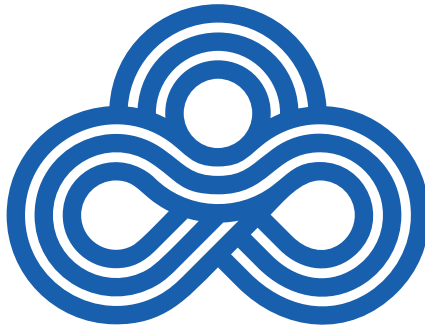




RESILIENT EL PASO





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Mayor Dee Margo

District # 1 Representative Peter Svarzbein

District # 2 Representative Alexandra Annelo

District # 3 Representative Cassandra Hernandez Brown

District # 4 Representative Sam Morgan

District # 5 Representative Michiel Noe

District # 6 Representative Claudia Ordaz

District # 7 Representative Henry Rivera

District # 8 Representative Cissy Lizarraga





As Mayor, I am proud to present El Paso's resilience strategy. This document is the product of three years of research, analysis and dynamic stakeholder input. It is reflective of the strengths inherent within our community, as well as responsive to the challenges we face in the 21st century. The approaches delineated here are built upon a strong foundation of best practices learned from experience as one of the first of the 100

Resilient Cities in the world, as well as from our long history as a strong binational metroplex - at the border of 3 states and 2 countries. Our city is appreciative of the opportunity presented to us by the 100 Resilient Cities program, pioneered by the Rockefeller Foundation. We would like to acknowledge the tremendous support and encouragement we have received from the 100RC team, and the network of what is now a full 100 cities globally.

As our community grapples with many challenges, the City of El Paso continues to press forward. Building prosperity for our people, and sustainability for our city, with innovative and collaborative solutions. In order to achieve that kind of future, regardless of any barrier or challenge in our path, our actions must move beyond our ability to survive and reach toward our capacity to thrive.

As you read this document, I hope that you gain a sense of the potential that exists within this community. So many El Pasoans have participated in the strategy building process. That participation has been invaluable and has only reaffirmed that the people of El Paso remain our greatest community asset. Together we will move toward the goals of Resilient El Paso.

A handwritten signature in blue ink, reading 'Dee Margo', written in a cursive style. The signature is positioned above a thin horizontal line.

Mayor Dee Margo
City of El Paso



On behalf of the entire 100 Resilient Cities team, I want to congratulate the City of El Paso on the release of “Resilient El Paso,” the city’s Resilience Strategy, a major milestone for the city and 100RC’s partnership with it.

A quintessential frontier town, El Paso is a modern binational city with over 350 years of continuous settlement. The city’s stark geography is both beautiful and harsh, a desert environment with a fragile ecosystem that must support a growing population and the pressures of the border. As cities increasingly face uncertainties around water, the threat of rising temperatures, and rapid urbanization, El Paso can serve as a model to others in its experience thriving in the desert, living within its means, and using its unique resources.

Resilient El Paso builds on the city’s strengths and provides new approaches to address these interrelated challenges. Several of its initiatives address environmental challenges while also integrating social considerations, such as the revitalization and repurposing of Cohen Stadium, which will catalyze future development in northeast El Paso. It also focuses on implementing Civic Design Labs that will engage with the community and relevant stakeholders to maximize resilience value as the city undertakes major capital projects, policy initiatives and strategy planning updates. Through actions and goals like these, Resilient El Paso sets forth mechanisms for concrete change that will benefit all who live there.

Already we have seen the impact of our collaboration - the city’s Strategic Plan incorporates many of initiatives developed by the city’s resilience team. With this document, El Paso becomes even better poised to achieve all of its priorities.

The support of Mayor Dee Margo and City Manager Tommy Gonzalez, along with former Mayor Oscar Leeser, was critical to this Strategy, as was the hard work and dedication of Nicole Ferrini, who led El Paso’s resilience work throughout the development of this Strategy.

While the release of this Strategy marks an important achievement, the work is far from over. It will require continued effort and unwavering commitment to realize the vision outlined in these pages. We are excited to continue our partnership with the city and to watch and participate in the work as it unfolds.

A handwritten signature in black ink, appearing to read "Michael Berkowitz". The signature is stylized and written over a horizontal line.

Michael Berkowitz
President, 100 Resilient Cities



As El Paso approaches the culmination of more than two years of engagement with 100 Resilient Cities, we are proud to announce the release of El Paso’s inaugural Resilience Strategy. This work is the result of a citywide effort to strengthen our built environment, adapt our governance and economy, and prepare our communities for whatever weather extremes or social challenges may confront us in the future.

As part of the El Paso Resilience Strategy, four goals key to moving forward have been set:

- Sustainable and adaptive city infrastructure systems, both public and private.
- Creation of innovative pathways toward economic prosperity for all El Pasoans.
- Empowering El Pasoans to move our community forward and strengthen our city.
- Enabling a collaborative and reflective government, responsive to the needs of the community and engaged as a global leader.

Each goal contains a series of defined strategies and even more detailed actions that function as a road map for the future of our city. In order to guide the execution of the Strategy, the City of El Paso has embedded its spirit and specific projects into our new “20 in 2020” visionary initiatives. The resilience process furthermore expands upon successes resulting from El Paso’s 2008 Livable City Sustainability Plan as well as our award-winning Comprehensive Plan. Throughout the development of the Resilience Strategy, the City worked across departments and agencies to ensure alignment with the El Paso Strategic Plan, and to build a resilience lens into all eight of its strategic goals.

Membership in the 100 Resilient Cities Network has pushed us to look beyond the daily concerns caused by environmental challenges in a desert ecosystem, and toward a holistic vision of long-term prosperity and quality of life. The City of El Paso is anxious to move forward with our resilience journey, and is committed to sharing best practices among all 100 of our sister cities in across this innovative network.

A handwritten signature in black ink, appearing to read "Tommy Gonzalez".

Tommy Gonzalez
City Manager
City of El Paso



Resilience is about a community's ability to respond positively to change. Change occurs as transformational shifts at environmental, economic, and societal levels. A smart, sustainable approach to solutions addressing those shifts can propel a community toward a positive future. El Paso's ability to be resilient lies in the strength of our culture, our capacity for public engagement and the positive manner in which we choose to shape our own future. As a native El Pasoan, I am keenly aware of the inherent strength of our community as well as the often overwhelming challenges we face. It has been that awareness, alongside my love for El Paso, that has inspired me to take on the challenge of building urban resilience for our beautiful city.

Over the last three years I have placed all of my personal and professional energy into an ongoing effort to understand how to create a more resilient and sustainable El Paso. I have studied our city in depth, her shape, her movement, her culture, her people and found that the city is in itself an agent of change. [To change the environment in which a child is educated is to change her learning potential; to change her learning potential is to elevate her opportunity for success.](#) [To increase connectivity, communication capacity and access to services and resources changes a community's ability not only to respond to crisis, but its ability to thrive, growing toward a positive future.](#) The goal should not be to simply achieve sustainability, but to flourish well beyond immediate necessity toward long term prosperity and quality of life.

As El Pasoans, we wear the ability to bounce back in the face of adversity like a badge of honor. It's in our history, inherent in our many cultures and now it represents our future, a path toward prosperity and a high quality of life standard. The stakes are too high to proceed with business as usual. It is time for us to come together, each taking personal responsibility for the shape of things to come. Here are a few thoughts on how we begin:

Forge a collaborative path forward and lead by example.

The path forward is challenging. The next steps will emerge out of [an all-inclusive platform of empowered stakeholders not a small group of individual interests.](#) Gathering ideas that align with our own preconceived notions is easy. Embracing alternative viewpoints and incorporating them into a common goal presents the challenge.

A successful resilience strategy for El Paso will depend on community. The paradigm shift of the new millennium dictates that successful policy be initiated from the grass

roots level up, not the other way around. In order to build community capacity and reach critical mass, the plan will have to catalyze local non-profits, professional trade organizations, faith based initiatives, social justice groups, regional business and others alongside policy makers and leaders.

Acknowledge the complexity of the challenge, leverage the maximum variety of resources and question everything.

The notion of widespread engagement is larger than simply gathering ideas from a variety of groups. The concept of resilience is reflected in many facets: economics, politics, security, health, wellness, education, technology, climate, the built environment and most of all human behavior. [The real trick is to recognize that none of these exist in isolation.](#) Their inherent and universal connection presents both the challenge and the opportunity. The challenge is in overcoming barriers between disparate concepts and ideas. The opportunity lies in our ability to leverage the strength of those disparate groups and the knowledge of a thousand different fields of expertise. Forging a path toward success also means challenging assumptions, questioning standards and pushing limits. [El Paso must be unafraid to challenge old assumptions, looking beyond the model for immediate gratification toward an aggressive yet pragmatic plan for the future.](#)

Establish accountability metrics and a system of supportive governance ensuring a legacy of resilience beyond the initial movement.

Measuring the results of plan implementation is as important as the plan itself. Locally, we have seen an excess of plans emerge and fade without significant impact. Real time accountability focused on systemic feedback will allow our strategy to flex when necessary, to be resilient within itself. [Critical metrics for a legacy of resilience will include shifting economic development indicators, educational opportunities, access to services, population based behavioral changes and capacity for safe failure.](#) How we choose to respond to this data will determine the future resilience and prosperity of our community.

This report is more than an assembly of information. It is a roadmap to our resilient future. It is a challenge to all El Pasoans; the future is what we make it, let's start building it together!

It's time to hit the ground running El Paso!



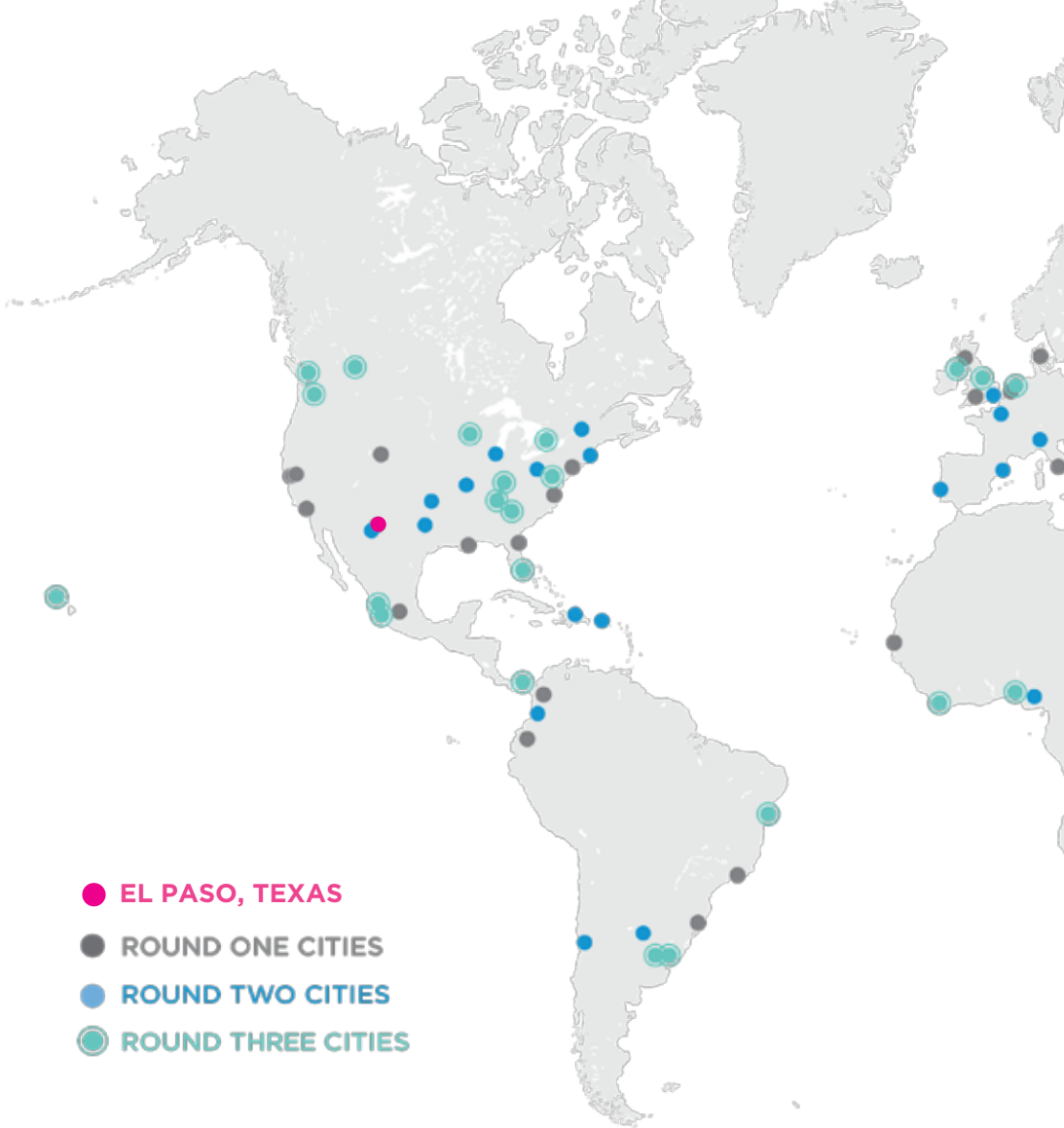
Nicole Ferrini
Chief Resilience Officer

City of El Paso

Recognizing vulnerability in ourselves is difficult. However, understanding our own challenges is the first step toward building strength. Over the last three years, the city resilience team has taken a deep dive into the areas where our community can do better. The story that follows illustrates the emergence a different approach to the challenges we face as a city.

A FOUNDATION FOR RESILIENCE

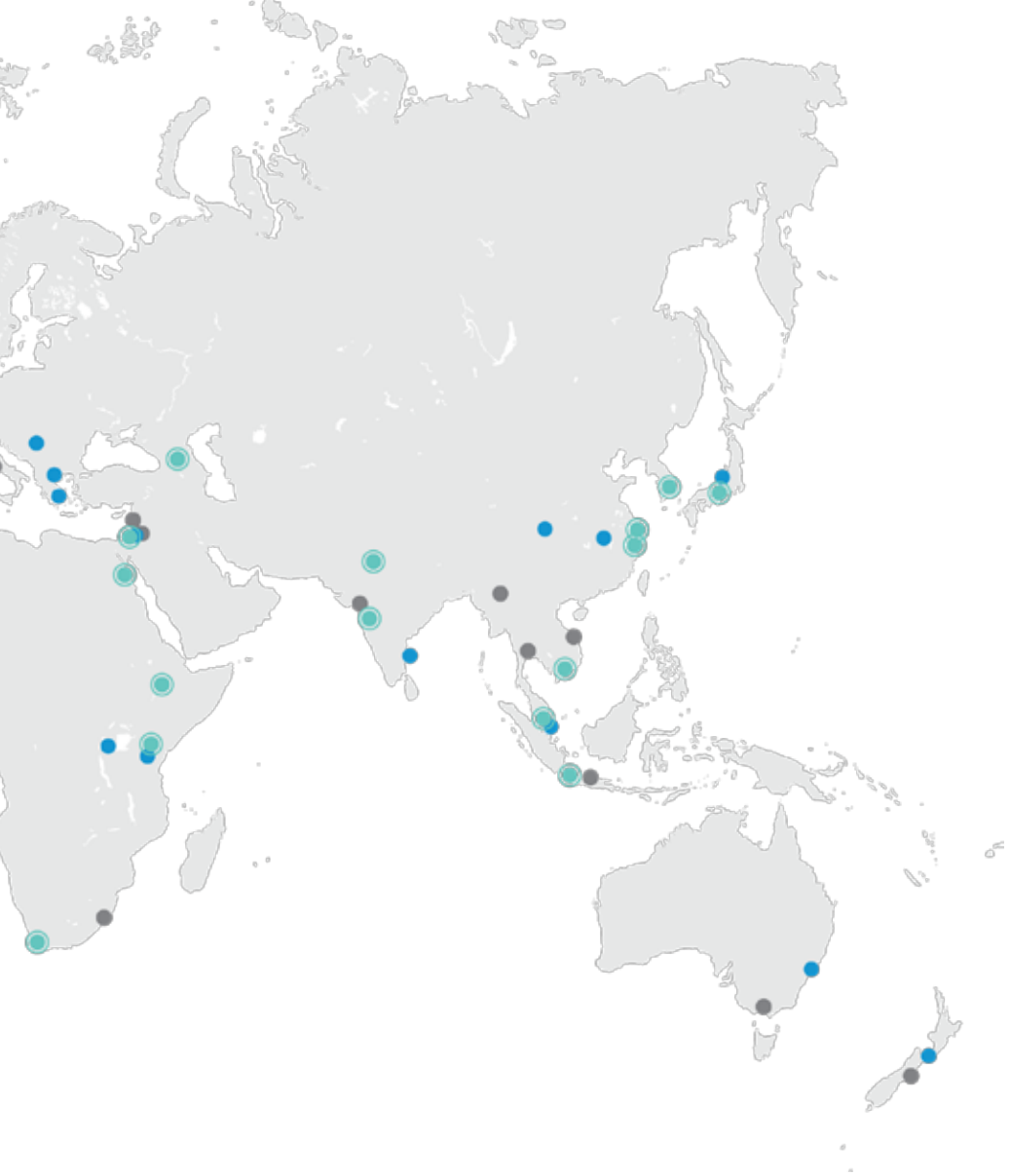




THE 100RC OPPORTUNITY FOR EL PASO

100 Resilient Cities—Pioneered by The Rockefeller Foundation (100RC) is dedicated to helping cities around the world become more resilient to the physical, social and economic challenges that are a growing part of the 21st century.

100RC supports the adoption and incorporation of a view of resilience that includes not just the shocks—earthquakes, fires, floods, etc.—but also the stresses that weaken the fabric of a city on a day to day or cyclical basis.



100 Resilient Cities aims to catalyze a global movement of resilience beyond its 100 member cities. El Paso has been given the opportunity to contribute to that worldwide vision. However, in order for us to stand, shoulder to shoulder, with our sister cities on the global stage, it is first necessary for us to understand ourselves. The El Paso context is unique in the world. The following resilience strategy is an exploration of that uniqueness and the potential that it offers.

There are two major challenges inherent in cities that CRO's pioneering this work face:

- First, **cities are complex systems** made of an array of smaller, distinct actors like government agencies, local businesses, and offices of international organizations; and they often don't communicate or interact with one another as much as they should;
- Second, the **solutions cities develop are often not treated as scalable knowledge**. Cities regularly solve problems that already have been addressed by other cities, when instead they could be modifying solutions and lessons learned, tailoring them to be more effective and cost-efficient.

