



# **“Envision Mineral Wells”**

**Establishing A Vision  
For Economic Prosperity**

**February 6, 2017**

**What happens after the dog  
catches the car?**

**“If It Is To Be  
It Is Up To Me!”**

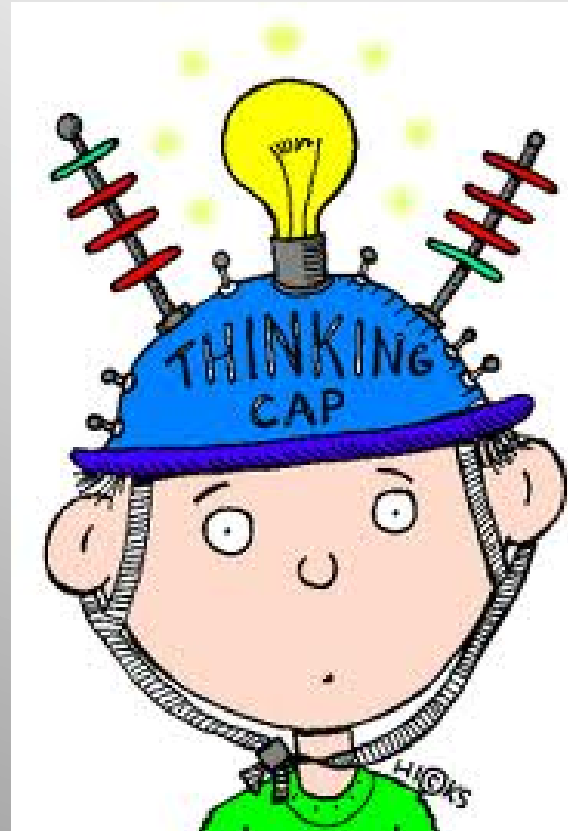
# Plan for the Future; Don't Get Stuck in the Past

“I skate to where the puck is going to be”



Wayne Gretzky

# Problem-Solving Time...



# HOW?

Not by attacking the problems (symptoms)

By changing the circumstances causing the problem

# Who Should Solve These Issues?



**Government**



**Education**



**Industry**

# **Growing Your Economy**

“Who does what by when?”

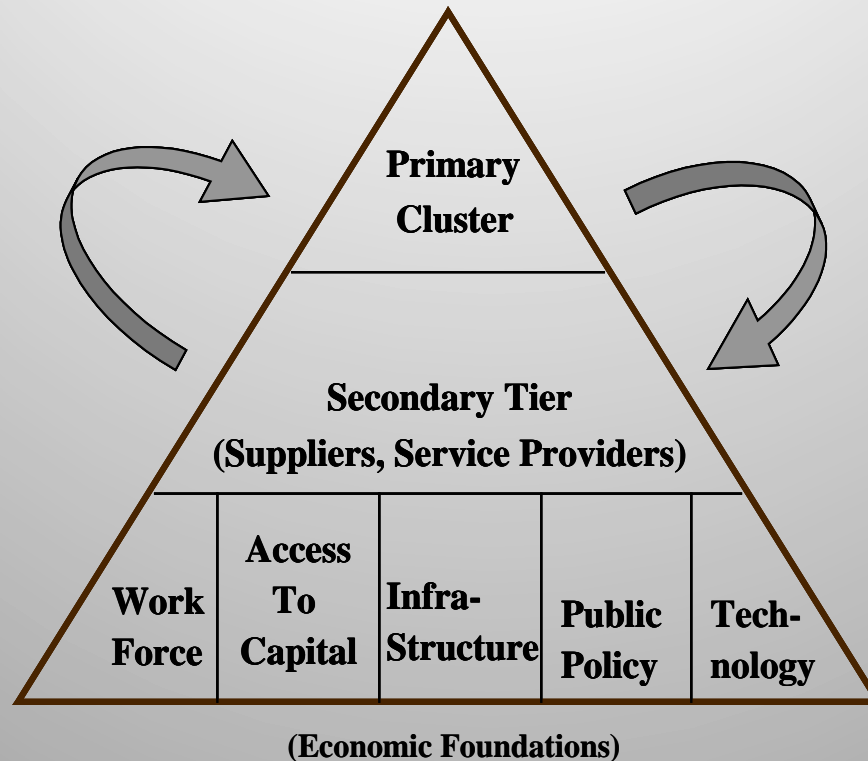


# Economic Reality

## 3 Things happen in an economic region

1. Generate wealth
2. Recirculate wealth in your region
3. Wealth migrates to other regions

# Strategic Plan Based on Industry Cluster Model



Strengthening the 5 primary economic foundations in alignment with and support of our primary industry clusters is equally critical to our economic sustainability.

