solar solar adoption by 2030 not 2040 (District 1) Greater focus on sustainability, including more sustainable energy sources for City facilities and infrastructure> (District 8) Clean Energy (District 7) Solar solar solar adoption by 2030 not 2040 (District 1) Green and tech vocational programs with Hadera (District 1) Water harvesting tech projects / collaboration (District 1) Conservation initiatives for farmland within ETJ/ New Mexico scenic/agricultural corridors (District 1) Identify local regional i.e. Northern Mexico recycling partner for recycling program to cur down on greenhouse emissions from transportation of recycling (District 1) Aggressive solarization projects of all existing and new COEP infrastructure and buildings within 10 years (District 1) Climate change adapted land growth and mgmt strategy (51+52 interconnected) (District 1) Climate change adapted flood and stormwater infrastructure and strategy (District 1) Airport fully ran on solar and battery tech by 2025 (District 1)

SBN Video

VISION BLOCK

Exceptional Recreational, Cultural and Educational Opportunities

Goal 4: Enhance El Paso's Quality of Life through Recreational, Cultural and Educational Environments

Strategy	25 BY 2025 VisionNEXT Key Strategic Objectives	Key Focus Areas	Top Council Priorities	Vision Bubbles
Deliver bond projects impacting quality of life across the city in a timely, efficient manner	• Complete Quality of Life Bond Projects and develop signature programming (2.0): • Mexican American Cultural Center • Children's Museum • Multipurpose Entertainment and Performing Arts Center			
Create innovative recreational, educational and cultural programs	• Align and implement key investment strategies (linked to Goal 6) sustaining and enhancing **park system operations** and **outdoor offerings**	Align with Master Trail Plan; Partnerships	More programming and family friendly events and amenities (District 5)	Preservation of Open Space (District 4) Giant Public Art on Sunset Heights Island near I-10 (District 1) Giant Mural project in Downtown El Paso (District 1) New Contemporary Art museum with international institutional partners (District 1) Maintenance of Public Art program (District 1) Urban Amphitheater project (District 1) National Museum of the Immigrant (District 1) Best soccer team for NCAA D1 nationwide by aggressive student recruitment from across Latin America (District 1)

ERCEO Video

VISION BLOCK

High Performing Government

Goal 5: *Promote Transparent and Consistent Communication Among All Members of the Community*

Strategy	Key Focus Areas	Top Council Priorities	Vision Bubbles
Set a climate of respect, collaboration and team spirit among Council, City staff and the community	Communicate and promote sound governance practices		Fair Elections (roll over from previous Strategic Plan) (District 2) Improving the public face of the City; showing off our good governance and explaining our processes in a clear way that furthers public understanding of local government (District 8)
Strengthen messaging opportunities through media outlets and proactive community outreach		Improved communications and messaging (District 5)	Better communicating our successes (District 5) Messaging/educational strategy to roll out with strategic planning sessions/Bond/ Budget decisions utilizing public and private partners and others (District 1)

VISION BLOCK

High Performing Government

Goal 6: Set the Standard for Sound Governance and Fiscal Management

Strategy	25 BY 2025 VisionNEXT Key Strategic Objectives	Key Focus Areas	Top Council Priorities	Vision Bubbles	Proposed Key Strategic Objective
Recruit and retain a skilled and diverse workforce		Workforce recruitment, hiring, compensation; VACC goal alignment opportunities	Staff Wages and Benefits (District 2)	Adding good jobs to increase the median income (District 5) High Paying Jobs (District 7)	*Plan and implement dynamic and **broadly partnered** talent management strategies*
Implement leading-edge practices for achieving quality and performance excellence	• Expand **workforce development** and organizational focus on continuous improvement through targeted training, activating partnerships and growing best practices • Become a model for activating interagency and **multisector partnerships** and demonstrate results and under the Communities of Excellence framework			Re-skilling initiatives for tech and innovation (District 1) Better integration between regions partners in local govt as well as education (District 1)	