The Chief Resilience Officer is the centerpiece of 100RC's vision for helping cities deal with both of these challenges, while empowering them to develop improved urban resilience.


Over the past two years the City of El Paso, led by the CRO, has focused on:

- **Working across government departments** to help El Paso improve internal communications, and to address its own complexities. By facilitating communication that reaches across sometimes-significant internal divisions, the CRO promotes new collaboration, makes sure that offices aren't wasting resources doing duplicative work, and **promotes synergy** between the various projects and the plans that agencies are drafting.
- Bringing together a **wide array of stakeholders** to explore our city's challenges and help build support for individual initiatives, and for resilience building in general. These stakeholders include government officials, and it is critical that representatives from the private sector, non-profits, and civil society are also included.
- Leading the development of **a core resilience strategy** intended to identify El Paso's critical challenges, opportunities and capabilities, identifying the gaps between them.
- Over the course of that work, the CRO brings the resilience lens to city problem-solving so that **resources are leveraged holistically and projects planned for synergy**. This lets the city get the most "bang for its buck" on its projects, potentially achieving multiple resilience goals with one project.

This document is a significant benchmark in the execution of this work. It will present a series of resilience-building initiatives, designed for El Paso, that in partnership with local stakeholders in addition to assistance from 100RC and our platform partners will pave the way toward a stronger, healthier and more prosperous future for our community.

In December of 2014, El Paso joined leading cities around the world in hiring its first Chief Resilience Officer (CRO). The CRO is an innovative position in city government that reports directly to the city's chief executive and acts as the city's point person for resilience building, coordinating across all of the city's resilience efforts.

Today, the City of El Paso has now permanently incorporated the role of the Chief Resilience Officer within its organizational structure. Beginning with the completion of this strategy, the Chief Resilience Officer will be charged with stewardship of resilience practice as part of El Paso's future strategic planning as well as in regular municipal operations.



Following the hire of the Chief Resilience Officer, the City of El Paso's Resilience Team was established as a mechanism to lead the integration of resilience across the organization. The introduction of resilience thinking in the context of city strategic planning allowed an opportunity for integration across multiple areas of concern such as **economic development, city planning, community development and municipal operations** just to name a few.

The Resilience Team in close partnership with departmental leadership and the City Performance Office has worked to set the standard for embedding resilience thinking into city strategic planning as well as to institutionalize and operationalize resilience practice across the municipal organization.

The Strategic Planning Process (SPP) sets the tone and direction of service delivery by aligning core business processes and resource allocation with desired community results through eight identified goals. The budget process integrates these efforts by utilizing the same goal framework as the foundation to support key focus areas and fund established community priorities.

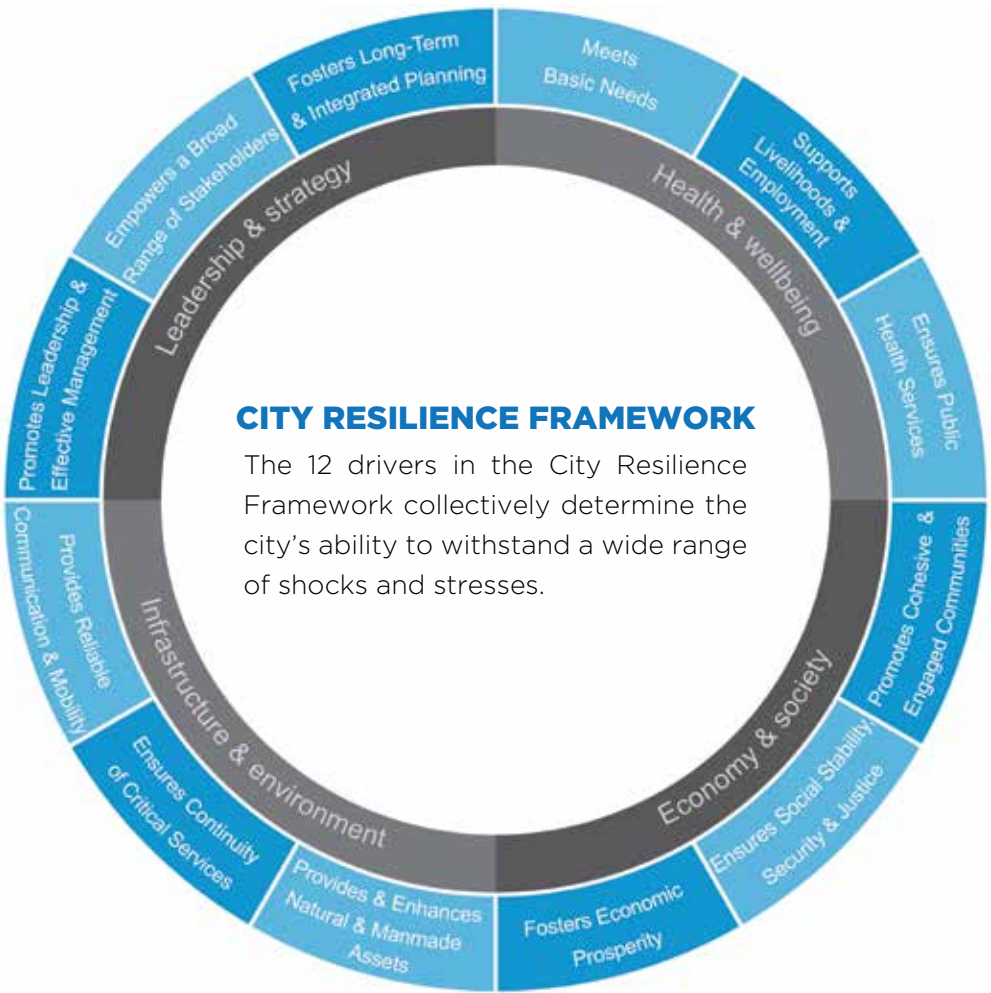
Goal teams are a core element of this effort and consist of representation from every department at various levels. This ensures cross-functional collaboration as goal teams identify and produce measurable outcomes while pursuing strategic opportunities spanning over a one-year (short-term) and three-five year (longer-term) planning horizon. To promote a culture of innovation and enable agility, the Executive Leadership Team has empowered goal teams to bring recommendations on change initiatives at every corner of the SPP.

Strategies, actions and tasks are developed in alignment with the eight strategic goals established. Performance measures and key performance indicators with annual targets are determined to ensure continuity and accountability. Industry benchmarks and other comparative data sources are used to determine competitive performance, with modifications made as necessary to allow for organizational agility and alignment during development and deployment.

In February 2017, the Mayor and City Council gathered for a strategic planning session where they reviewed accomplishments of the Strategic Plan and approved the addition of the “20 in 2020” visionary initiatives. Key strategic opportunities at the organizational scale are encapsulated in the “20 in 2020” visionary initiatives. As a key outcome of this session, resilience strategies were formally and unanimously adopted and integrated into the strategic plan to ensure focus on action.

Opportunities for community input are embedded in each step of the SPP. Strategies, actions and tasks are dependent on community input through various mechanisms such as customer survey feedback, public comment during Council meetings, budget hearings, focus group meetings, community meetings and Town Hall presentations. Additionally, focus group discussions with key strategic partners are held to further enable a community dialogue.

Goal team presentations are provided as public meetings and posted online to highlight progress, openly share updates on critical performance measures and as an additional feedback opportunity.



BUILDING THE FRAMEWORK FOR RESILIENCE



Leadership + Strategy

The processes that promote effective leadership, inclusive decision-making, empowered stakeholders, and integrated planning.

Health + Wellbeing

Everyone living and working in the city has access to what they need to survive and thrive.

Economy + Society

The social and financial systems that enable urban populations to live peacefully and act collectively.

Infrastructure + Environment

The man-made and natural systems that provide critical services, protect, and connect urban assets enabling the flow of goods, services, and knowledge.

Alignment of the City of El Paso mission vision and values to the City Resilience Framework formed the basis for building the resilience strategy.

MISSION

Deliver outstanding service to support a high quality of life for residents, businesses and visitors.

VISION

El Paso will have safe and beautiful neighborhoods, a vibrant regional economy, and exceptional recreational, cultural and educational opportunities.

VALUES

Integrity

Respect

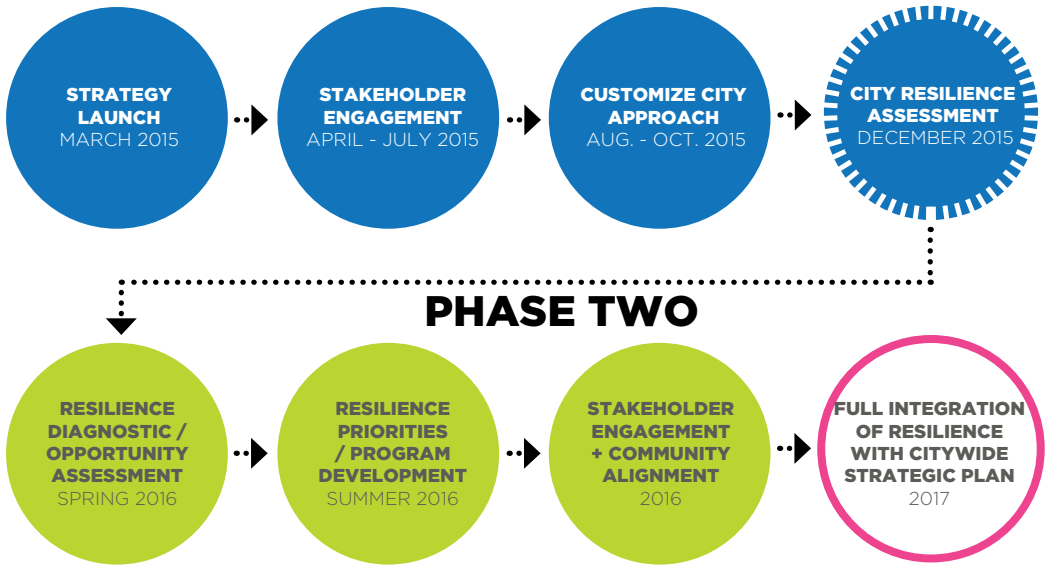
Excellence

Accountability

People



PHASE ONE



Resilience Strategy Development follows a two phase process. This document marks the culmination of two years of intensive engagement, research and planning. It is intended to provide a roadmap of actions that have the ability to make El Paso stronger, more adaptable and able to reach our full potential.



EXTRAORDINARY ENGAGEMENT...

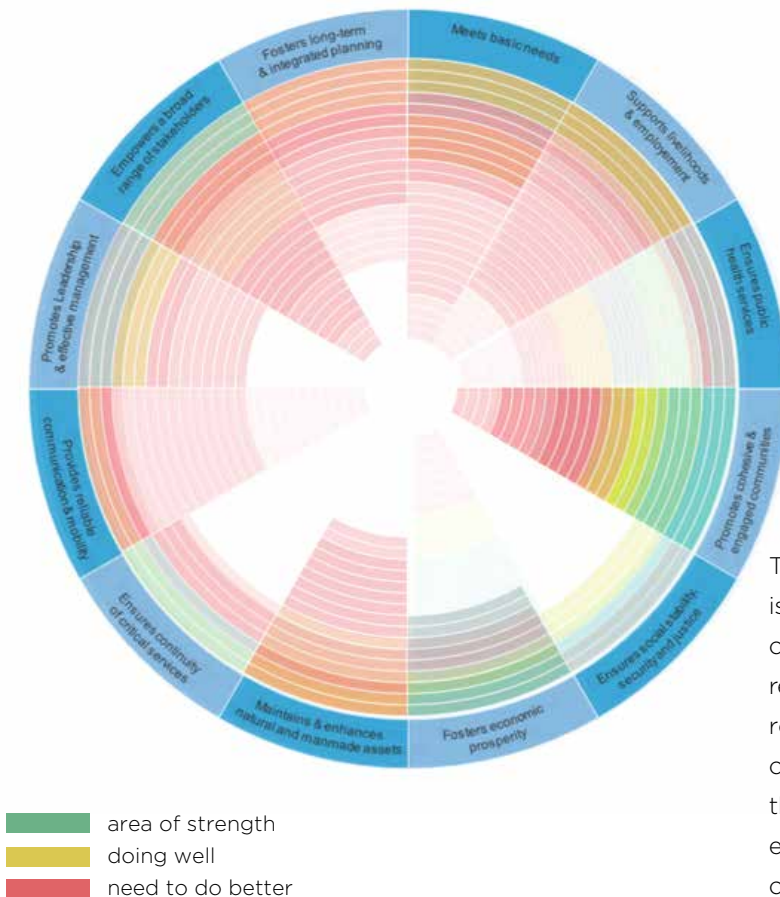
Immediately following the Strategy Process Launch, the City of El Paso initiated a rigorous approach to stakeholder engagement. Starting with outreach to community leaders identified during the initial launch was pivotal to completing the appropriate outreach in a relatively short period of time, allowing the City of El Paso to catalyze external networks and resources. Key supporters during this early phase included Ysleta Del Sur Pueblo, the Hospitals of Providence, The Paso Del Norte Health Foundation, The University of Texas at El Paso, Eco El Paso, the El Paso 911 District, the El Paso City County Office of Emergency Management alongside Regional Emergency Management partners and the Borderplex Alliance.

ASSESSING PERCEPTIONS...

In addition to formal stakeholder input sessions, the City of El Paso engaged in constant one-on-one meetings with individuals interested in building community resilience. Well over 1000 hours has been spent creating resonance around resilience in the context of our city...

for our people.

Formal stakeholder engagement, dubbed Resilience Roundtables, were convened from May to June 2015. Eleven separate sessions across four broad topic areas informed a deep community-based perceptions assessment of current resilience conditions in El Paso. While each session was framed around a specific topic area, all were public and open to input from all sectors of interest. In a specific effort to engage a diverse set of stakeholders, these meetings were held at locations across the city at a variety of times, ensuring input on perceptions and ongoing activity from as many El Pasoans as possible.



The graphic at left is illustrative of the compiled perceptions resulting from the eleven roundtable sessions. A common theme was the need to engage and empower a broader range of stakeholders.

PIAZA

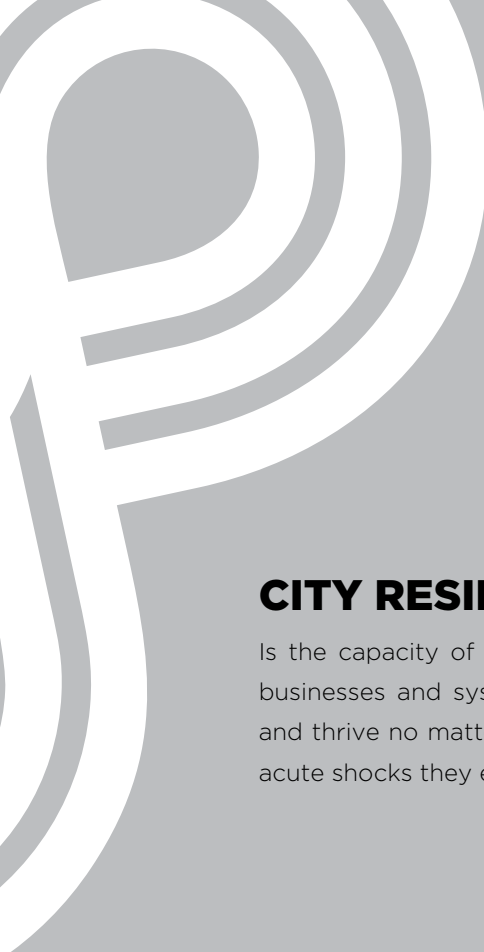


Following the completion of the Resilience Roundtables, the El Paso Resilience Team engaged in a variety of pilot projects, workshops and exploratory research in an effort to validate the information gathered from stakeholders and attempt to test preliminary solutions. From March 2015 - December 2016, the City of El Paso conducted over **95 community engagement events, 21 stakeholder work sessions and piloted 11 test projects.** Our resilience team communicated with just under 12,000 El Pasoans face to face and approximately 70,000 via digital means over the course of this work.

El Paso represents one half of the largest binational metroplex in the Western Hemisphere. Our regional population is expected to exceed 3 million by 2030. But more than just numbers, **El Paso represents an opportunity to define the paradigm for the modern urban border environment.** Within the fabric of our community there are an abundance of challenges to be met. However, exceeding those challenges are the number of opportunities in front of us. The ability to move beyond simple survival by intelligently adapting to the changing world around us is what presents our biggest barrier to a thriving future.

A high-angle photograph showing a vast city valley from a rocky cliffside. The foreground is dominated by a steep, rocky slope with sparse green and brown vegetation. The middle ground shows a dense urban area with a mix of residential and commercial buildings, interspersed with green spaces and parks. The background features a hazy horizon under a clear blue sky with a few wispy clouds. The overall scene conveys a sense of scale and perspective, highlighting the city's location within a rugged landscape.

**THE EL PASO RESILIENCE
CHALLENGE**



A shock or stress leading a city to complete failure is not inevitable. Shocks and stresses can bring opportunities for cities as well. The experience may enable them to adapt, and in some cases, transform.