# Economic Realities

- 3 Things Happen In An Economic Region:
  - Generate wealth
  - Recirculate wealth within region
  - Wealth migrates to other regions
- You must be able to move people, product and information - rapidly, effectively and efficiently - that requires mobility
- Innovation drives economic development – which demands technology discovery and smart people
- 97% of the worlds consumers live in other countries – that means international trade

# Growing Your Economy

“How do we measure success”

1. Tax base value
2. Net job growth
3. Median income

# Keys to Success

- Stakeholder Engagement
- Organizational Leadership
- Data & Fact Based Analysis
- Collaborative Approach
- Community Awareness

# Key Steps

## Identify

- Stakeholders (Organizations)
- Leadership (Primary)
- Champions (Individuals)
- Adopt topical focus
- Assimilate data
- Brief stakeholders

# Envision Mineral Wells

- The objectives are to:
  - (1) identify and assess the challenges we face
  - (2) determine which are most critical to our sustainability
  - (3) propose and prioritize high value, high return ideas and solutions
- The outcome will serve as the basis for a long range plan for the City, the County, the Chamber of Commerce, and our strategic partners

# Definition of Insanity

“Trying to achieve a different outcome by doing the same thing in the same way with the same people”



# Are Business & Community Leaders “Getting It”?

- Historical: “Business Climate” – keep costs low, minimize unions and government, closed governance
- Contemporary: “Regional Stewardship” – attract high quality workers and firms, maintain environment/quality of life, share governance, address social side