VISION BLOCK

High Performing Government

Goal 6: Set the Standard for Sound Governance and Fiscal Management

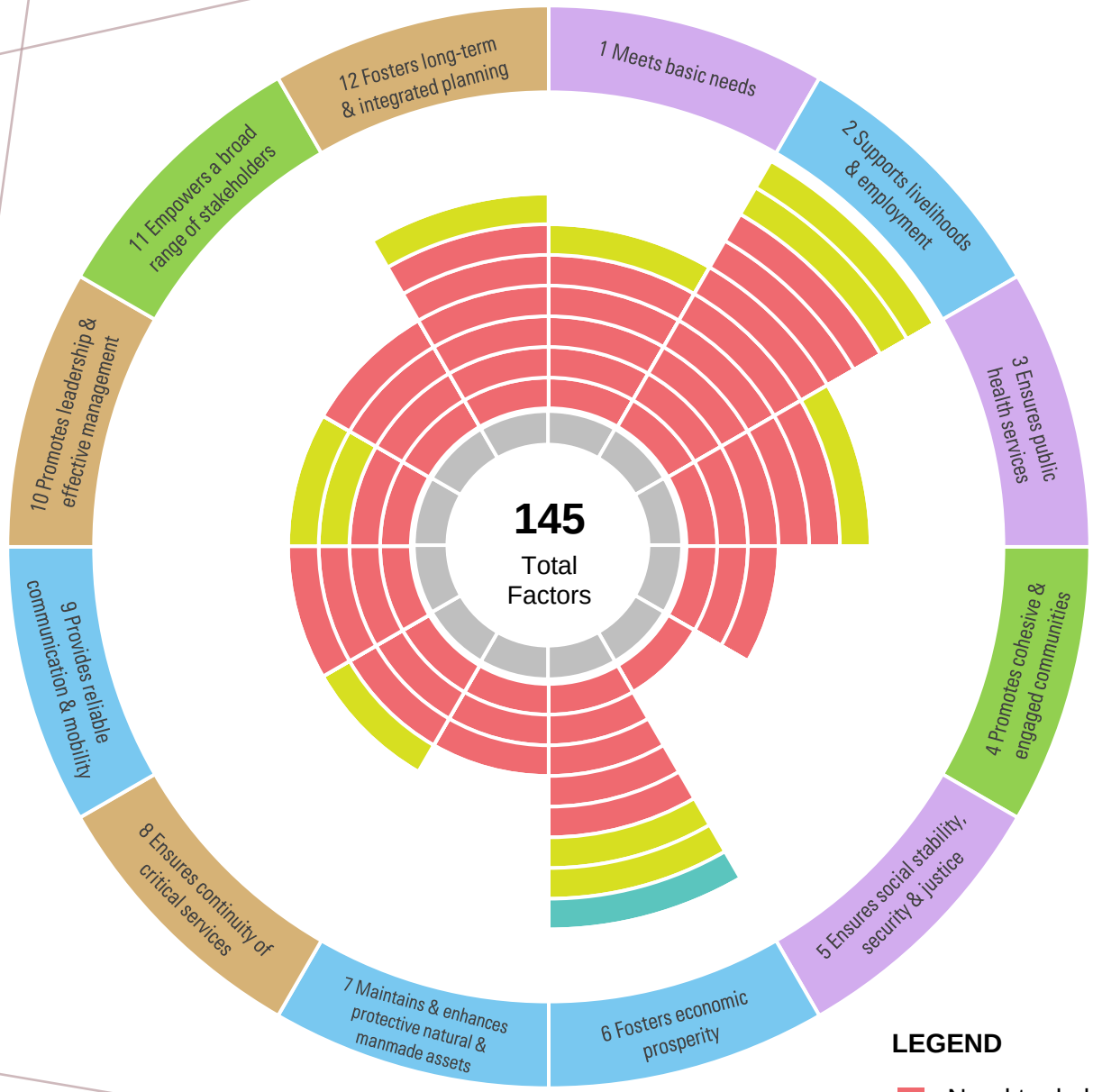
Strategy	25 BY 2025 VisionNEXT Key Strategic Objectives	Key Focus Areas	Top Council Priorities	Vision Bubbles	Proposed New Strategic Objectives
Deliver services timely and effectively with focus on continual improvement	• Optimize resources by evaluating and aligning service delivery mechanisms • Shared Services • <u>Community Preparedness/Continuity of Operations</u> • Volunteer Programs	Communication and Continuity of Services	Better citizen access to City government and services (District 8)	Preparedness to get through future adverse events and disasters (District 8)	*Develop a bond package focused on addressing **identified community priorities and needs** aligned with targeted areas of investment*
Support transparent and inclusive government				Charter Clean up (District 1)	
Ensure continued financial stability and accountability through sound financial management, budgeting and reporting	• Create and implement a plan to address long-term liabilities and sustain the City's bond rating • Identify potential new revenue streams • Bond election	Fiscal management; Capital projects and programs (link with Goal 7)	A Budget that maintains a low tax rate and debt. (District 7) Bond ratings & Capital Projects (District 3) Debt Reduction / Management (District 4)	New CIP infrastructure Voter Approved Bond project 2022 (District 1) Bond rating strategies (District 3)	
Define and begin implementation of a Smart Community Roadmap through the strategic integration of technology and data-driven action into city operations	• Document, publicize and maximize existing smart technology deployed • Implement an open data initiative • <u>Expand Digital Inclusion efforts</u> • Create a real-world laboratory environment to explore scalable smart technology pilot applications • Establish partnerships to facilitate smart neighborhood development and deployment				