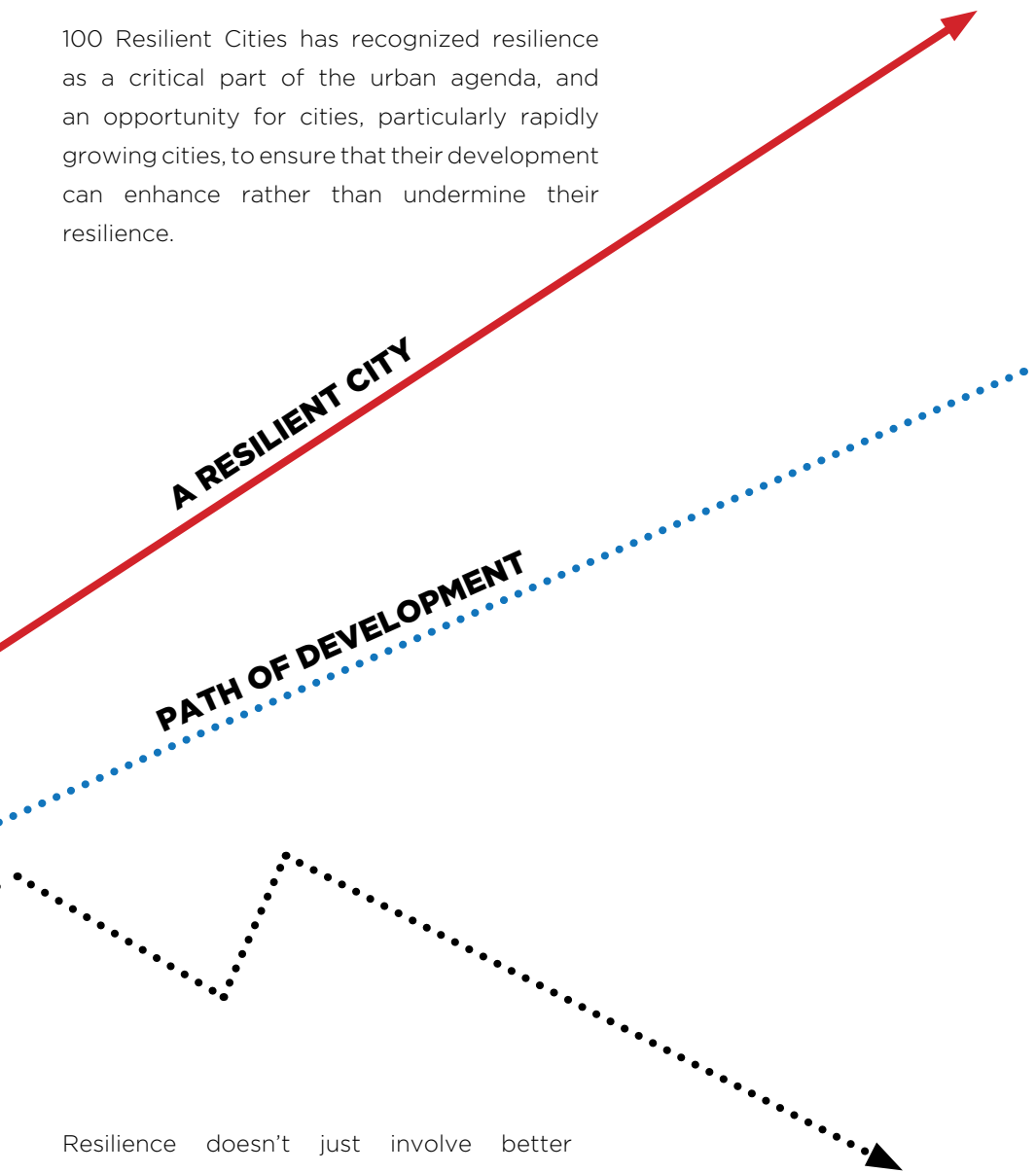
CITY RESILIENCE

Is the capacity of individuals, communities, institutions, businesses and systems within a city to survive, adapt and thrive no matter what kinds of chronic stresses and acute shocks they experience.

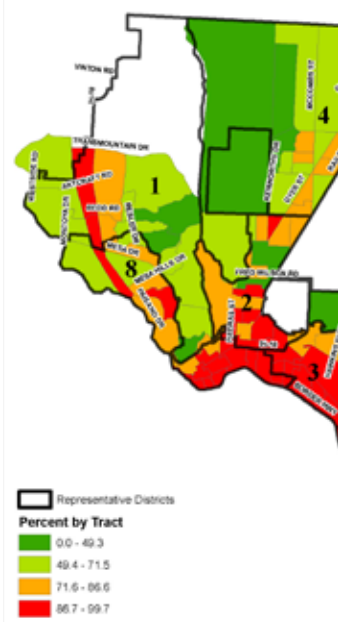
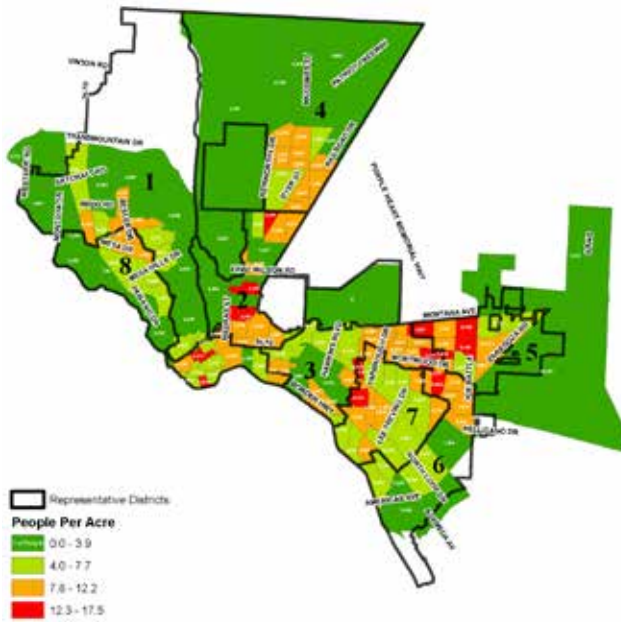


SHOCK OR STRESS

100 Resilient Cities has recognized resilience as a critical part of the urban agenda, and an opportunity for cities, particularly rapidly growing cities, to ensure that their development can enhance rather than undermine their resilience.



Resilience doesn't just involve better understanding of hazards, risk assessments and taking action to reduce losses. It includes tackling underlying vulnerability and strengthening the city's ability to withstand, recover from, and adapt to whatever shocks and stresses the future holds.



POPULATION DENSITY

HISPANIC / LATINO POPULATION

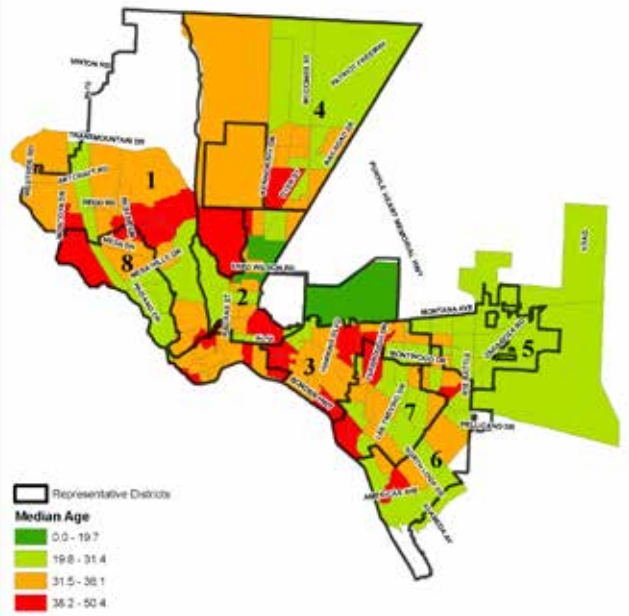
CITY CONTEXT : OVERVIEW

Social

- City Population (2017): 683,080
- City Population Growth (2030): 734,031
- City Population Density: 2,500/sq mi
- Regional Population (2015): 2.5 million
- Regional Population Growth (2030): 3.4 million
- Annual Growth Rate: 1.5%
- Median Age: 32 Years
- Population Ethnicity: 78% Hispanic
- Veteran Population: 44,580
- Foreign Born Residents: 24.4%
- Single Family, Detached Housing: 25%
- Owner Occupied Housing: 59.2 %
- Housing Valued Under \$200,000: 84%

Environmental

- Elevation: 3,800 Ft
- City Land Area: 256 Sq Miles
- Annual Rainfall: 8 - 10 inches
- Annual Days of Sunshine: 297
- Annual Triple Degree Days: 15.4
- Highest # of Drought Days: 119
- Urban Tree Cover: 5.1% - 2.7 trees per acre
- Number of Parks: 258



ATION **MEDIAN AGE**

Economic

Median Household Income: \$42,772 (71% of US Average)

Families Below the Poverty Level: 21%

Unemployment Rate: 4.0%

High School Graduation or Higher: 78.6%

Bachelor's Degree or Higher: 22.7%

Post Secondary Education: 5 Regional Universities

Current Enrollment in Higher Education: 59,241

Regional R+D Expenditures: \$233 Million

UTEP R+D Expenditures: \$42,951,000

UTEP Engineering R+D Expenditures: \$26,108,000

Largest international border in the world

5 Inland Ports of Entry (3 within the City of El Paso)

2nd Largest International Trade Crossing in the U.S.

Designated Safest City in America since 2010



For over 350 years of continuous settlement, the people of El Paso have exemplified resilience, building a community that meets the challenges of a desert environment with its fragile ecosystem, weather extremes and variable water availability ranging from drought to flash flooding.

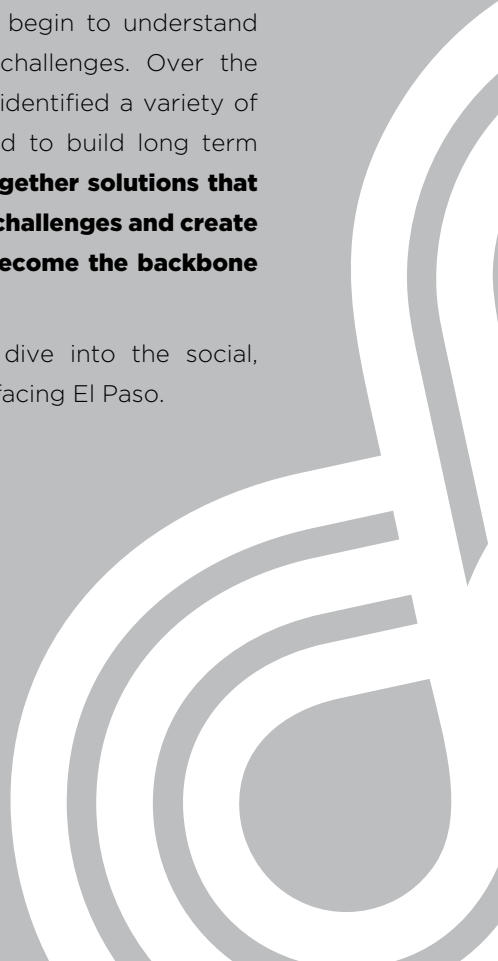
As a modern binational city, we have tried to match this resilience, even as population growth and migration have exacerbated environmental issues and created new challenges. We are dependent on the transport of food, water, and power to support a major urban center, yet our geographical and political boundaries work to concentrate transportation and communication arteries into a narrow, vulnerable corridor. Since we are on an international border, any meaningful response must be built on mutual respect and trust with our sister city in Mexico, Ciudad Juárez.

Over the last ten years, El Paso suffered from two of the most severe shocks in recent community memory. In 2006, the city received the equivalent of two years annual rainfall over the course of just a few days. The ensuing flood was more than city systems were designed to handle at that time. The damage to both public and private property was in excess of \$700 million, not to mention the cost of redesigning stormwater infrastructure for a city of 256 square miles in land area.

In 2011, just as the community was beginning to recover from the flooding, the city was hit by a severe freeze. Temperatures in our desert city plummeted in excess of 20° F below anticipated lows. The community was not sufficiently prepared for the impact of such an event. The freeze caused infrastructure failure at both the residential and city scale, leaving many residents without power or access to water for several days.

As our community begins to better understand the shocks and stresses affecting our city, we also begin to understand the opportunities presented by those challenges. Over the last three years, the City of El Paso has identified a variety of areas where substantial action is needed to build long term resilience for our community. **Pulling together solutions that cut across categories, address multiple challenges and create co-benefits for the entire community become the backbone of the this strategy.**

The following pages illustrate a deep dive into the social, environmental and economic challenges facing El Paso.





POVERTY



ENERGY AFFORDABILITY



TRANSPORTATION NETWORKS



**HUMAN HEALTH +
PREVENTABLE DISEASE**



FOOD ACCESS



EXTREME HEAT



FLASH FLOODING



DROUGHT



**BUILDING THE
WORKFORCE**



**CHALLENGES OF A
BORDER METROPLEX**



EL PASO'S CORE RESILIENCE CHALLENGES



In both of these cases, our community was not as resilient as we had hoped to be. Infrastructure failures across the city caused widespread damage with an alarmingly disproportionate impact on our most vulnerable residents. When analyzing our resilience in retrospect, it becomes evident that the severity of these events was a direct function of the chronic stresses present in our community rather than a function of the actual severity of the climatic event. It is the significant number of chronic stresses that continue to decrease our capacity to be adequately responsive not only to crisis events, but also affects our capacity to flourish socially or economically.

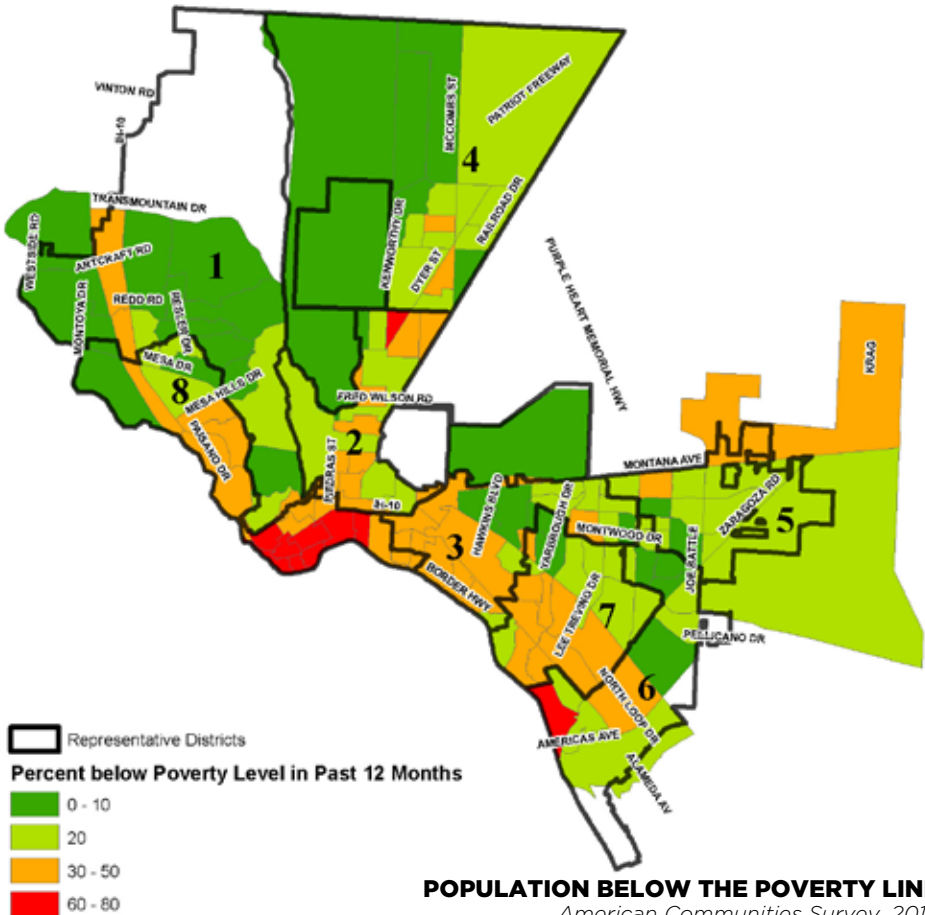
To develop El Paso's climate risk profile, the City of El Paso reviewed the city's most recent hazard mitigation report and inputs from the perceptions exercise. Findings showed that El Paso faces relatively limited risk from climate related shocks due to minimal probability of extreme level events. When placed in the context of other cities which face the impacts of sea level rise, hurricanes, tornadoes and earthquakes, El Paso can be said to have a relatively stable climate. Risks posed by nature are frequently predictable and manageable under ideal circumstances. It is the previously identified chronic stresses that limit our capacity to respond to even medium level shocks that present the greatest risk to our community.

Extreme climatic conditions in El Paso are defined by rapid changes to environmental conditions often occurring with great force over a condensed time frame. Shocks most relevant in our city include extreme heat, flash flooding, drought and sudden freezing conditions - in short, the effects of living in a desert environment.



POVERTY

Over a quarter of El Pasoans live below the federal poverty line with certain neighborhoods exceeding 40% of households in poverty. Median Household Income, at 71% of the US average, is approximately \$42K annually. It is no coincidence that this statistic is often noted under both economic and social vulnerability. As many El Pasoans struggle to make ends meet their ability to bounce back when struck by shocks decreases as well. Individuals and families living below the poverty line are less able to take action when impacted by sudden flooding or soaring triple digit heat. In El Paso, high concentrations of poverty can be found clustered in the urban core. However, the number of low income neighborhoods are increasing toward the edges of the city particularly to the east. In many cases neighborhoods have been informally established and lack access to critical infrastructure.



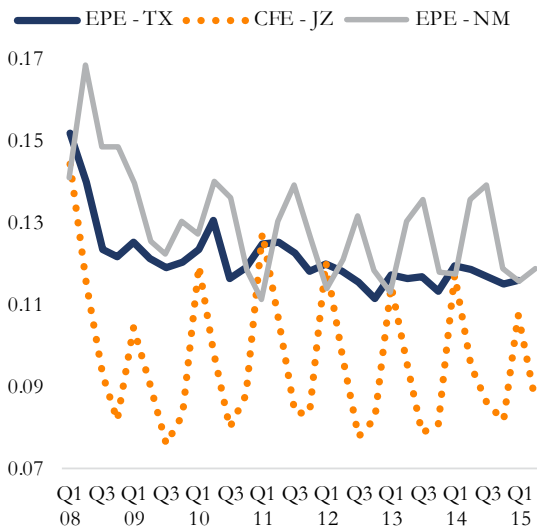


ENERGY AFFORDABILITY

Unlike many other cities around the world, access to basic utility services is not an issue across the majority of the City of El Paso. Affordability of those services, however, often presents an insurmountable barrier. **El Pasoans at or below 50% of the federal poverty level spend up to 30% of household income toward the cost of electricity.**

That means over 22,000 households in our community are energy challenged. Little to no widespread access to or knowledge of the value of energy efficiency and renewable energy strategy is present and there are insufficient resources available to implement those strategies at the household level. The perception that sustainable

Average Residential Real Price per kWh*
(USD)



energy security practices are out of reach for most El Pasoans is prevalent. Recently-proposed increases in both base rates and solar customer demand charges present further barriers to the promulgation of residential scale renewable energy strategy. Home upgrades are particularly challenging in aging areas of the city. Efficiency efforts in historic homes and other structures often require significant and expensive upgrades. Additionally, residents in these neighborhoods are often elderly and survive on a fixed income incapable of supporting any up front cost impact.

The graph at left indicates residential rates in Texas and New Mexico as well as rates in Ciudad Juarez.

* U.S. CPI December 2015 = 100.

Source: CFE and EIA.