# Sustainability Model

*Innovative Economy*

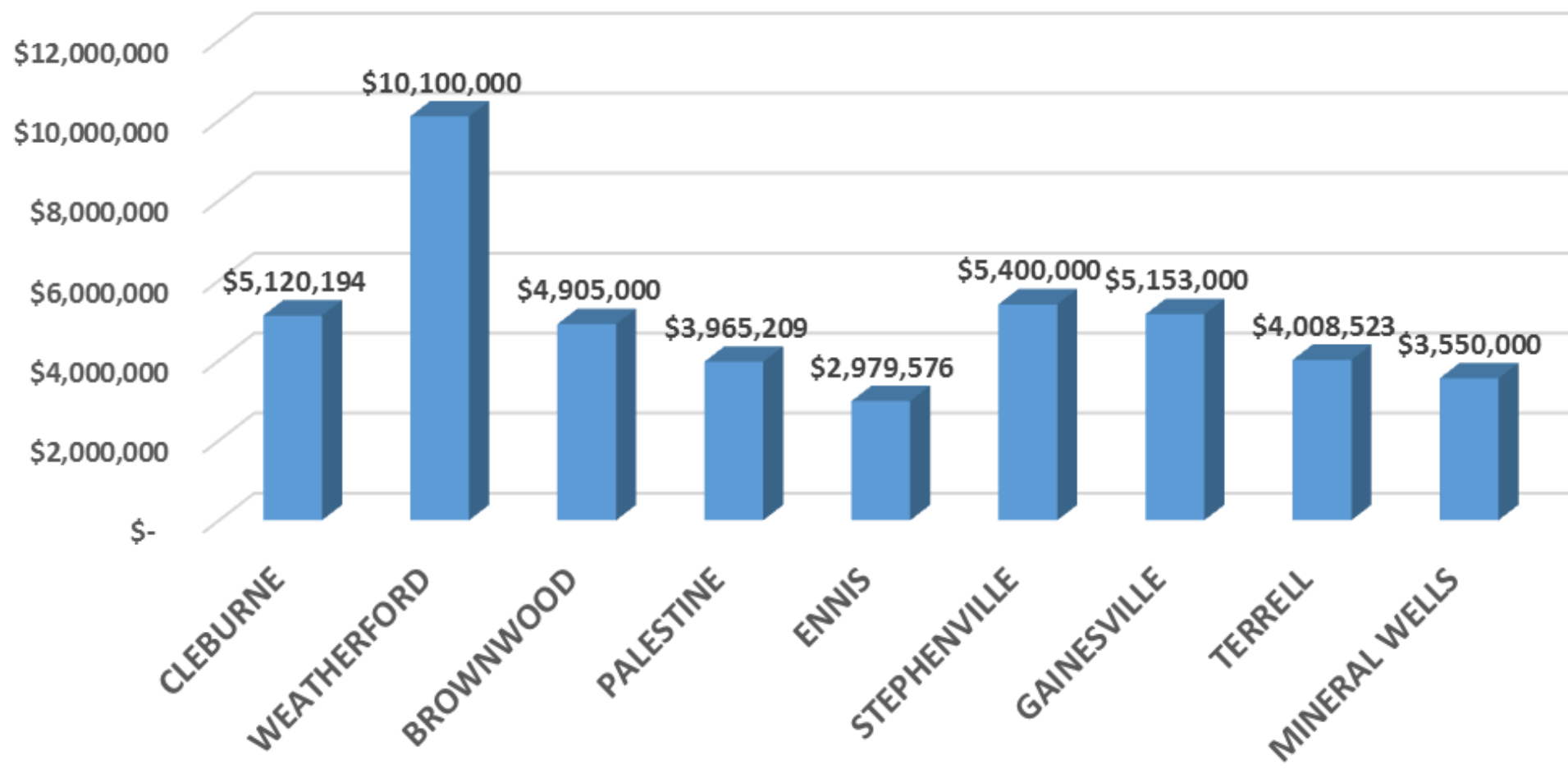
*Livable  
Community*



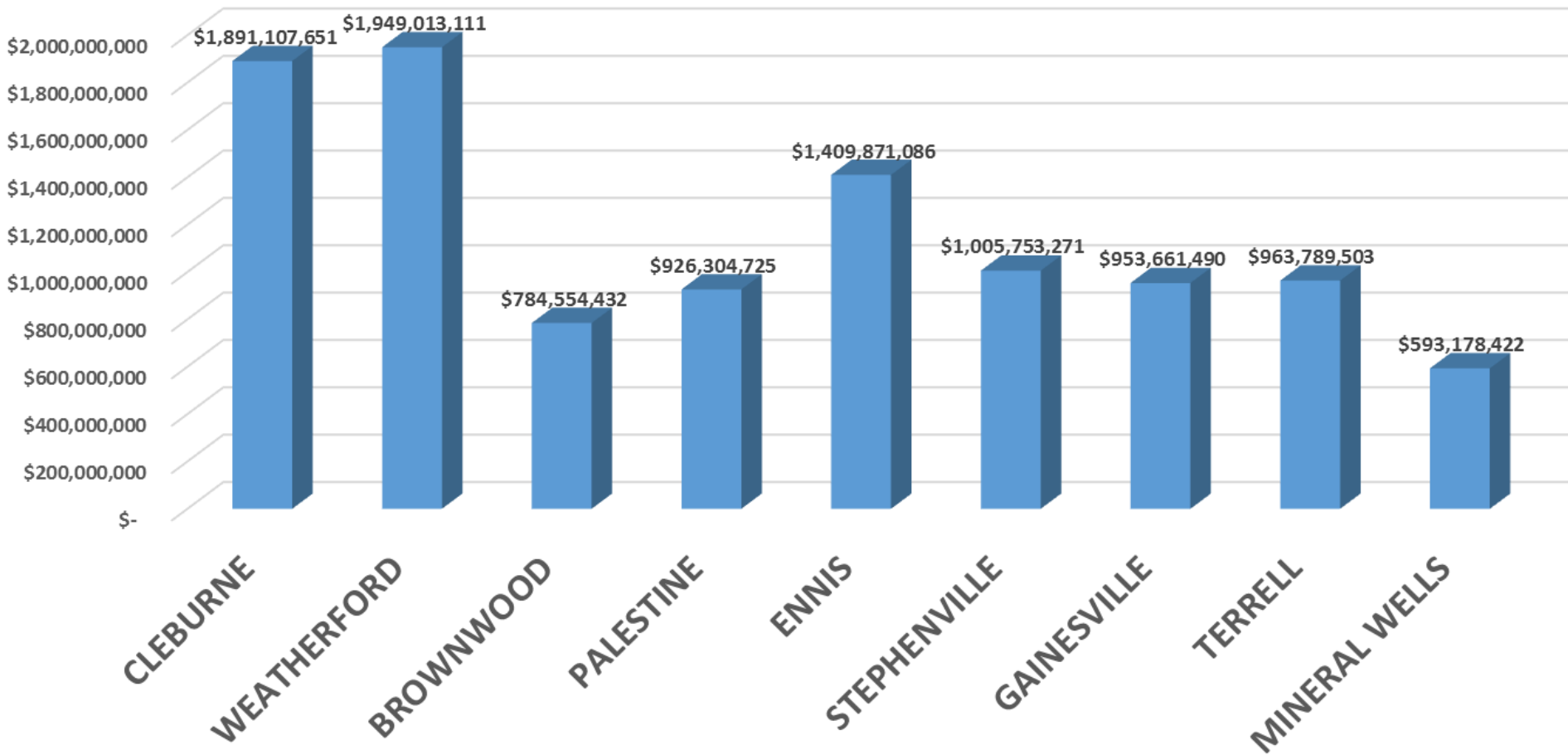