HPG Video

KEY STRATEGIC OPPORTUNITIES
Alignment

Key Strategic Opportunities

- 25 by 25 Key Strategic Objectives still well supported and aligned
  - *Reinforced through various feedback methods*
- New key focus areas spotlight emerging priorities + key insights from voice of our community data
- 5 new key strategic objectives proposed (cross cutting) toward 2030
  - 25 by 25 + 5 new strategic objectives = 30 by 30



Top 3 Areas:

1. Support Livelihood + Employment
2. Fosters Long Term + Integrated Planning
3. Fosters Economic Prosperity

Key Takeaways:

1. Focus has shifted from response and relief toward **recovery**
2. Need for broad and dynamic **alignment of priorities and resources** across the community
3. Basic Needs, Livelihood and Economic Prosperity are **inextricably linked priorities**.

LEGEND

- Need to do better
- Doing well, but can improve
- Area of strength

2021 COE Perceptions Assessment

Resident Feedback: *key takeaways*

Vibrant Regional Economy

- Business Development + Retention
- El Paso as a place to work

Safe + Beautiful Neighborhoods

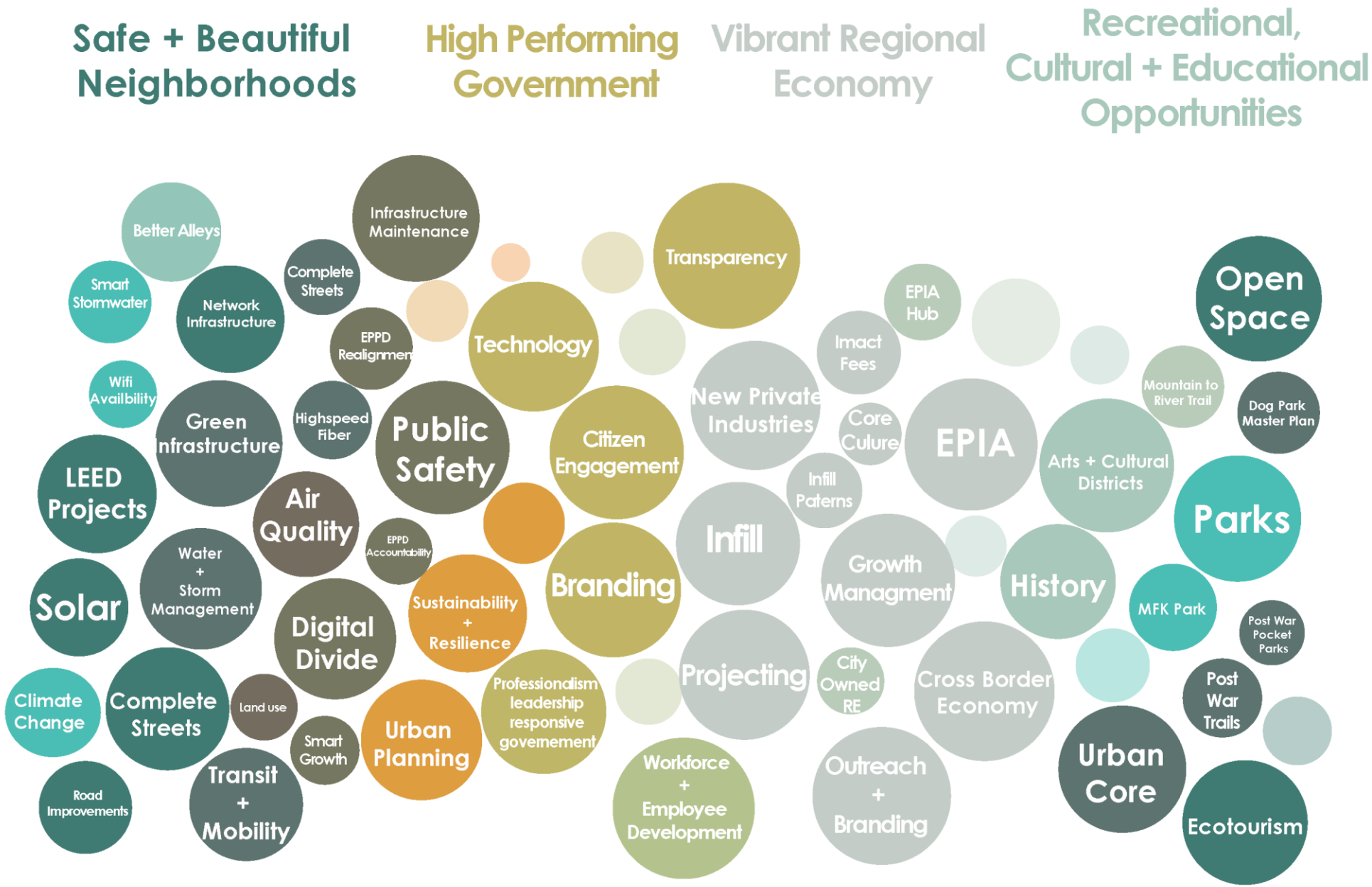
- Street Maintenance + Infrastructure
- Public Safety/ Code Compliance
- Public Health

Exceptional Recreational, Cultural & Educational Opportunities

- El Paso as place to visit
- El Paso as a place for recreation and entertainment

High Performing Government

- Overall quality of life
- Strategic Alignment



Note: The items in this diagram are derived from projects, programs and strategy focus areas as identified by city council representatives, city leadership and contributing departments. Some submitted items have been condensed for the sake of the visual or grouped together with other similar items. The size of the