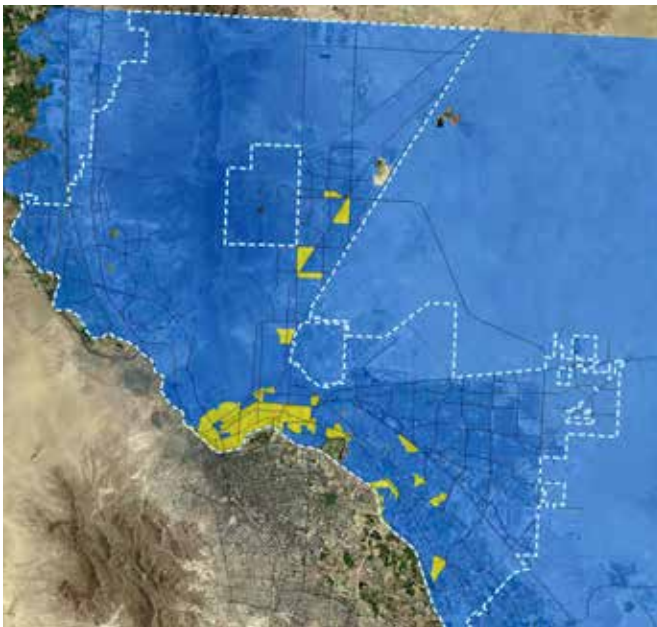
TRANSPORTATION NETWORKS

El Paso is a car-based city defined by miles of highways, arterials and disconnected neighborhood streets. Despite past efforts to shift toward a multi-modal community, the majority of El Pasoans continue to depend on single occupancy vehicles to access services across the city. According to the 2000 US Census, 92% of El Pasoans commute to work by car and the average household owns 1.7 vehicles. Efforts to

alleviate congested traffic conditions by expanding the existing highway system are underway, generating a seemingly never-ending cycle of construction. Additional efforts to expand the public transportation system are also underway. Alternative transportation efforts have made great strides forward with the activation of a Bus Rapid Transit system called BRIO and the revitalization of the Downtown Streetcar Line. However, these systems are limited in their capacity to service the widespread sprawl of the city. At 256 square miles and growing, the physical expansion of our city is a barrier to comprehensive public transportation. This situation is particularly impactful to portions of the population in poverty, preventing access to basic services and thereby exacerbating other vulnerabilities. It's also critical to examine the cost impact of a lack of urban mobility in the context of the housing and transportation index. **In many El Paso neighborhoods, residents can expect to spend upwards of 25% of their household income on transportation.**

According to the Center for Neighborhood Technology (CNT), the average cost for housing and transportation in El Paso neighborhoods is 60% of household income. Combined with cost of electricity, some households spend up to 90% of income.

CNT also rates cities and neighborhoods on a scale of 1-10 with regard to factors such as job access, transit access and population density. El Paso ranks relatively low in all three of these areas:



Job Access

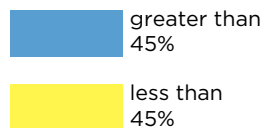
5.8 / 10 (Moderate access to jobs)

Transit Access

1 / 10 (Car Dependent with very limited or no access to public transportation)

Neighborhood Density

3.7 / 10 (Low Density and Limited walkability)



HOUSING + TRANSPORTATION COST AS A PERCENTAGE OF INCOME

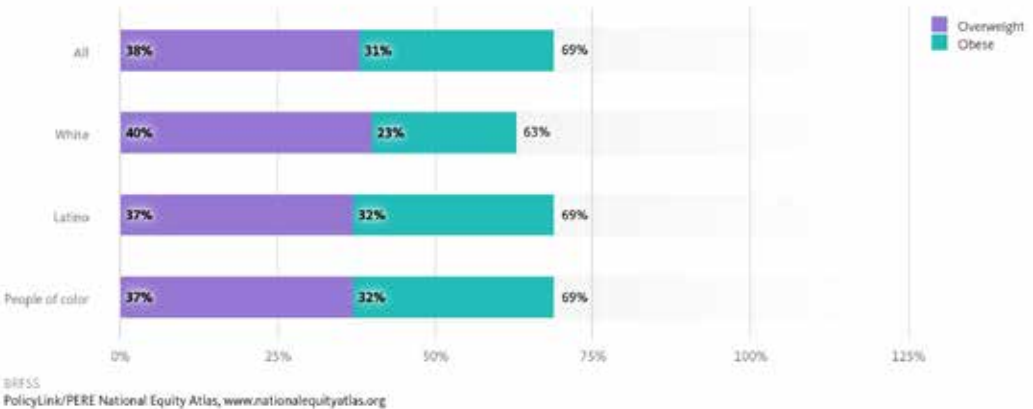
Plan El Paso, 2012



HUMAN HEALTH + PREVENTABLE DISEASE

The City of El Paso Department of Health identified obesity, diabetes, fitness and nutrition as the number one health priority for our community in 2013. In addition, of patients admitted to El Paso Children’s Hospital, bronchitis and asthma without complications has been identified as the number one general pediatric diagnosis. These statistics are **indicative of a population suffering from a high level of preventable disease directly affected by the surrounding physical environment.** According to the National Equity Atlas, 69% of adults in the El Paso Metro Area were classified as overweight and obese in 2012. The statistic remains relatively consistent across ethnic groups as well as throughout a variety of neighborhoods within the City of El Paso. According to Plan El

Percent of adults that are overweight and obese: El Paso, TX Metro Area, 2012

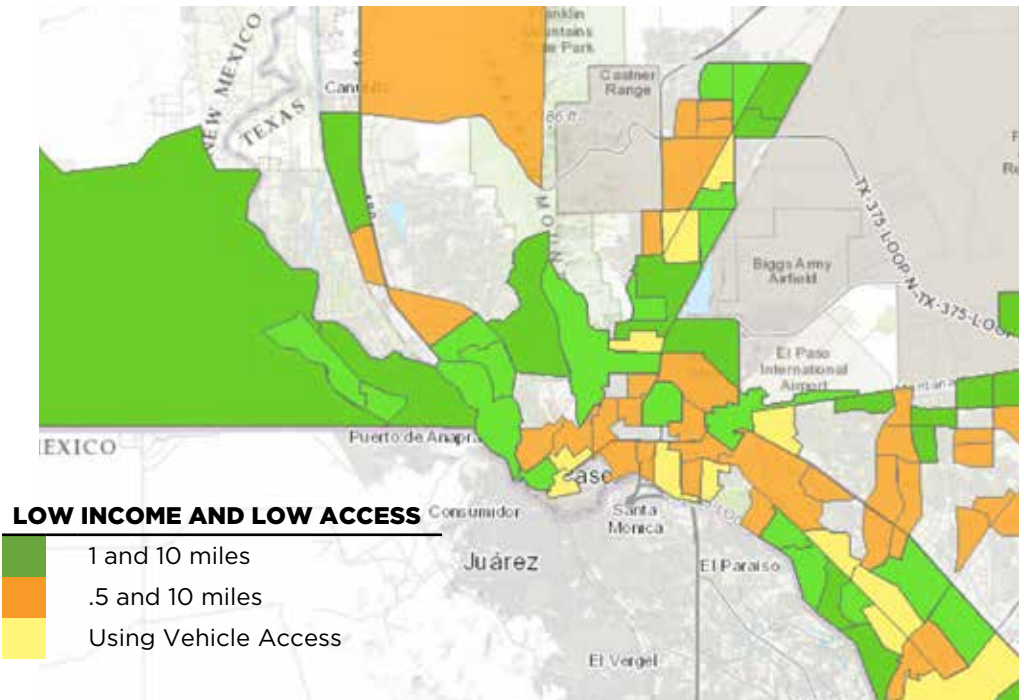


Paso, adopted in 2012, “Those who live in completely unwalkable sprawl often have to drive for all of life’s daily necessities, including commuting to school and work, purchasing food, attending services at places of worship, visiting friends and relatives, and even visiting health and fitness centers. This, combined with industrialized food distribution networks that facilitate the consumption of unhealthy foods while creating impediments to a healthy diet, can partially explain the rise in obesity and many related conditions.”



FOOD ACCESS

Food access is a complex issue whose challenges for El Paso lie in a variety of areas. Topics such as **access to the right kind of food, cultural capacity to embrace healthy food preparation and obfuscated food distribution systems present barriers to a healthy El Paso.** Combined with other environmental challenges, food and nutrition become part of a larger picture of critical health concerns facing residents. Food Deserts, areas with little or no access to a variety of nutritious and affordable food, exist across El Paso and while access is a core issue, it can't be addressed in isolation. According the HEAL (Healthy Eating Active Living) Strategic plan done by the Paso Del Norte Health foundation, “one recent pilot study of the impacts of opening a new grocery store in a food desert showed no change in fruit and vegetable intake or BMI, highlighting the need for comprehensive approaches that target not just availability but also additional strategies to increase purchases and consumption of healthy foods, while keeping in mind the economic impact on low income residents in targeted areas.”



FOOD ACCESS MAP, EL PASO COUNTY

Healthy Paso Del Norte, 2016

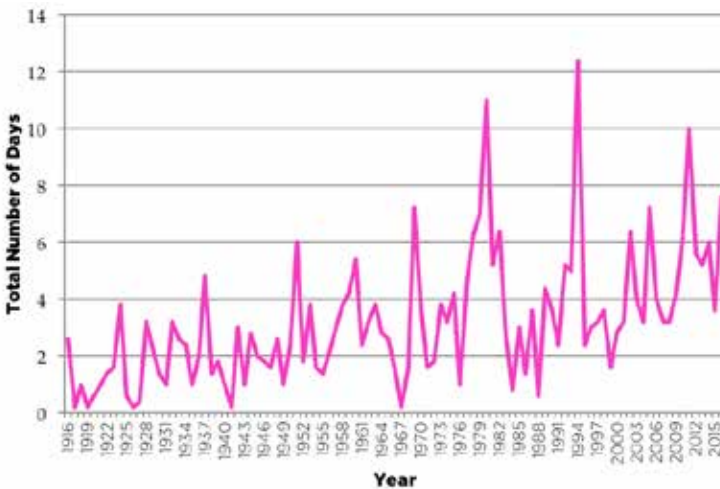


EXTREME HEAT

Extremely high temperatures in El Paso are extremely likely to occur and can have severe consequences specifically among the most vulnerable in our population. Extreme heat is a reality across the desert southwest, with temperatures in El Paso often reaching between 105 and 110 degrees F in the mid summer months. Impoverished and elderly communities are the most at risk. Increased usage of refrigerated air mitigates comfort issues for some people, but increases the strain on the local electrical grid and fails to address the concerns of those unable to afford it. Emergency response capacity is relatively high as is neighborhood community support. However, increased volunteerism and citizen training programs are sporadic and limited in capacity.

El Paso has seen an increase in the average number of triple degree days over the last hundred years. In the summer of 2016, the community experienced 38 straight days of

AVERAGE NUMBER OF DAYS PER YEAR WITH TRIPLE DIGIT TEMPERATURE



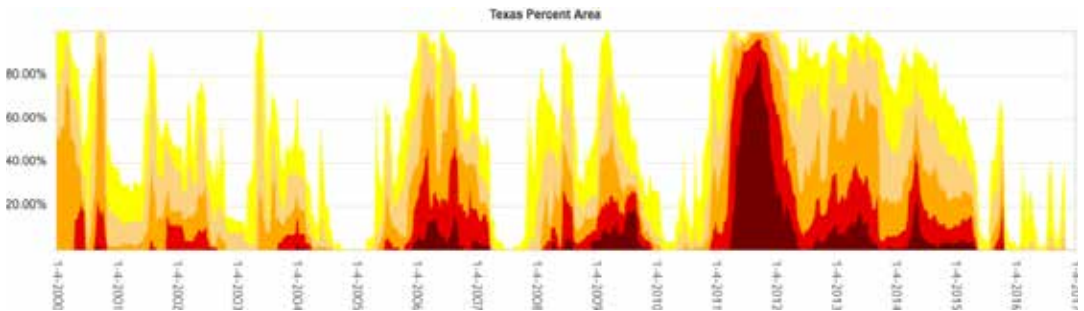
The graph at left indicates the average rise in number of triple digit temperatures per year since 1916. Severe spikes have been noted over the last 25-30 years.

triple degree heat as compared with the average 15. This period of heat placed created an extended period of peak energy demand placing extraordinary strain on local infrastructure. The local utility was able to manage the demand, but the event was a reminder of the need to address energy usage and community safety during these events. Four deaths were also recorded as a result of the extreme heat.



DROUGHT

Drought is a frequently occurring condition in the desert southwest, with high likelihood, medium impact and high capacity for response. Among the agricultural community, the drought risk factor is high in that access to water for irrigation is critical to business and family livelihood. However, water scarcity and continued drought is also of great concern to every El Pasoan. The City of El Paso and the surrounding region is dependent on both ground and surface sources for water supply. Surface water supplied by the Rio Grande River is dependent on upstream sources in New Mexico and Colorado. The El Paso Water Utilities recently declared the current situation of drought to be a key concern, “We usually depend on the river for 50 percent of our water supply. But because the river is dry, we are not going to be able to do that this year.” Aside from surface water, El Paso’s groundwater is supplied via the Hueco and Mesilla Bolsons. Current supply for El Paso is about 9% surface water, 24% from the Mesilla Bolson and 67% from the Hueco Bolson. El Paso Water has pursued efforts to reduce pumping in the Hueco Bolson however it did increase in 2003, 2004, 2011, 2012, 2013 in direct response to drought conditions resulting from reduced river allocation. Varying river allocations and continued drought conditions force groundwater levels and recharge to remain a critical concern for the region.



DROUGHT LEVELS FOR TEXAS FROM 2000 TO 2017 (PROJECTED)

United States Drought Monitor

Constant efforts to advance technology in an effort to leverage new sources and extend the capacity of existing systems are being pursued by the El Paso Water Utilities. The utility operates the largest inland desalination plant in the world producing up to 27.5 million gallons of water daily. The desalination plant makes a previously unusable brackish water supply a key source for the future of water in our region. Additionally, the utility has begun to explore Advanced Water Treatment processes that treat wastewater to potable levels delivered directly to the population. This project, currently in a pilot phase, is expected to begin to serve regional residents by 2019.



FLASH FLOODING

Flash Flooding is a reality in a desert environment. However, El Paso has experienced an increase in frequency and severity of storms resulting in significant flooding in recent years. Specifically, El Pasoans recall the impact resulting from the flooding and storms of 2006. El Paso receives only approximately 8 inches of total rainfall a year with flooding occurring often under relatively light rainfall conditions (ranging from 2-4 inches at a time). However, even 2-4 inches, when focused in a small geographic area with inadequate man-made infrastructure combined with a degraded naturally occurring arroyo system and steep slopes can have severe impacts on citizens and property.

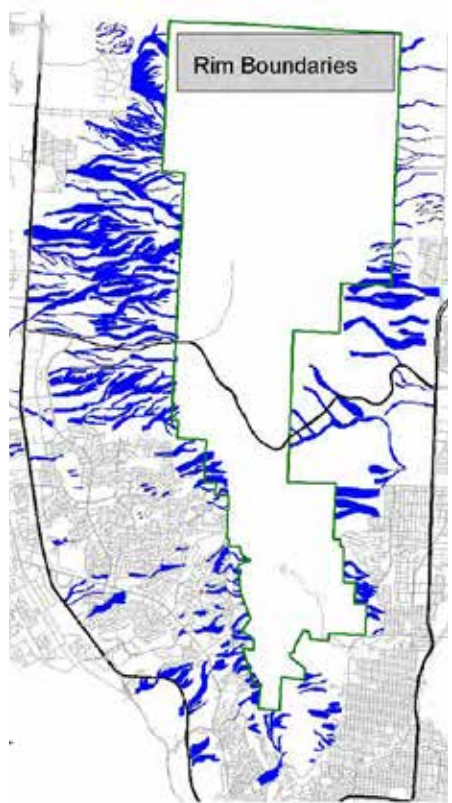


Stormwater conveyance in the City of El Paso has traditionally relied on surface street infrastructure to move water during a storm event. Following the storms and subsequent damage occurring in 2006, City Council established a stormwater utility managed from within the El Paso Water Utility and funded by monthly user fees. A stormwater masterplan was established to guide capital investment in this infrastructure. According to the El Paso Water Utility, "Natural arroyos provide a stormwater runoff conveyance with built in energy dissipation and debris removal features. Some arroyos are protected from development and remain as natural channels. Natural depressions can also be used to retain stormwater runoff. These areas can be integrated into the stormwater system while being preserved as wilderness areas." 10% of the established stormwater fee is directed toward the preservation of open space and greenways that are supportive of channeling or retaining stormwater runoff.

Plan El Paso, 2012, recommended production of a comprehensive map illustrating critical arroyos and related ecologically sensitive lands as a part of ongoing planning efforts. This extended mapping study will be required to have deep integration of natural and man made system within a comprehensive regional stormwater management system.



ENGINEERED STORMWATER CHANNEL



FRANKLIN MOUNTAIN ARROYO NETWORK

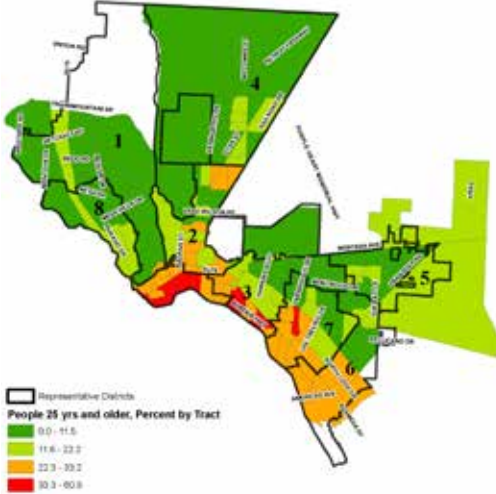
- 285 arroyos
- 8,910 acres of arroyos
- 41.5% of arroyos are on City-owned lands
- 12.1% of arroyos are on federally-owned lands
- 3.0% of arroyos are on State-owned lands
- 43.4% of arroyos are on privately-owned lands

Source: Arroyos and Open Space: Enhancing Quality of Life for our Neighborhoods

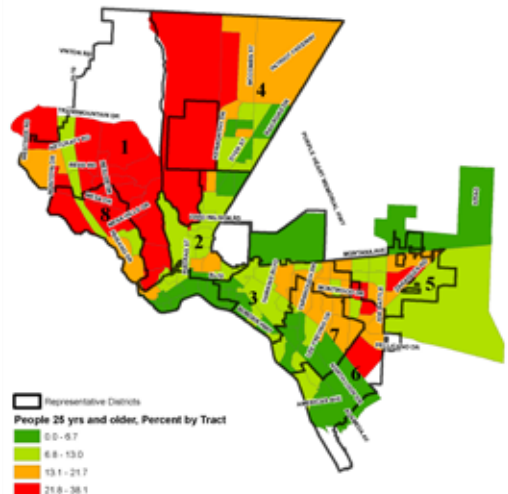


BUILDING THE WORKFORCE

El Paso is home to a youthful population. The largest population group by age is 19 years old and under (33% of residents), while a smaller 21% is aged 20 to 34. This data supports ongoing challenge of regional “brain drain” indicative of the exodus of young educated professionals from the area. Between 1995 and 2000, El Paso had a net migration of 18,565 adults with a high school education or above, including 11,203 with some college education and 2,990 with a Bachelor’s degree. This is particularly the case for those with a background in engineering and computer sciences. As of 2010, 85% of UTEP engineering graduates were leaving the region due primarily to low wages.