*Collaborative  
Governance*

*Social Inclusion*

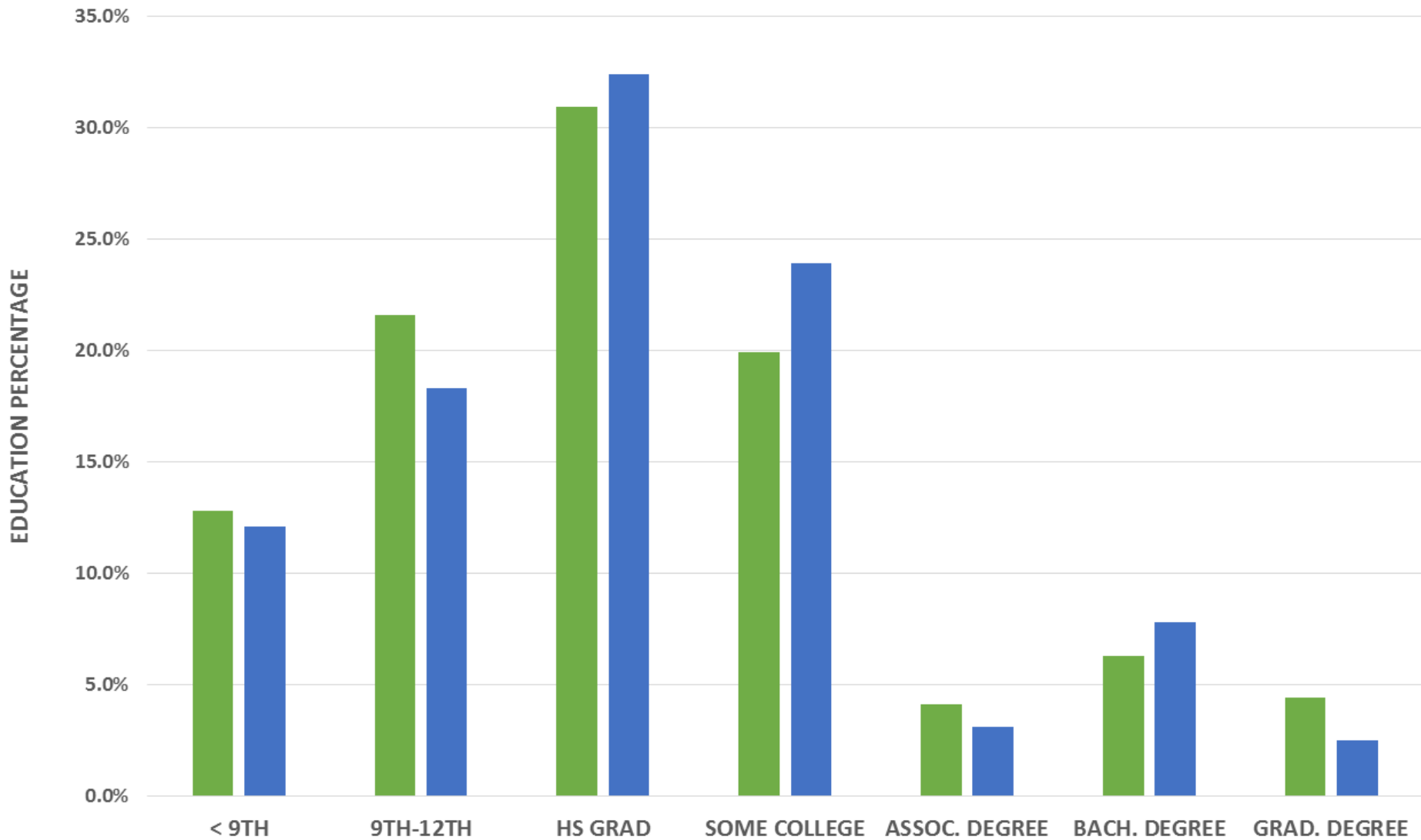
# 2014/2015 SALES TAX IN SELECT CITIES



# AD