bubbles does not indicate priority, it indicates the position in a hierarchy of strategies and projects; i.e. a larger bubble may encompass more subordinate strategies or programs than a smaller bubble which may represent a more specific project or potential deliverable. The color gradient is intended to show the interconnectivity and overlap of a focus area within the hierarchy of the strategic vision block system. For example, "Infill" sits closer to the boundary between high performing government and a vibrant regional economy. Infill strategies primarily impact population and economic growth but will also have revenue and ordinance impacts associated with high performing government block.

NEW PROPOSED STRATEGIC OBJECTIVES

Vibrant Regional Economy

1. Grow existing and attract new target industries, including advanced manufacturing and innovation, to **foster economic prosperity** and create high paying jobs.

Vibrant Regional Economy

2. Continue the development of **integrated planning** efforts with communities of excellence partners.

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NEW PROPOSED STRATEGIC OBJECTIVES

High Performing Government

3. Plan and implement dynamic and **broadly partnered** talent management strategies.

Exceptional Recreational, Cultural and Educational Opportunities

4. Develop a bond package focused on addressing **identified community priorities and needs** aligned with targeted areas of investment.

Safe + Beautiful Neighborhoods

Safe + Beautiful Neighborhoods

5. Develop solutions to **increase access and services** for El Pasoans experiencing or at-risk of homelessness.

Design by Enrique Avalos

TEAM EP TX

2021 STRATEGIC PLANNING SESSION

DECEMBER 1-2, 2021

EL PASO MUSEUM OF ART