POPULATION WITH LESS THAN 9TH GRADE EDUCATION



POPULATION WITH BACHELOR'S DEGREE

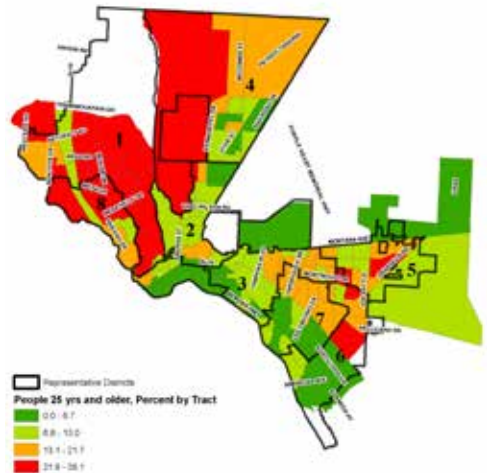
Retaining and attracting talent is a constant challenge. El Paso has historically suffered from a variety of cultural and economic barriers to post secondary education and in turn workforce opportunity. Our predominantly Hispanic community, struggles to overcome challenges associated with an undereducated population with a low graduation rate and some of the lowest wages in the country. Local efforts to address workforce and post-secondary education are therefore by necessity aimed at elevating opportunity for those that are most vulnerable in our border community. An additional barrier is the lack of consistent connection between industry and education in terms of workforce needs and progressive industry creation. There is a great need to set common regional goals and benchmarks for progress and opportunities for improvement.



CHALLENGES OF A BORDER METROPLEX

El Paso is one half of the largest Bi-National Metroplex in the Western Hemisphere. We are home to \$54 billion in annual bi-national imports and exports. Additionally, \$64.7 billion in goods are transported through El Paso every year. Advanced manufacturing and logistics is a regional strength with great opportunity for innovation and expansion. However, opportunities for industrial diversification have the potential to be expanded based on the variety of assets present in the region. To date El Paso has suffered from a lack of such diversification that leverages innovation and entrepreneurship in emerging industry sectors.

There are variety of other challenges presented within a border community. For example, the presence of a large bi-national, bi-lingual population can be a significant asset. However, many bilingual residents do not have professional-level fluency in either language which can present a barrier to development. Communities along the border also face a number of environmental challenges ranging from air quality, scarce shared water sources and degradation of natural resources and ecosystems. a systems challenge the region regardless of the location of the designated international border.



**POPULATION WHERE LANGUAGE
SPOKEN AT HOME IS SPANISH**



AERIAL VIEW OF THE US / MEXICO BORDER REGION

The purpose of pursuing resilience is not simply to brace El Paso for the next emergency, but to leverage our challenges as opportunities, reinforcing our ability to move beyond survival toward a thriving future.

CREATING OPPORTUNITY



While the challenges presented here are many, within each there is also great opportunity for our community to thrive. **Social vulnerability in El Paso is largely based in issues of socioeconomic mobility and access to opportunity.** These challenges to resilience in our community are predominantly defined by issues of poverty, energy security, human health, urban mobility and food security. It's often the poorest among us that are classified as the most vulnerable. However, neighborhoods with the highest level of poverty can exemplify the highest levels of resilience. The ability to survive a variety of shocks and stresses has emerged as a cultural trait within these communities. Social cohesion in El Paso is reinforced by extended family units and strong neighborhood ties. The vulnerability lies in the barriers to prosperity beyond survival. Families often lack the capacity to generate and retain wealth, limiting opportunity for current and future generations to thrive, breaking the cycle of poverty. Low wages, educational opportunity, access to healthy lifestyle choices and limited mobility are all exemplary of the barriers facing this population.

El Paso has an opportunity to enhance quality of life and promote prosperity across the community by addressing each of those challenges through a cross cutting lens, inclusive of economic, social and environmental concerns. For example, by leveraging a regional history rooted in native American lifestyles that traditionally embraced desert food systems and natural preparation practices presents opportunities to improve human health and reinforce multi cultural understanding. Recent community interest in urban agriculture provides a platform to affect community cohesion around healthy food. Additionally, by addressing regional food systems El Paso has the opportunity to impact other areas of vulnerability



including waste and water management, energy generation, heat island effect, innovation and entrepreneurship.

Another opportunity is presented in the vast number of plans supported by the city over the past 10 years. For example, there has been an enormous amount of study, planning and investment put toward an effort to revitalize El Paso's downtown. A key example of that effort, is the 2015 Downtown Plan. In 2005 City Council approved funding to proceed with the plan. The goals of that plan were to:

- Create a Dynamic, Mixed-use Downtown Inviting all El Pasoans
- Introduce New Investments that are Catalysts for all Downtown
- Create Opportunities for Private Investment
- Enhance the City's Cultural and Historic Heritage
- Develop High Quality Housing for Area Residents
- Create Jobs for El Pasoans
- Increase the City's Tax Base.

Each of those goals correlates with the resilience challenges presented here. However, progress to date toward those goals has been inconsistent. **There is incredible opportunity to address specific resource issues such as energy and water demand by investing in upgrades to the urban core as suggested in the plan, while creating sustainable revitalization for downtown.**



El Paso has a rich history full of success but also wrought with intense challenges. Resilience is about recognizing the strength and value that stems from both of those things. We can't forget where we've come from; we have to learn to live, love and act in the moment; but possibly most important, it is up to us to ***own our own future.*** What is ahead of us is yet to be written. How that story plays out for El Paso is in the hands, heads and hearts of El Pasoans.

¡ADELANTE!

THE PATH FORWARD





The resilience strategy is a roadmap toward building strength, adaptability and prosperity into our community now and well into the future. The roadmap contains four Pillars that establish a foundation for the work to come, 13 specific goals clarifying the direction of the work and 36 definitive actions that identify activities, partners and timelines.

No one pillar, goal or action can achieve success in isolation. Much of the work in El Paso done to date has occurred in an ad hoc manner; one effort disconnected, siloed, from the others. **This strategy is intended to inextricably link how we build the environment surrounding us, how we interact with each other and also to challenge government to lead our community toward a long term strategic vision of resilience.**

El Paso is in a position to provide global leadership for other cities facing the challenges of the 21st century; ranging from the evolution of city infrastructure to developing robust public private partnerships supportive of a resilient global economy to how to engage a diverse range of stakeholders .

These tenets will define the work ahead for El Paso and shape the future of the region.

THE VIBRANT DESERT CITY

The effect that city systems and infrastructure can have on a community is significant. The built environment is simultaneously a reflection of who we are and have been as a people as well as being the vehicle that moves us into the future. El Paso will leverage its unique rich heritage, cultural identity and desert assets to transform behavior, advance city systems and enhance infrastructure to build a city capable of sustaining a high quality of life standard.



THE THRIVING BINATIONAL ECONOMY

El Paso is one half of a thriving binational metroplex that for centuries has served as a hub for commerce, development and international relations. It is also part of a region that represents one of the largest manufacturing centers in North America. As a globally recognized commerce hub, El Paso has an opportunity to drive the direction of economic growth and expansion in the region by defining its identity as an environmentally aware, creatively diverse, binational community.



EMPOWERED EL PASOANS

Agency, in sociological terms, means, “the capacity of individuals to act independently and to make their own free choices.” Resilient El Paso has to begin with activating the agency of El Pasoans. The strength of our culture, the richness of our roots and the depths of our potential can only emerge through an empowered populace; change that begins from the grass roots up. El Pasoans building their own vision of a resilient future for our city.



RESILIENT GOVERNANCE

Building resilience into decision making for government should begin with activation of consistent, open and collaborative partnerships. Partnerships between public agencies, but also collaboration with community groups, the private sector and non profit partners. For El Paso, that means collaborating across the borders of 3 states and 2 countries. A resilient El Paso depends on a collaborative, reflective and globally connected city government.





El Paso is a city made up of a series of complex physical systems that serve a diverse, international population. It is the hub from which these systems have supported daily life across the region for centuries. Critical components of city systems include housing, public facilities, commercial development and the infrastructure that connects them all together. Each has significant impacts on the health, wellbeing and prosperity of our community and our environment. Equal to the need to be careful stewards of our city for future generations is our responsibility to recognize the importance of our heritage and the commitment to the growth and prosperity of our community by the generations of El Pasoans who have come before us. The City of El Paso will lead a comprehensive approach to sustainable development and smart city systems that have the capacity to provide long-term resilience in the context of an arid environment that has thrived for 300 years.



EL PASO IS A VIBRANT DESERT CITY.



1. Create healthy, affordable, high quality housing options for all El Pasoans, especially those that are most vulnerable.

- Create a comprehensive housing strategy with capacity to align public and private investments toward a common vision for quality of life, sustainability and equity for neighborhoods across El Paso.
- Develop and deploy resources, plans, partnerships and system capacity aimed at reaching functional zero homelessness for the El Paso community.

2. Institutionalize responsible stewardship of city assets through sustainable design and land development practices for all city-owned and operated property.

- Create a framework for sustainable development of local green field sites supportive of social, environmental and economic benefits.
- Increase return on investment while maximizing social and environmental benefits for public projects by embedding sustainable building practices within City of El Paso project design and construction processes as well as improvement of existing facilities.

3. Establish a support mechanism for resilient development practices for private sector projects across El Paso.

- Create a portfolio of alternative funding sources with the potential to fill funding gaps in private sector projects supportive of identified city resilience goals.
- Embed critical resilience criteria into existing and planned economic development incentives.
- Expand support for enhancement of El Paso's cultural and historic building assets through inclusive planning, outreach and comprehensive research and analysis of targeted development sites.

4. Design and implement infrastructure projects that maximize co-benefits, simultaneously addressing climatic and social stressors such as flooding, heat, energy and citizen mobility.

- Address identified environmental challenges by deploying best practices and identifying key performance-based metrics to assess infrastructure resilience.
- Mobilize an interagency working group to develop regional development performance metrics in the context of large scale community wide infrastructure projects.
- Demonstrate multiple benefits of resilient development practices at a targeted urban infill multi-use redevelopment site.
- Demonstrate and measure the multiple benefits of resilient development practices focused on active transportation and connectivity along a primary redevelopment corridor.

GOAL 1.1

Create healthy, affordable, high quality housing options for all El Pasoans, especially those that are most vulnerable.

RESILIENCE VALUE: By proactively developing a plan for all El Pasoans to access quality-housing options, the City achieves multiple benefits from addressing immediate safety and stability needs to lowering energy use, improving air quality, and creating walkable green neighborhoods over the long-term in addition to generating expanded opportunity for all.

ACTION 1.1.1 Create a comprehensive housing strategy with capacity to align public and private investments toward a common vision for quality of life, sustainability and equity for neighborhoods across El Paso.

The City of El Paso will lead an effort across a diverse group of regional stakeholders to develop a housing strategy focused on programs, policy and funding as they relate to the enhancement of quality of life, protection of vulnerable populations, expansion of equity and maximization of lifestyle choice. By establishing a clear and comprehensive vision for housing, the strategy lays the framework for long-term funding and development opportunities supportive of the diverse needs of all El Pasoans as well as those considering El Paso as a permanent home.

ACTION LEAD: Goal 8 Strategic Planning Team

PARTNERS: HACEP, Home Builders Association, Private Sector Developers

ACTION 1.1.2 Develop and deploy resources, plans, partnerships and system capacity aimed at reaching functional zero homelessness for the El Paso community.

Simultaneous to the assembly of the Comprehensive Housing Strategy, the City of El Paso will convene a facilitated exchange among community partners committed to achieving functional zero homelessness within targeted populations across the region. Output from the exchange will include alignment of policy and funding resources toward programs that serve as a mechanism to 1) identify those experiencing homelessness 2) provide access to shelter for those in need 3) enhance crisis response services providing improved health and safety and 4) increase capacity for permanent housing and ongoing case management. Critical to the success of the initiative will be to conduct an analysis of gaps and barriers in terms of existing programs, policy and funding sources.

ACTION LEAD: Goal 8 Strategic Planning Team

PARTNERS: El Paso Coalition for the Homeless, Veterans Advisory Council, The Opportunity Center for the Homeless, Project VIDA, Centro San Vicente, UTEP

In early 2016, the Mayor convened an official Blue Ribbon Committee to review internal city process with regard to evaluation of local projects seeking municipal support of low income housing tax credit applications. The committee spent approximately 9 weeks evaluating key factors impacting affordable housing quality and supply in the El Paso community. The following is a summary of those findings:

El Paso neighborhoods vary in scale and type, ranging from:

- emerging downtown residential population
- more sprawling middle – high income suburban neighborhoods
- large-scale public housing communities concentrated in developed areas
- new affordable housing in suburban neighborhoods
- informal extremely low income colonias at the edges of the city

most neighborhoods lack amenities and infrastructure to:

- support resident well-being
- integrate communities
- build overall resilience at a city scale
- a need to enhance neighborhood healthiness and livability across the various communities of El Paso.



IDENTIFIED CRITICAL RESILIENCE FACTORS

BASIC

- affordable energy
- clean water
- transportation options
- access to jobs + education
- health care & preventive health services
- clean + safe environmental conditions
- safe places

BEYOND BASIC

- healthy food choices
- open space access / opportunity for active living
- community connectivity / empowerment
- economic opportunities
- culturally relevant multi-generational connectivity

The Frontera Land Alliance, a non-profit organization, began in 2005 when a group of community members realized there was an urgent need to help preserve some of the important remaining natural and working lands in the greater El Paso and southern New Mexico region. The organization has developed the knowledge and expertise to provide guidance to land owners wanting to maintain the character of their land.



The Frontera Land Alliance has achieved a number of important successes in land conservation as well as community outreach. The ninety-one acre Wakeem/ Teschner Nature Preserve at Resler arroyo was acquired in 2006. It serves as an oasis for wildlife within El Paso and an important refuge in which community members can unwind and re-engage with nature. It also acts as an important wildlife corridor and conduit for water to another nature preserve downstream, the Keystone Heritage Park.



Thunder Canyon is a 24 acre arroyo set aside through an exciting partnership between local residents, the City of El Paso and Frontera. The people living around the arroyo worked with the City and Frontera to forge an agreement through which the City purchased the land from the developer and the residents agreed to repay the City for the initial costs. Frontera holds the conservation easement that insures the land will never be developed.

Frontera is committed to educating the public about land conservation. In this capacity, the organization has set up workshops for landowners, government officials and the general public to help them learn about the various methods that can be applied to conserve lands and the benefits to be derived from that process.



GOAL 1.2

Institutionalize responsible stewardship of city assets through sustainable design and land development practices for all city owned and operated property.

ACTION 1.2.1 Create a framework for sustainable development of local green field sites supportive of social, environmental and economic benefits.

Building upon work established by the Public Service Board Preservation / Conservation Committee, the City of El Paso will coordinate an interdepartmental effort to establish an open space development toolkit including a standard evaluation framework, typology guidance tools alongside appropriate policy and incentives that maximize economic, social and environmental benefits. Additionally, the City of El Paso will prioritize preservation of land identified as an environmental asset in alignment with the proposed Ecosystem Services Assessment. Areas currently identified by city leadership include Rio Bosque, Red Sands, Castner Range, the Franklin Mountains and land surrounding the proposed regional trail system.

ACTION LEAD: Goal 3 Strategic Planning Team

PARTNERS: Frontera Land Alliance, County of El Paso, Open Space Advisory Board

ACTION 1.2.2 Increase return on investment while maximizing social and environmental benefits for public projects by embedding sustainable building practices within City of El Paso project design and construction processes as well as improvement of existing facilities.

Departments within the Public Works Portfolio of the City of El Paso, in collaboration with regional experts and local professionals, will develop specific procedures and best practices supportive of increased building efficiency and community benefit including energy, water, open space and connectivity. Emphasis will be placed on establishment of performance based standards and companion metrics for all newly built city properties. For existing facilities, the effort will focus on performance improvements through smart technology implementation as well as departmental behavioral adaptation.

ACTION LEAD: Goal 7 Strategic Planning Team

PARTNERS: USGBC, AIA, Eco-Districts

RESILIENCE VALUE: : By applying a resilience lens to building design and urban planning practices, the City of El Paso will prioritize resource conservation, human health, social cohesion and economic opportunity on all projects, leading future development in the region by example.

GOAL 1.3

Establish a support mechanism for resilient development practices for private sector projects across El Paso.

RESILIENCE VALUE: By expanding institutional support for prioritized resilient development practices, the City will encourage sustainable long term planning while enhancing capacity for responsible growth for the private sector.

ACTION 1.3.1 Create a portfolio of alternative funding sources with the potential to fill funding gaps in private sector projects supportive of identified city resilience goals.

The City of El Paso is currently working with multiple partners to identify federal, state and private funding sources focused on addressing identified resilience challenges such as stormwater management, energy/water efficiency, mobility and historic / cultural preservation. When paired together, these sources have the potential to fill multiple funding gaps for private development. For example, energy efficiency grants paired with historic preservation incentives make possible an effective formula for retrofit projects in El Paso's urban core.

ACTION LEAD: Goal 1 Strategic Planning Team

PARTNERS: Texas PACE Authority, County of El Paso, BECC, El Paso Water, EPE, DMD, Historic Landmark Commission, TPWD

ACTION 1.3.2 Embed critical resilience criteria into existing and planned economic development incentives.

The Economic and International Development Department will create a rubric for measuring resilience value when considering the deployment of existing economic development incentives. The new criteria will become a required standard measure for evaluating and prioritizing how incentives should be strategically awarded, with potential measures such as: number of skilled jobs, how the business addresses a resilience need in the community, its goals for ongoing community engagement, and its use of sustainable infrastructure.

ACTION LEAD: Goal 1 Strategic Planning Team

PARTNERS: ULI, Greater Chamber of Commerce, Borderplex Alliance

In addition to pursuing exemplary building performance and reduced environmental impact for public facilities, the City of El Paso has established a track record of supporting projects that significantly contribute to the sustainability and vitality of our community. The Cardwell Collaborative, a 60,000 square foot, \$28 million biomedical research and technology commercialization building developed by MCA Tech Park, Inc., is one such project. The building, named



after local businessman and philanthropist, Mr. Jack Cardwell, now stands as an icon, symbolizing the region’s proliferating biomedical community and serves as a reminder of the achievements that can be attained through public-private collaboration.