VALOREM VALUATION IN SELECT CITIES



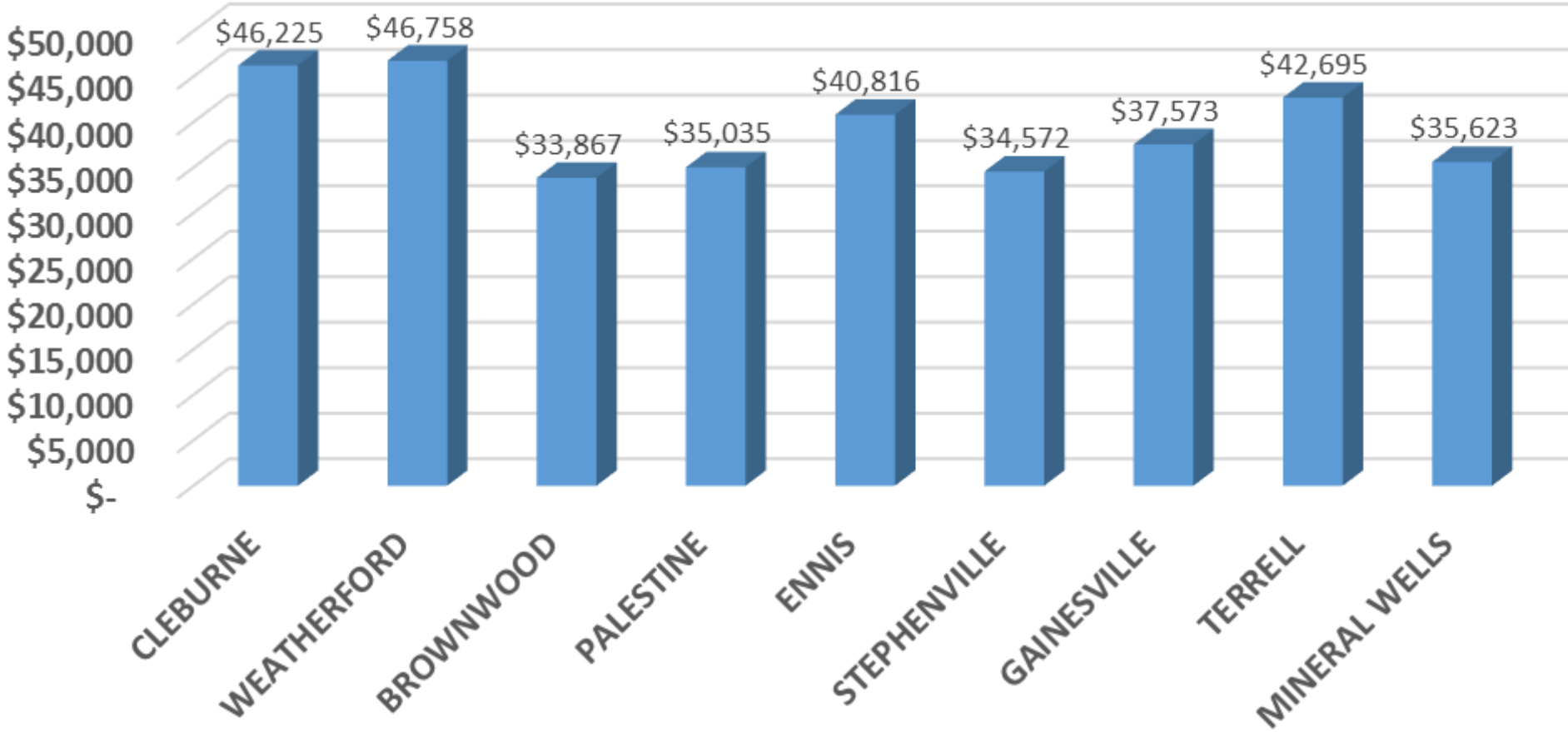
# MINERAL WELLS EDUCATIONAL ATTAINMENT OF PERSONS AGE 25+ (%)