The three-story LEED Silver building features 20,000 square feet of biomedical incubator space (wet-labs, dry-labs, lab support, private offices, open offices and collaboration spaces) in a building that brings private start-up companies and university personnel together under one roof to collaborate. TTUHSC El Paso occupies 20,000 square feet of space with a variety of office-based research and support departments. The other 20,000 square feet are occupied by the MCA Foundation, a branch of the City of El Paso’s Economic Development Department and other non-profit companies that support the incubation mission.

The Cardwell Collaborative sits at the entrance of the “Research Park” section of the 440-acre master planned MCA Campus. The academic medical campus is organized into the following sections: education, healthcare delivery, research and support. Campus partners include Texas Tech University Health Sciences Center El Paso, University Medical Center of El Paso, El Paso Children’s Hospital, City Public Health, State Psychiatric IP Hospital, West Texas Poison Control Center, Coroner’s Office, Silva Health Professions Magnet High School, and MCA. Working together with the City of El Paso, these partners will transform the once blighted neighborhood into a center for healthcare excellence and biomedical innovation. The City of El Paso has provided leadership in the development of this Campus and economic center through funding and other partnerships with the MCA Foundation and other Campus stakeholders.

Downtown El Paso offers centuries of historical, cultural and bi-national potential. In recent years, downtown has seen a tremendous amount of activity, both public and private. Although very significant, that activity has been and continues to be somewhat ad hoc.

In terms of major public investments, the implementation of the Quality of Life Bond Program seeks to build on the success of the Southwest University Park Stadium and the execution of the El Paso Streetcar through two new museums and a new arena. In addition, various parking strategies have been implemented in addition to a recent initiative to focus on historic El Paso Street as an spine for a broader wayfinding and streetscaping strategy.

Regarding private development, numerous hotels have or are soon to open, along with numerous restaurants. In terms of residential, Artspace Lofts and a handful of other urban multifamily projects have been constructed. Hunt plans a major downtown office building, portending potentially other office opportunities.

Whether focused on heritage tourism from the distant past, or historic preservation celebrating the more recent architecture of Henry Trost and the original streetcar flowing from the town's planning ethos during the City Beautiful Movement, El Paso has begun to re-embrace its authentic historical foundation and its relationship to Ciudad Juarez.

This amazing unfolding story presents an incredible future for downtown. That momentum, nevertheless, faces two fundamental risks.

- One is that emerging synergy among the myriad of initiatives and activities is squandered because of their ad hoc nature.
- Second, the emerging gravity of economic development north of Paisano Drive is not connected with and resonant with the historic border retail economy south of Paisano.



ACTION 1.3.3 Expand support for enhancement of El Paso’s cultural and historic building assets through inclusive planning, outreach and comprehensive research and analysis of targeted development sites.

The Paso Del Norte region is rich with both cultural and architectural history. While much of this history has endured years of growth in the area, renewed attention must be paid to the value of what remains in terms of heritage tourism as well as economic development potential in terms of adaptive reuse and revitalization of key areas including the Mission Trail, historic Ft. Bliss and the downtowns of both El Paso and Ciudad Juarez.

ACTION LEAD: Goal 1 Strategic Planning Team

PARTNERS: Downtown Management District, Texas Trust Society, County of El Paso, Borderplex Alliance, Historic Landmark Commission, Urban Land Institute, Ciudad Juarez



DOWNTOWN EL PASO HISTORIC DISTRICT OVERLAY

While the map above illustrates the historic overlay for downtown El Paso, the City of El Paso has several designated historic districts indicative of our rich cultural heritage.

GOAL 1.4

Design and implement infrastructure projects that maximize co-benefits, simultaneously addressing climatic and social stressors such as flooding, heat, energy and citizen mobility.

RESILIENCE VALUE: : By prioritizing resilience thinking and multifaceted planning approaches, we can ensure that each city project individually works to collectively mitigate against future disasters while providing multiple community benefits.

ACTION 1.4.1 Address identified environmental challenges by deploying best practices and identifying key performance-based metrics to assess infrastructure resilience.

As an arid urban environment, El Paso experiences a variety of stresses ranging from limited regional water resources to water management in the face of flash flooding to intense heat for extended periods of time all triggering both infrastructure and human health challenges. Best practices for reducing runoff volume, improving water quality, minimizing heat island effect and maximizing energy efficiency will be prioritized as infrastructure development projects are implemented. A keen focus will be placed on how to effectively deploy green infrastructure with capacity to address not only water management, but also improve air quality, enhance walkability, and beautify public spaces.

The City of El Paso will convene public and private sector stakeholders to design and implement sustainable programs and practices on a citywide basis. The municipality will institutionalize these best practices in the form of ongoing performance measurement and verification. However, in order to overcome these challenges, the city will need to work with external partners to holistically combat the impacts of environmental stresses now and into the future.

ACTION LEAD: Goal 7 Strategic Planning Team

PARTNERS: BECC, El Paso Water, UTEP

ACTION 1.4.2 Mobilize an interagency working group to develop regional development performance metrics in the context of large scale community wide infrastructure projects.

The City of El Paso will co-chair alongside the Metropolitan Planning Organization task force made up of a diverse group of regional of stakeholders currently convened as the the Borderplex 2020 Regional Planning Task Force. The group has over the past two

years worked to identify the existing framework of plans and development initiatives from Southern New Mexico through West Texas and into Northern Chihuahua. The next goal for the group will be to leverage that information with identified regional priorities to create a dynamic performance matrix that can be utilized to maximize impact of major regional infrastructure projects.

ACTION LEAD: Goal 7 Strategic Planning Team

PARTNERS: Borderplex Alliance Regional Planning Task Force

ACTION 1.4.3 Demonstrate multiple benefits of resilient development practices at a targeted urban infill multi-use redevelopment site.

While there are common themes among resilient development projects, the nature of each project type presents unique challenges and opportunities to establish best practices. The City of El Paso is currently planning for a demonstration of resilient development at a targeted urban infill site formerly utilized as a large scale sports venue. The site, known as Cohen Stadium is nestled just on the eastern side of the Franklin Mountains between a major community college campus and a quickly revitalizing residential neighborhood. The revitalization and repurposing of Cohen Stadium will serve as a catalyst for future development in northeast El Paso. By planning a master community, the City can assist in bringing new opportunities, low-income housing and other necessary amenities to the region.

ACTION LEAD: Goal 7 Strategic Planning Team

PARTNERS: El Paso Community College, Area Neighborhood Associations, Borderplex Alliance regional Planning Task Force



The social fabric of this portion of El Paso’s urban core remains vibrant, inspiring and strong despite sobering demographics that illustrate many challenges. A high level of cultural pride is associated with residents and is evidenced in the variety of community events attended throughout the year and made manifest in the many murals that can be found across the territory. A specific example of this cultural strength can be experienced at and around Lincoln Park and Lincoln Center toward the northern portion of this area. To the south, Bowie High School represents a robust heritage continues to be a source of strength for the neighborhood. There is much work to be done across the urban core of El Paso with an extraordinary opportunity presented in this zone.

CHAMIZAL DEVELOPMENT STATEMENT

To preserve and enhance cultural and historical assets which exist in the community while enhancing and investing in mobility, education, healthcare, green space and infrastructure.

GUIDING PROJECT PRINCIPLES

- This physical project has impact across social, economic, and/or environmental realms.
- This project, while specific to Chamizal, represents challenges endemic to other areas of El Paso, and can potentially be replicated and scaled to other communities.
- This project is innovative in its approach to cross collaborative planning and decision making.
- This project positively affects human health outcomes.
- This project builds Chamizal’s resilience to impacts of acute shocks or chronic stresses.



ACTION 1.4.4 Demonstrate and measure the multiple benefits of resilient development practices focused on active transportation and connectivity along a primary redevelopment corridor.

Utilizing the performance metrics established by the interagency regional planning group, the City of El Paso will deploy best practices for active transportation development in targeted redevelopment corridors. The International Beltway portion of the Metropolitan Planning Organization’s (MPO) Alternative Transportation System provides an opportunity to demonstrate and measure success prior to full citywide application. The International Beltway project covers an area spanning from the Medical Center of the Americas, past the Chamizal National Memorial, through the Chamizal Neighborhood and Segundo Barrio, connecting to El Paso’s downtown government and commercial districts and culminating in the historic Chihuahua neighborhood immediately north of the Paso del Norte International Port of Entry. In 2017, in partnership with the Urban Land Institute, the City of El Paso convened a Resilience Advisory Panel including subject matter experts from around the country. The results of that advisory panel are intended to both guide the manifestation of the International Beltway and serve as an example of best practices to be implemented citywide.

ACTION LEAD: Goal 7 Strategic Planning Team

PARTNERS: Borderplex Alliance Regional Planning Task Force





El Paso is the largest metro area along the Texas-Mexico border boasting a best-in-class, business friendly operating environment as well as an authentic, deeply rich culture and unique urban desert experience. El Paso is also home to an emerging culture of innovation, creativity and entrepreneurship with the potential to rival the most robust global economies. El Paso is focused on optimizing the use of environmental assets in the face of global climate change, activating the creative capacity of the largest bilingual, bicultural workforce in the western hemisphere and leveraging our geography as an international hub for commerce and trade toward the goal of pursuing growth opportunities for 21st century industries. To guide that growth, a core set of values can be utilized to triangulate opportunity for the bi-national metroplex. Those values are defined by the promise of a clean technology future, an emphasis on the creativity and innovation capacity of local culture and a clear definition of El Paso's robust international identity.



Photo Credit: Peter Svarzbein

EL PASO HAS A THRIVING BINATIONAL ECONOMY.

1. Develop support vehicles for innovative industry development supportive of established core values.

- Collaborate with regional partners, leveraging existing strategic planning, to develop tools that align priority industry clusters with identified core resilience values for economic development.
- Deploy a plan to create demonstration hubs across El Paso complimentary of an innovation technology park focused on clean technology industries with an emphasis on energy and water demand challenges.
- Develop a comprehensive Urban Energy Plan focused on reducing energy demand, easing policy barriers to renewable technology and limiting challenges to investment in clean energy infrastructure.
- Incorporate critical social and environmental resilience factors as key components of regional economic development initiatives.

2. Define workforce needs, activate key networks and develop support vehicles in support of small business development, leveraging El Paso's innovation ecosystem, community resources and local talent.

- Deploy a public-private partnership to establish an innovation center and co-work space in support of small business development and local entrepreneurialism.
- Collaborate with regional partners to commission a study that will identify the needs of the local business community as well as workforce and educational institutions, which will be used to create and sustain a robust business retention and expansion program.
- Identify resources and training to close existing skills gaps preparing the regional workforce for emerging industry clusters.

3. Catalyze the nature of the binational metroplex, leveraging El Paso's creative culture, authentic heritage and unique urban desert identity toward the attraction of visitors, residents and businesses.

- Develop a specific plan to lay the foundation for El Paso as an eco-tourist destination, driven by preservation of key local natural assets.
- Leverage the historic nature and physical assets of the Paso Del Norte region to develop a heritage tourism plan focused on elevating El Paso as an international destination.
- Elevate El Paso's creative economy by developing support vehicles for local culture, art and film industries.



GOAL 2.1

Develop support vehicles for innovative industry development supportive of established core values.

RESILIENCE VALUE: By connecting a growth oriented economy to a core set of values based on our unique regional identity, location and resources, El Paso creates capacity to adapt to changing global conditions and shifting industry clusters while maintaining focus on established regional priorities .

ACTION 2.1.1 Collaborate with regional partners, leveraging existing strategic planning, to develop tools that align priority industry clusters with identified core resilience values for economic development.

As part of an extensive collaborative effort led by the Borderplex Alliance, The City of El Paso has worked across both public and private sectors, bringing together leaders from across the region in an effort to identify specific goals and break through the variety of challenges unique to the North American Borderplex. Specific emphasis has been placed on understanding current regional conditions in the areas of Education & Workforce as well as Planning & Development as they relate to strengthening 5 strategically identified industry clusters. These industry clusters include Defense & Aerospace, Advanced Manufacturing, Advanced Logistics, Business Services, Life Sciences, Tourism, and Entrepreneurship. The City of El Paso has placed leaders from across the municipal organization within each of the Borderplex Task Teams as well as the Borderplex 2020 Strategic Planning Steering Committee. Utilizing these partnerships as a vehicle, The City of El Paso can establish tools, aligned with core resilience values, through which to optimize business investment in the region, identify other potential target industries and build avenues for trade and business expansion. Corresponding metrics will outline community impact benchmarks that have capacity to determine how industry can contribute to El Paso's positive growth and minimize negative environmental and social impacts in the region.

ACTION LEAD: Goal 1 Strategic Planning Team

PARTNERS: Borderplex Alliance, Hunt Institute for Global Competitiveness, Borderplex 2020 Strategic Planning Partners

The vision for El Paso as a model resilient city requires us to address the environmental challenges of the 21st century through collaborative partnerships, innovative technologies and integrated systems thinking. As the regional population expands and temperatures continue to soar, energy becomes a central component to continued community prosperity. Energy efficiency and renewable energy development are the focal points of that effort.



In August of 2016, the City of El Paso, alongside the Hub of Human Innovation, the Borderplex Alliance, El Paso Electric and the Hunt Institute for Global Competitiveness convened an Urban Energy Forum targeted at identifying key challenges and opportunities to energy industry development in the Paso Del Norte Region. Stakeholders from across the region of diverse backgrounds came together in a unique design lab format and were challenged to collaborate over the duration of the 4 hour workshop.

KEY COLLABORATIVE OUTCOMES

During the forum, several cross cutting themes were identified as potential barriers to energy industry development in the region:

- Infrastructure development and reliability in a next generation environment including adaptive resource planning
- Connectivity, collection and access to reliable data across municipal and regional networks
- Application of regional data for decision making in terms of infrastructure investment, regulation and local policy

The ability to leverage new technologies such as the Internet of Things IoT, Big Data Collection and Smart City technologies could provide the path toward a renewable and resilient future for our community.

ACTION 2.1.2 Deploy a plan to create demonstration hubs across El Paso complimentary of an innovation technology park focused on clean technology industries with an emphasis on energy and water demand challenges.

As the regional population expands, rising energy costs and limited water resources become increasingly central components to continued community prosperity as well as to business retention, attraction and expansion. The vision for El Paso as a model resilient city requires us to address the environmental challenges of the 21st century through collaborative partnerships, innovative technologies and integrated systems thinking. Research and development of innovative energy and water technologies are focal points of that effort. By developing sites across El Paso as technology demonstration spaces the City can take an alternative approach to attracting leading companies from around the world and promoting sustainable economic growth. The City will engage multiple public and private partners to align the efforts of research, development and land availability in the context of resilient infrastructure needs. Key to the success of the initiative will be to leverage El Paso's community entrepreneurs to enhance capacity for commercialization of developed technologies.

ACTION LEAD: Goal 1 Strategic Planning Team

PARTNERS: Local Utilities, UTEP, Workforce Solutions Borderplex, Hub of Human Innovation, Ft. Bliss, Medical Center of the Americas / The Cardwell Collaborative

ACTION 2.1.3 Develop a comprehensive Urban Energy Plan focused on reducing energy demand, easing policy barriers to renewable technology and limiting challenges to investment in clean energy infrastructure.

The City of El Paso will support a working team of energy-related partners such as El Paso Electric, The Hunt Institute for Global Competitiveness and The University of Texas at El Paso in creating a comprehensive urban energy plan that highlights a range of energy sources, defines clear demand reduction goals for home owners, businesses, and public infrastructure and identifies policy barriers and limitations to industrial investment. The plan will focus on creating a City of El Paso Combined Energy Efficiency and Renewable Energy Standard. This work will set goals across a variety of issues related to energy generation and management across El Paso including Capacity for Renewable Generation and Demand Reduction Standards as well as Cost Mitigation Measures and required Industry and Workforce Development.

ACTION LEAD: Goal 1 Strategic Planning Team

PARTNERS: UTEP, El Paso Electric, Hunt Institute for Global Competitiveness, State and Federal Legislators



ACTION 2.1.4 Incorporate critical social and environmental resilience factors as key components of regional economic development initiatives.

In just under the last 10 years, The City of El Paso has executed 126 economic development incentive agreements (2009 – present). Over that time, nearly \$1.5 billion in new capital investment has occurred in addition to over 7,000 jobs being added in just the last year. Currently, bonus incentives are available for businesses that locate in specific areas of the urban core or establish a headquarters in El Paso. Additional bonuses are available if a business shows support for local education and workforce initiatives such as partnering with local educational entities, providing mentorship/internship opportunities or workforce training. Offering higher wages and establishing hiring programs for target populations such as veterans are also encouraged. In recent years, The City of El Paso has promoted a Transit Oriented Development Incentive Policy to link higher density, walkable neighborhoods to transit station and corridors. The City of El Paso has solidly linked quality of life priorities to economic development incentives. The next step is to evaluate how best to incorporate critical environmental and social resilience factors ranging from energy demand and water management to community benefit and corporate philanthropy. As part of the Citywide Strategic Plan, Economic Development Incentives are evaluated every 5 years.

ACTION LEAD: Goal 1 Strategic Planning Team

PARTNERS: UTEP, Hunt Institute for Global Competitiveness, Borderplex Alliance

GOAL 2.2

Define workforce needs, activate key networks and develop support vehicles in support of small business development, leveraging El Paso's innovation ecosystem, community resources and local talent.

RESILIENCE VALUE: By activating key networks across a regional innovation ecosystem, El Paso builds capacity to support upward mobility and entrepreneurial opportunity for local talent while simultaneously attracting investment, expanding market opportunity and bolstering community economic stability.

ACTION 2.2.1 Deploy a public-private partnership to establish an innovation center and co-work space in support of small business development and local entrepreneurialism.

The City of El Paso will leverage resources across the Economic and International Development, Community and Human Development and Public Library Departments to catalyze a partnership with the private sector to create the community's first public co-work space focused on enhancing equity and access to opportunity for small business. The physical pilot project will be located at the City of El Paso Main Library in the heart of downtown. In addition to working and conference space, the center will offer access to training and professional development resources. The goal is to create a network that through municipal support and private sector resources encourages cross-sector collaboration, enhances access to capital and promotes local talent. Should the pilot project show success, the City of El Paso would seek to expand the program to other public library locations across the city. Key metrics will focus not only on economic development and business success, but community benefit in terms of equal access to resources for vulnerable population not traditionally served by this type of venture in the private sector. This initiative is also transformative for the El Paso Public Library system. As the role of the library in the digital age continues to change, El Paso is moving to re-imagine that role for our community.

ACTION LEAD: Goal 1 Strategic Planning Team

PARTNERS: El Paso Public Library, El Paso Dept of Community and Human Development, El Paso Dept of Economic Development, Co-Work Oasis, Workforce Solutions Borderplex

ACTION 2.2.2 Collaborate with regional partners to commission a study that will identify the needs of the local business community as well as workforce and educational institutions, which will be used to create and sustain a robust business retention and expansion program.

As the number of small, medium and large business grows, it is pertinent that the City of El Paso is equipped with the knowledge and insight needed to assist the business community and support organizations. By creating a foundation built on data and information, the City of El Paso can create a strategic program based on actual need rather than assumptions. Additionally, the results from the study will be shared with community partners in order to make existing programs more efficient and effective.

ACTION LEAD: Goal 1 Strategic Planning Team

PARTNERS: Greater El Paso Chamber of Commerce, Workforce Solutions Borderplex, Federal Reserve Bank of Dallas, Borderplex Alliance

ACTION 2.2.3 Identify resources and training to close existing skills gaps preparing the regional workforce for emerging industry clusters.

The City of El Paso in collaboration with established partnership groups will identify knowledge and skills required to support emerging industry clusters. The City will work with local colleges, universities and professional development programs to encourage alignment between education and industry. Economic development partners will track learning objectives and participants' skill growth over time to ensure that initiatives are successfully closing skills gaps and addressing the changing needs of the local economy. The initiative should also look to provide learning opportunities for K-12 students as they grow and move toward pursuing career goals. Through the collaborative partnership, the City of El Paso can encourage the development of research projects, internships and related mentoring opportunities for students. All private, academic, and workforce development partners will collaborate to align short-term learning opportunities with job placement and industry needs.

ACTION LEAD: Goal 1 Strategic Planning Team

PARTNERS: El Paso Community College, Greater El Paso Chamber of Commerce, Workforce Solutions Borderplex, Federal Reserve Bank of Dallas, Borderplex Alliance, Hub of Human Innovation, UTEP

El Paso's abundant natural capital is a critical part of the regional ecosystem and the economy. The shrublands surrounding the Franklin Mountains support rich biodiversity, capture water for the Hueco Bolson aquifer, and provide many other ecosystem benefits, from erosion control to moderation of flood events. El Paso's natural capital also provides direct benefits to local residents, including increased property values and improved health via recreation. All of these benefits are called ecosystem services, and they represent significant, long-term contributions to the local economy. This work by Earth Economics, is the first study to estimate the dollar value associated with these critical ecosystem services within El Paso.

Across the country, planners and policy makers are starting to include the value of natural capital assets (watersheds, forests, shrublands) and ecosystem services in their analyses. Though the techniques to identify, quantify, and monetize these economic contributions are still evolving, the values available today can immediately be used to gain a better understanding of the symbiotic relationship between a healthy environment, a resilient economy, and a thriving community. Including these values in planning and policy-making yields a more complete and accurate understanding of restoration and stewardship projects or policies and ultimately fosters more practical, cost-effective outcomes.



This analysis finds that the ecosystem services within the study area contribute \$3.3 million to \$6.5 million in ecosystem service benefits each year. El Paso's shrubland can also be viewed as a natural capital asset that provides a flow of benefits over time, similar to a building or a bridge. When measured like an asset with a lifespan of 100 years and a three percent discount rate, El Paso's natural capital has an asset value between \$106 million and \$209 million. With sufficient stewardship to maintain the health and function of El Paso's natural capital, this economic contribution will continue in perpetuity. These are highly conservative estimates that will grow as data gaps are filled and economic methods are developed.

GOAL 2.3

Catalyze the nature of the binational metroplex, leveraging El Paso's creative culture, authentic heritage and unique urban desert identity toward the attraction of visitors, residents and businesses.

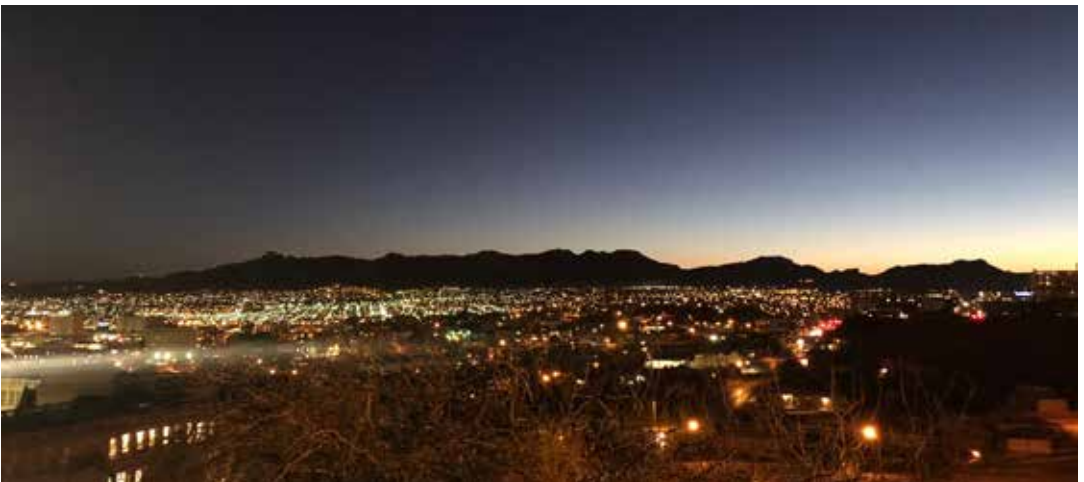
RESILIENCE VALUE: : By tying additional economic value to El Paso's unique assets, the city will be better prepared to balance the protection and preservation of its heritage and natural environment as well as leverage local culture with the demands of a growth oriented economy.

ACTION 2.3.1 Develop a specific plan to lay the foundation for El Paso as an eco-tourist destination, driven by preservation of key local natural assets.

As a preliminary step to building an ecotourism business plan, the City of El Paso will inventory natural resources, tourist attractions, hospitality partners, and local businesses that embody El Paso's unique identity and environment. By analyzing the economic value of regional natural assets the city can develop preservation priorities and tourism opportunities as well as extended infrastructure resilience. This work builds upon an initial asset assessment conducted in summer of 2016.

ACTION LEAD: Goal 1 Strategic Planning Team

PARTNERS: PSB, Frontera Land Alliance, Borderplex 2020 Regional Partners



ACTION 2.3.2 Leverage the historic nature and physical assets of the Paso Del Norte region to develop a heritage tourism plan focused on elevating El Paso as an international destination.

By establishing a clear and comprehensive vision for enhancing local heritage tourism, El Paso can become leaders in Texas on how to properly promote and sustain natural and historic assets. The City of El Paso will accomplish this task by leading an effort to develop a strategy that will preserve key historic and natural assets. These assets will be leveraged to transform El Paso into an international destination location that properly shares the community's vibrant culture. Additionally, the city will continue to show the importance of natural and historic preservation by promoting open space planning, minimizing the community's carbon footprint and by preserving key historic buildings throughout El Paso.

ACTION LEAD: Goal 1 Strategic Planning Team

PARTNERS: Historic Landmark Commission, County of El Paso, City of Socorro, City of San Elizario, Ysleta Del Sur Pueblo, City of Las Cruces, Ciudad Juarez, Destination El Paso





ACTION 2.3.3 Elevate El Paso’s creative economy by developing support vehicles for local culture, art and film industries.

El Paso’s economy has diversified and evolved over the last decade. With this change, it was imperative that the City of El Paso adapted to the new creative economy by identifying areas of opportunity. One such opportunity, was supporting local arts and culture initiatives. Developments such as the Roderick Artspace Lofts serve as an example of the commitment the City has to these cultural industries. By analyzing the role cultural arts has on the economy, City Economic Development can continue to incentivize cultural arts programs and developments aimed to further diversify and enrich the local economy.

ACTION LEAD: Goal 1 Strategic Planning Team

PARTNERS: Destination El Paso, City of El Paso Museums and Cultural Affairs Dept.



The goal of creating an empowered populace is to affect a high level of transparency and accountability as well as achieve meaningful change reflective of community need across El Paso. Service, volunteerism, and impact volunteering are the vehicles through which city government can build community trust, increase citizen understanding of government and ultimately engage El Pasoans in framing the city's path toward a resilient future. Leveraging public engagement via a shared leadership model will help the city identify & solve community challenges now and well into the future.



**EL PASOANS ARE
EMPOWERED, HEALTHY +
ENGAGED.**

1. Activate non-traditional tools to build productive dialog among community groups and public agencies.

- Deploy impact volunteering initiatives as part of the City of El Paso Service Plan to connect and mobilize non-profit organizations, corporations and City of El Paso departments in support of key citywide strategic priorities.
- Activate a City of El Paso Leadership Community Engagement Council.
- Implement Civic Design Labs in advance of major city initiatives including capital projects, policy initiatives and strategic planning updates.

2. Connect people to citywide assets and programs that address community challenges, promote community vitality and improve quality of life.

- Implement ongoing community learning programs focused on healthy, sustainable living practices supportive of grass roots resilience building.
- Implement place-based solutions in key locations across El Paso neighborhoods to connect communities and city agencies.
- Establish a supportive policy framework for a sustainable and reliable food system in support of improved community health and equal access for all El Pasoans.

3. Improve conditions and enhance preparedness for low income residents by providing access to resources that address community resilience challenges.

- Expand and enhance access to El Paso's First Time Homebuyer Program.
- Connect residents with existing community development funding sources targeted at home repair and neighborhood improvement for low income population.
- Create the City of El Paso Senior Corps program by consolidating resources and staff toward the enhancement of the Retired Senior Volunteer Program and the Foster Grandparent Program.



GOAL 3.1

Activate non-traditional tools to build productive dialog among community groups and public agencies.

RESILIENCE VALUE: By prioritizing a variety of perspectives during program and project development, the city can create initiatives that address multiple community needs while increasing community engagement.

ACTION 3.1.1 Deploy impact volunteering initiatives as part of the City of El Paso Service Plan to connect and mobilize non-profit organizations, corporations and City of El Paso departments in support of key citywide strategic priorities.

The City of El Paso will contribute to building non-profit capacity and expanding volunteerism in El Paso by deploying a municipal service plan. The Community and Human Development Department in partnership will lead an effort to connect volunteers with engagement opportunities that address community needs and align with key citywide strategic priorities. The City of El Paso will establish goals for recruiting volunteers for periodic community events while also working with non-profit organizations to establish a base of volunteers for ongoing community work throughout the year.

ACTION LEAD: Goal 8 Strategic Planning Team

PARTNERS: Cities of Service Neighborhood Associations, Community Advocates, Residents

ACTION 3.1.2 Activate a City of El Paso Leadership Community Engagement Council.

Based on the model established by the University of Texas at El Paso Provost's Community Engagement Council, the City of El Paso will assemble a group of leaders from each city department to focus on expanding structured community based service activities. The intent of the group is to increase community based partnerships, better align planning and implementation of service learning activity and leverage interdepartmental resources toward large-scale community service and civic engagement events. The council also provides a mechanism to keep City Leadership informed with regard to coordinated civic engagement and service activity across the community. The CEC would convene quarterly as a way to continually identify opportunities for collaboration as well as measure progress of ongoing initiatives. Additionally, the CEC would serve as stewards of the City of El Paso Service Plan.

ACTION LEAD: Goal 8 Strategic Planning Team

PARTNERS: Citywide Department Volunteer Engagement Leaders, UTEP

El Pasoans have historically shown little trust in their local government. This led to a citizenry that was generally disengaged from public processes and unsure of how to work with their city government to address issues in their neighborhoods. Residents struggled to understand what services and programs the City provided. A 2004 Citizen Survey of El Pasoans showed that only 22.8% of respondents considered themselves to be “knowledgeable” or “Very Knowledgeable” of City operations, programs and policies. That lack of knowledge and know-how made it intimidating for many residents to contact the City and request assistance other than for emergency services. As such, the survey also showed that residents generally considered the City to be difficult to work with.

In early 2006, the City created a program dedicated to increasing the number of neighborhood associations as well as to empowering residents to work directly with the City. One of the key programs providing that empowerment is the **Neighborhood Leadership Academy (NLA)**. The NLA is a free, 18-week course, provided free of charge by the City of El Paso, that teaches El Pasoans about the operations, programs and policies of the City. Senior management from all City departments that provide services and programs to the public (currently more than 24 different departments) provide on-site field trips and/or presentations explaining what they do, why they do what they do, how they do it, and how residents and neighborhood associations can utilize their departments' services and programs to address challenges in their neighborhoods. The upcoming NLA course will be the 12th overall, and the first 11 courses saw a total of 423 residents complete the program.



GRO (Growth, Resilience, Opportunity) has served as an opportunity to learn how sustainable living can support the development of a strong, healthy, and resilient El Paso. GRO allows for information on challenges to be shared and showcase best practices while involving the community in the development of lasting solutions. It highlights actions and solutions to solve increasingly critical concerns regarding the environment, human health and ongoing economic development. The intent of GRO in 2014 & 2015 was to activate a positive dialogue centered on collaborative solution based thinking planning and implementation practices that can propel the community forward and set the example for other communities struggling with the same challenges.

The evolution and success of GRO has led to a more robust program, deployed in April of each year, that is more action based leveraging more hands on activities and demonstrations. Events include service projects and celebrations that emphasize key resilience challenges and opportunities for El Paso.



Growth

The evolution of our community through inclusive processes that begin with increasing knowledge, understanding and capacity building for all segments of the community. Positive growth is dependent on the capacity to move forward; learning from our mistakes and capitalizing on our success.

Resilience

El Paso’s ability to be resilient lies in the strength of our culture, our capacity for public engagement and the positive manner in which we choose to shape our own future.

Opportunity

The formation of a set of circumstances that can make anything possible. GRO is about making sure everyone has a role to play in our sustainable future.

THE GRO VISION
A world where buildings and communities regenerate and sustain the health and vitality of all life within a generation.

ACTION 3.1.3 Implement Civic Design Labs in advance of major city initiatives including capital projects, policy initiatives and strategic planning updates.

The City of El Paso will be responsible for leading interactive community sessions with a variety of stakeholders and community members as a tool to maximize resilience value for major city initiatives. The Civic Design Lab format offers an innovative way to actively engage the community, building upon the model tested in the Chamizal neighborhood in the spring of 2016. By replicating the design lab structure for more than just physical projects, the City of El Paso moves toward a shared visioning model for future policy, project and planning development. The City of El Paso Resilience team will leverage 100RC partnerships to establish training for key departments across so that implementation strategies will be embedded across the organizational structure.

ACTION LEAD: Goal 5 Strategic Planning Team

PARTNERS: Neighborhood Associations, Community Advocates, Residents, 100 Resilient Cities



GOAL 3.2

Connect people to citywide assets and programs that address community challenges, promote community vitality and improve quality of life.

RESILIENCE VALUE: By leveraging existing partnerships and new initiatives aimed at connecting people to key resources El Pasoans are empowered to drive their community toward a healthy and prosperous future.

ACTION 3.2.1 Implement ongoing community learning programs focused on healthy, sustainable living practices supportive of grass roots resilience building.

The City of El Paso will implement a Resilience Ambassadors Program to expand its reach and impact by training volunteers in specific sustainability and neighborhood improvement skills. With the guidance of subject-matter experts, these skilled volunteers conduct mini-retrofits and improvements for local El Paso businesses. The goal of this program is to improve the resilience of our community by decreasing energy and water use, increasing awareness about conservation and sustainability efforts, and encouraging impact volunteering.

The current cohort of Resilience Ambassadors have been trained on how to install pre-rinse sprayers and faucet aerators and use caulking and weather-stripping to seal air leaks. We will continue to expand this program to include training in skills such as garden construction, tree planting, bioswale installation, and other neighborhood improvement skills.

ACTION LEAD: Goal 8 Strategic Planning Team

PARTNERS: Cities of Service, CNCS VISTA Program, Neighborhood Associations, Community Advocates, Residents



In August 2015, El Paso was selected to participate in the Resilience AmeriCorps program, a first of its kind effort to support local resilience-building efforts. El Paso was one of only 10 cities in the United States to be selected for our commitment to resilience building. The Corporation for National and Community Service (CNCS), the Department of Energy (DOE), the Environmental Protection Agency (EPA), and the National Oceanic and Atmospheric Administration (NOAA) partnered with The Rockefeller Foundation and Cities of Service to place AmeriCorps VISTA members in communities to provide capacity building and technical support for climate resilience. Through the program, two AmeriCorps VISTA members were placed within the City of El Paso organizational structure to provide much needed capacity to build sustainable food systems and impact volunteering initiatives. In addition, \$25,000 in direct funding was awarded to support the impact volunteering projects. As a result of the Resilience AmeriCorps program, two successful initiatives were launched, including the Garden Grant Program and the Resilience Ambassadors. The Garden Grant program funded the construction of seven garden beds which produced over 200 pounds of food over the Fall 2017 planting season. The Resilience Ambassadors program trained 18 community volunteers in water and energy retrofits. These volunteers installed over 150 aerators, which led to one business reducing their water bills by \$1,241 over five months. The two AmeriCorps VISTAs also drafted a Service Plan and Sustainable Food Systems Framework for the City of El Paso which will help drive change over the next decade.

As a member of the Resilience AmeriCorps program El Paso has demonstrated commitment to citizen inclusion and respect for community input resulting in an atmosphere of shared leadership and collaboration. Building relationships between government and residents contributes to a stronger more resilient city.





Our team believes that the traditional design, present, defend model of community engagement in planning is inadequate to get meaningful community feedback. The City of El Paso seeks to activate the agency of El Pasoans via alternative means that physically, intellectually and emotionally connects with people; allowing them to interact with and provide real time feedback on temporary representations of the possibilities for their neighborhood.

Experiential engagement opportunities include events like Cycle for Salsa bringing forward examples of great street design practices alongside a retaking of the street for community revitalization. Other alternative concepts involve live programming in unexpected places, art installations and pop up interactive exhibits.

Success for us means a transformation of public perception regarding the power of well designed places (including streets) to improve quality of life.

It also means transforming the rote approach taken by public agencies when “engaging” community. The intention is to broaden the lens under which project value is viewed, increasing the number factors that influence cost benefit analysis. This model is a way for the City and its partners to work together in creating an entirely new approach to street design, neighborhood improvement and public engagement practices. Through this alternative approach, El Paso has the potential to reach the critical mass necessary to robustly achieve positive change, specifically for the most vulnerable within our culturally vibrant urban core.

ACTION 3.2.2 Implement place-based solutions in key locations across El Paso neighborhoods to connect communities and city agencies.

The City of El Paso will implement discrete, neighborhood-scale green urban intervention projects, developed through an inclusive planning process with local residents. These initiatives, while providing additional open space enhancements to an area, will serve as a living lab to showcase benefits to quality of life. Our team believes that the traditional design, present, defend model of community engagement in planning is inadequate to get meaningful community feedback. The City of El Paso seeks to activate the agency of El Pasoans via alternative means that physically, intellectually and emotionally connect with people; allowing them to interact with and provide real time feedback on temporary representations of the possibilities for their neighborhood.

ACTION LEAD: Goal 8 Strategic Planning Team

PARTNERS: USGBC TX, Velo Paso Bicycle Pedestrian Coalition, Neighborhood Associations, Community Advocates, Local Small Business Community

ACTION 3.2.3 Establish a supportive policy framework for a sustainable and reliable food system in support of improved community health and equal access for all El Pasoans.

The City of El Paso will support the Institute for Healthy Living to understand current challenges and opportunities facing El Paso’s food system including food sources, farmers/farming networks, transportation/distribution methods, waste management as well as crisis response systems for those in immediate need. The City of El Paso alongside key community partners will build new policies and programs to both food security and a healthy future for all El Pasoans. The role of the City of El Paso will be to respond to identified challenges through local policy initiatives as well as municipal operations support for key programs. Together, the partnership identify strengths and vulnerabilities in El Paso’s food system and work to address potential gaps by drafting policy ideas, initiatives, and even potential backup plans in the event of an emergency.

ACTION LEAD: Goal 8 Strategic Planning Team

PARTNERS: Institute for Healthy Living, E.P. F.O.O.D., El Paso True Food, Public Health Department, Cities of Service, La Semilla Food Center, Fort Bliss, Local School Districts

GOAL 3.3

Improve conditions and enhance preparedness for low income residents by providing access to resources that address community resilience challenges.

RESILIENCE VALUE: By leveraging multiple community assets and increasing access to resources El Paso will improve the capacity of the most vulnerable to prepare for and respond to shocks and stresses.

ACTION 3.3.1 Expand and enhance access to El Paso's First Time Homebuyer Program.

The purpose of the City of El Paso's First Time Homebuyer Program is to assist low and moderate income individuals and families in achieving their goal of home-ownership. While this program has been in place for about a decade, capacity has limited the number of El Pasoans assisted. The City of El Paso will launch an expansion of this program with the intention of doubling the number of First Time Homebuyers by 2019. In concert with the program expansion, the department of Community and Human Development will expand access to educational programs for applicants in the areas of personal financial management, and conservation best practices for utility cost management.

ACTION LEAD: Goal 8 Strategic Planning Team

PARTNERS: Project VIDA, El Paso Electric, El Paso Water, USGBC TX, Cities of Service



ACTION 3.3.2 Connect residents with existing community development funding sources targeted at home repair and neighborhood improvement for low income population.

The City of El Paso will leverage community partnerships to promote awareness and expand access to existing low-cost loans for home improvements for low to moderate income families and individuals. These loans, for amounts up to \$65,000 can be repaid and/or deferred up to 30 years. With a current interest rate of 0%, the program makes much needed improvements to existing homes accessible for El Pasoans who traditionally cannot afford to do so. By focusing improvement funding on projects that can reduce future maintenance and utility costs for residents, the program supports financial stability for participants beyond the physical benefit to the home.

ACTION LEAD: Goal 8 Strategic Planning Team

PARTNERS: El Paso Electric, El Paso Water, USGBC TX, Cities of Service, Neighborhood Associations

ACTION 3.3.3 Create the City of El Paso Senior Corps program by consolidating resources and staff toward the enhancement of the Retired Senior Volunteer Program and the Foster Grandparent Program.

The Retired Senior Volunteer Program and the Foster Grandparent Programs have existed as an offering of the City of El Paso for over 30 years. Since their inception, both programs have achieved significant success and engaged an enormous number of El Pasoans. However, in recent years, programs funded at the federal and state levels have been asked to do increasingly more with significantly fewer resources. In order to adapt to these changing conditions while continuing to expand programming, the City of El Paso has aligned these two programs and created a Senior Corps for our community. The Senior Corps is a program that will provide enrichment for older adults through community service. It encourages seniors to bring a lifetime of talent, experience, skills, and hobbies to the forefront in service of community projects, organizations, and agencies in need.

In addition, the Senior Corps will serve as a model for the development of other volunteer engagement programs for target population needs. Next steps will be to explore the potential for engagement of veterans and active military families as well as children and youth.

ACTION LEAD: Goal 8 Strategic Planning Team

PARTNERS: CNCS, Cities of Service, Neighborhood Associations, Ft. Bliss MWR



El Paso is a key piece of the largest bi-national metroplex in the western hemisphere. We are a vibrant, innovative culture-rich with opportunity waiting to be catalyzed. The path toward resilience for our community has to begin with collaboration among a diverse set of partners, regionally, nationally and globally. The path is paved by exploration of expanded networks, international best practices and cutting edge local experimentation. New ideas will be constantly tested and lessons learned embedded in city policies and practices.



**EL PASO HAS A
COLLABORATIVE,
REFLECTIVE + GLOBALLY-
CONNECTED GOVERNMENT.**



1. Continue to enhance the practice of resilience within the organizational structure and operations of the City of El Paso.

- Leverage City of El Paso Strategic Plan Goal Team Structure to enhance interdepartmental communication emphasizing ongoing application of the resilience lens to citywide operations and investments.
- Ensure ongoing execution of strategic planning goals and actions through continuous reporting, accountability, and budget alignment.

2. Cultivate local, regional and global relationships supportive of cooperative resilience building efforts.

- Take a leading role in the global network of resilience practice.
- Seek out and activate external partnership opportunities with public agencies, non profit organizations and community groups, serving as a conduit for communication with municipal leadership.
- Establish El Paso / Ciudad Juarez as a dynamic and seamless binational community emphasizing both economic and cultural development potential.

3. Connect people and initiatives across the region, activating the bi-national community.

- Develop regional scale community events focused on connecting people across borders.
- Promote bi-national and interstate adoption of regional planning best practices.

GOAL 4.1

Continue to enhance the practice of resilience within the organizational structure and operations of the City of El Paso.

RESILIENCE VALUE: By embedding resilience thinking into the city's organizational approach El Paso will ensure that municipal practices and policies always take an interdisciplinary approach to facing regional challenges, maximizing the value of its investments.

ACTION 4.1.1 Leverage City of El Paso Strategic Plan Goal Team Structure to enhance interdepartmental communication emphasizing ongoing application of the resilience lens to citywide operations and investments.

The City of El Paso Performance Office has worked with the resilience team to embed resilience-focused goals, measurements, and planning approaches into the City's Strategic Plan. The plan is built so that it can be continuously adapted based on department feedback, modifications to planning approaches and community priorities. In order to further resilience building and create broader regional alignment, The City of El Paso will consistently reference the Strategic Plan when working with external partners such as the Greater Chamber of Commerce, El Paso County leadership and Borderplex Alliance among others.

ACTION LEAD: City of El Paso Performance Office

PARTNERS: All City Strategic Planning Goal Teams



ACTION 4.1.2 Ensure ongoing execution of strategic planning goals and actions through continuous reporting, accountability and budget alignment.

The City of El Paso ties its budget process to its strategic plan in several ways. First, City Council's priorities are identified and developed into specific strategies every year. By doing this early on, the Office of Management and Budget is able to formulate how to fund the different initiatives. Second, the budget is categorized and presented by Goal teams instead of by departments. Rather than seeing separate presentations for Libraries, Museums, Parks, and Zoo, they are all combined into one goal of Quality of Life. This allows City Council to see how much is being allocated to the individual departments as well as towards achieving the goal of an improved quality of life for all residents. Key Performance Indicators are reported by Goal teams as well since they are operationally linked through the services that are provided. Furthermore, supplemental requests to the budget are required to be directly linked to a strategic planning goal as well as illustrate how the request contributes to their goal within the strategic plan, and how that success will be measured.

The City of El Paso has already integrated resilience concepts into the City Strategic Plan and as such has embedded resilience within the city budgeting process. As resilience building work moves forward, the City of El Paso Performance Office and the Office of Budget and Management in partnership with the Chief Resilience Officer will further align operational budgets to identified resilience goals. Alignment will be guided by best practices gathered from across the 100 Resilient Cities Network.

ACTION LEAD: City of El Paso Performance Office

PARTNERS: All City Strategic Planning Goal Teams, Office of Budget and Management

El Paso will be a world class, highly competitive international border community that draws trade, technology, and tourism to its cultural, geographic, and environmental attractions through unparalleled interregional and binational cooperation.

International Trade

Leverage El Paso’s binational border location and unique assets to draw more businesses and trade to the area including preserving and expanding existing businesses.

Border Health Issues

Improve the health of all border residents through binational health organizations that target health issues unique to the United States/Mexico border to ensure there are sufficient preventive and health resources on both sides of the border.

Cultural Vitality

Portray a strong identity that includes the unique Mexican/American cultural vitality and historical integration of both El Paso and Juárez.

Binational Education

Raise education levels in the region in order to compete in the global arena.

Border Transportation

Create the most efficient and reliable international passenger and commercial transportation systems to facilitate the movement of goods, services, and people across the US/Mexico border.

Immigration Reform

Strengthen the entire border community by supporting innovative immigration reform through training and educational opportunities.



GOAL 4.2

Cultivate local, regional and global relationships supportive of cooperative resilience building efforts.

ACTION 4.2.1 Take a leading role in the global network of resilience practice.

Because El Paso has the unique position of serving as a desert-oriented, binational city, the City of El Paso is committed to communicating successes and highlighting progress towards goals with the 100 Resilient Cities network, Cities of Service, Urban Land Institute, and other partners. City leadership will share El Paso's work and strategic approach to resilience in publications, conferences and other resilience-related events, highlighting the role of the bi-national metroplex and what that means in terms of building global best practices. A prime example of this leadership is El Paso's participation in the Sister Cities Initiative. As a leader in social cohesion and binational cooperation, the City of El Paso will seek out opportunities to assist other municipalities in implementing best practices.

ACTION LEAD: City of El Paso Leadership Team

PARTNERS: 100RC, Cities of Service, USGBC, APA, ULI, NLC, US Conference of Mayors

ACTION 4.2.2 Seek out and activate external partnership opportunities with public agencies, non profit organizations and community groups, serving as a conduit for communication with municipal leadership.

Successful communities are built on strong partnerships and robust collaboration between a diverse array of stakeholders. The City of El Paso as an organization is in a position to lead collaborative efforts toward the ongoing growth and prosperity of the entire community. By bringing together various partners across both the public and private sectors, the ambitious goals set forward by municipal leadership can be achieved and community expectations exceeded. A designated City of El Paso team will formalize an alternative engagement model that brings stakeholders together under a framework of common goals.

ACTION LEAD: Goal 5 Strategic Planning Team

PARTNERS: Borderplex Alliance, County of El Paso, Metropolitan Planning Organization, State Legislative Delegation, Community Non Profit Sector, Greater Chamber of Commerce, Hispanic Chamber of Commerce

RESILIENCE VALUE: El Paso will serve as a thought leader and catalyst for resilience building for other cities while learning from a network of global partners.

ACTION 4.2.3 Establish El Paso / Ciudad Juarez as a dynamic and seamless binational community emphasizing both economic and cultural development potential.

The governing bodies of both the City of El Paso and Ciudad Juarez have approved the creation of a binational task force comprised of two city council members from each city as well as relevant staff members focused on optimizing resources and maximizing regional impact of binational projects and initiatives. The task force will identify priorities for the binational community and make recommendations to be considered by both city councils at regularly scheduled bi-national council meetings held in alternating locations on both sides of the border. The task force provides the framework for an ongoing collaborative decision making vehicle with the capacity to align efforts on an international scale.

ACTION LEAD: Goal 1 Strategic Planning Team

PARTNERS: Ciudad Juarez





A key factor in El Paso's continuing economic vibrancy is Fort Bliss. Some parts of this Army installation are actually within the City limits while vast training areas and base camps extend north to, and across, the New Mexico state line, over a million acres deep into neighboring Doña Ana and Otero Counties. The effects of

Fort Bliss extend well beyond its boundaries. In addition to nearly 3,500 units of on-post housing in fifteen neighborhoods, a large proportion of military housing is located off- post throughout the City. The current population at Fort Bliss includes 29,255 active-duty soldiers, 2,640 reservists, 44,468 family members, and 7,755 civilians. Geographically the Fort Bliss Military Post is within the El Paso ISD School boundaries with one high school and four elementary schools located within the post. EPISD built, staffs, and oversees the following schools on post:

- Chapin High School with 26.81% military students,
- Bliss Elementary School with 78.19% military students
- Logan Elementary School with 70.91% military students
- Milam Elementary School with 99.12% military students
- Powell Elementary School with 93.69% military students

Fort Bliss was originally located near Downtown El Paso and later at several other locations within today's City limits. In 1893 the post was moved to West Fort Bliss, just west of the El Paso International Airport.

Fort Bliss became a major military training center as the onset of World War II triggered a boom in El Paso's economy. By 1942 Fort Bliss was the largest Army base in the nation. After the war, Biggs Air Force Base established itself as an important military post in the region. Biggs was closed in 1966 and reactivated as Biggs Army Airfield in 1973. Fort Bliss is currently home to the 1st Armored division.



GOAL 4.3

Connect people and initiatives across the region, activating the bi-national community.

RESILIENCE VALUE: El Paso and Juarez together will develop long-term binational planning in issues that build resilience across national borders, showcasing the intersection of physical, environmental, and social impacts common to both communities.

ACTION 4.3.1 Develop regional scale community events focused on connecting people across borders.

Collaborating with a variety of local and regional leadership as well as community-based groups in El Paso and Ciudad Juarez, the City of El Paso will support the implementation of community events focused on resilience building and social cohesion. Potential event topics may include a celebration of the ongoing relationship between El Paso and Ciudad Juarez, health and wellness educational opportunities, or economic development networking among businesses and related partners, among other initiatives. At least two regional community events will be executed annually.

ACTION LEAD: Goal 8 Strategic Planning Team

PARTNERS: Ciudad Juarez, UTEP, Velo Paso Bicycle Pedestrian Coalition, USGBC Texas, Borderplex Alliance Innovation Frontera

ACTION 4.3.2 Promote bi-national and interstate adoption of regional planning best practices.

Based on scientific research and best practices, El Paso will partner closely with Ciudad Juarez and the communities of Southern New Mexico to outline ambitious infrastructure and development goals for the region and work with related partners to make progress towards those goals. The city will also support coordination efforts with academic institutions, such as The University of Texas at El Paso, to guide policy and program planning while also supporting interagency collaborative efforts.

ACTION LEAD: Goal 1 Strategic Planning Team

PARTNERS: UTEP, Borderplex2020 Regional Planning Task Force, BECC, Ciudad Juarez, RGCOG, County of El Paso

The El Paso / Las Cruces / Juarez Metroplex has taken on an important, complex and very high potential program aimed at improving the innovation culture in their region. This is a tough challenge and it's complicated, nuanced and often hard to define. Overcoming the challenge, the Innovation Frontera identified several key components to success:

- Grow a vibrant interconnected innovation ecosystem
- Foster connectivity, trust and collaboration
- Celebrate role models, lower barriers and activate networks
- Adaptive prideful messaging for the region
- Cultivate openness, serendipity and willingness to take risk
- Activate the global opportunity for the innovation frontera

PURPOSE OF INNOVATION FRONTERA: To create prosperity without borders.

As part of the first steps of this effort, the collaborative group came together to establish a social contract, or method of working together emphasizing cooperation, diversity, trust and binational experimentation. Each participating organization commits to the tenets established. That contract came to fruition as follows:

- I am joining a diverse inclusive global community of people who share a belief in the culture of innovation and entrepreneurship. I commit to collaborating as part of a bi-national community for the betterment of our region, El Paso, Ciudad Juarez, and southern New Mexico a
- I will recognize, celebrate, and encourage role models publicly. I am committed to grow as a role model of innovation and to evolve to as an individual, a worker, a family member, and community member.
- I understand that I will receive valuable help from others for free or at a very low cost. I agree to “pay forward” whatever positive benefits I receive.
- I will give trust to others before expecting to receive trust in return. I will treat everyone fairly and respectfully.
- Collaborate, Collaborate, Collaborate. Together we will be more innovative. I will bring people together, participate in gatherings of others, and invite and encourage others to collaborate to identify problems and innovate toward solutions that benefit the community.
- I will dream, experiment, iterate, and persist. I will encourage others to do the same. I understand that mistakes and failure are acceptable ways of testing new ideas. I will open myself to learning from others. I will help nurture learning in others.
- I will live these ideals as a member of this bi-national global community. I will share these ideals and encourage other to embrace them.

ACKNOWLEDGMENTS



The preceding pages are more than a compilation of activities and concepts, it is the path forward for our city, representative of the intellect, passion and ambition of an entire community. Over the course of developing this strategy, many from the City of El Paso, the 100 Resilient Cities Team and a diverse array of global and community partners have worked to complete it. The City of El Paso offers our extraordinary thanks and gratitude for all of your contributions to our shared future.

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Ciudad Juarez
Ysleta Del Sur Pueblo
Housing Authority of the City of El Paso
Greater El Paso Chamber of Commerce
Hispanic Chamber of Commerce
Metropolitan Planning Organization
Destination El Paso
University of Texas at El Paso
Hunt Institute for Global Competitiveness
Texas Tech University
El Paso Community College
Workforce Solutions Borderplex
Hub of Human Innovation
Tech Hub
FEMAP
Paso Del Norte Foundation
El Paso Community Foundation
El Paso Electric
El Paso Water
El Paso Home Builders Association
Greater El Paso Association of Realtors
Texas Parks + Wildlife
Frontera Land Alliance
Franklin Mountains Wilderness Coalition
Medical Center of the Americas
Hospitals of Providence
Institute for Healthy Living
La Semilla
EPISD Community Schools
Downtown Management District
Urban Land Institute
American Institute of Architects
USGBC Texas
Texas PACE Authority
Border Environmental Cooperative Comm.
Eco El Paso
Velo Paso
El Paso Neighborhood Coalition
El Paso Coalition for the Homeless
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