THIS CHART CONTAINS A MARGIN OF ERROR

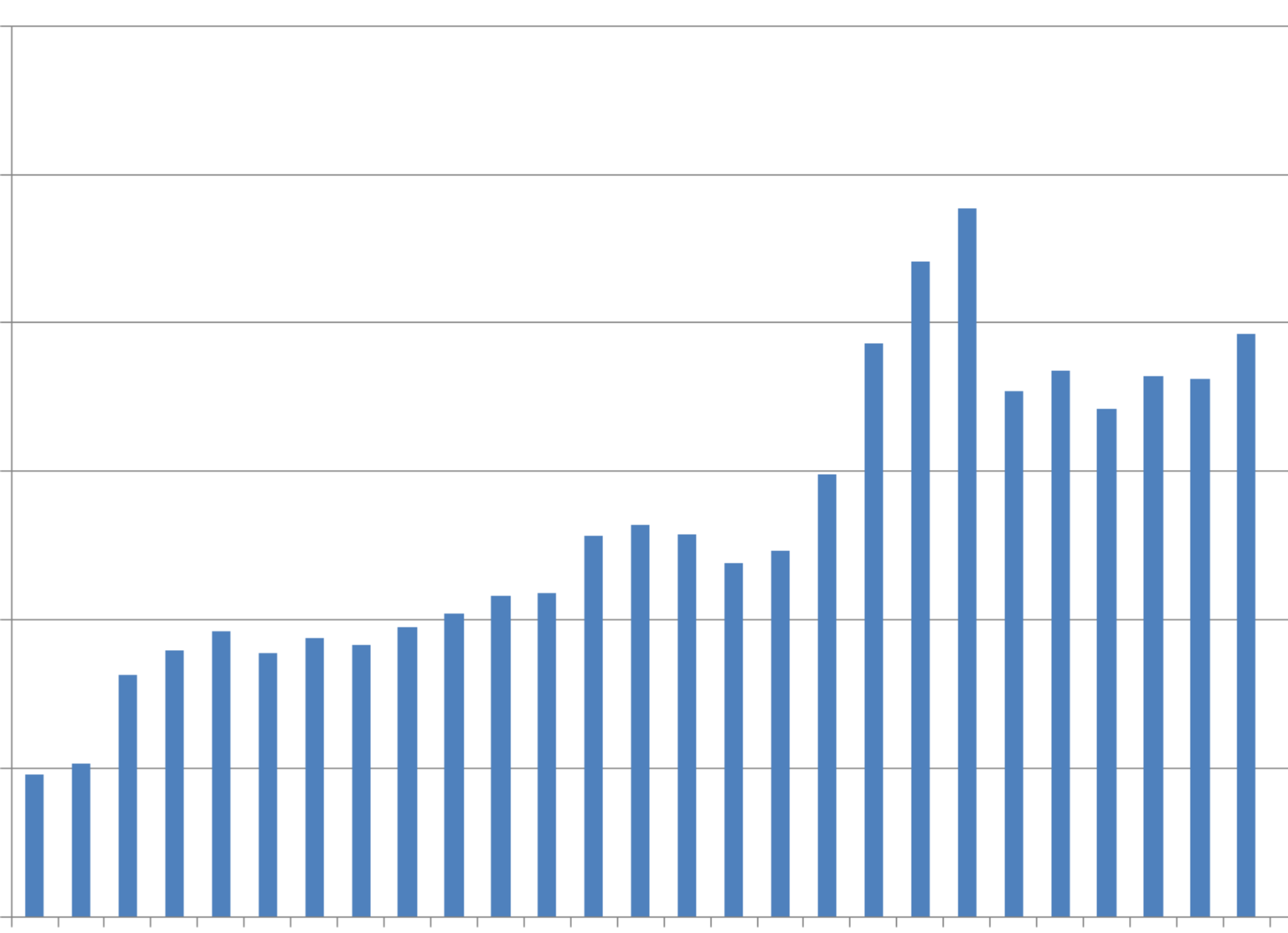
■ 2000 ■ 2010

# MINERAL WELLS 2013 MEDIAN INCOME



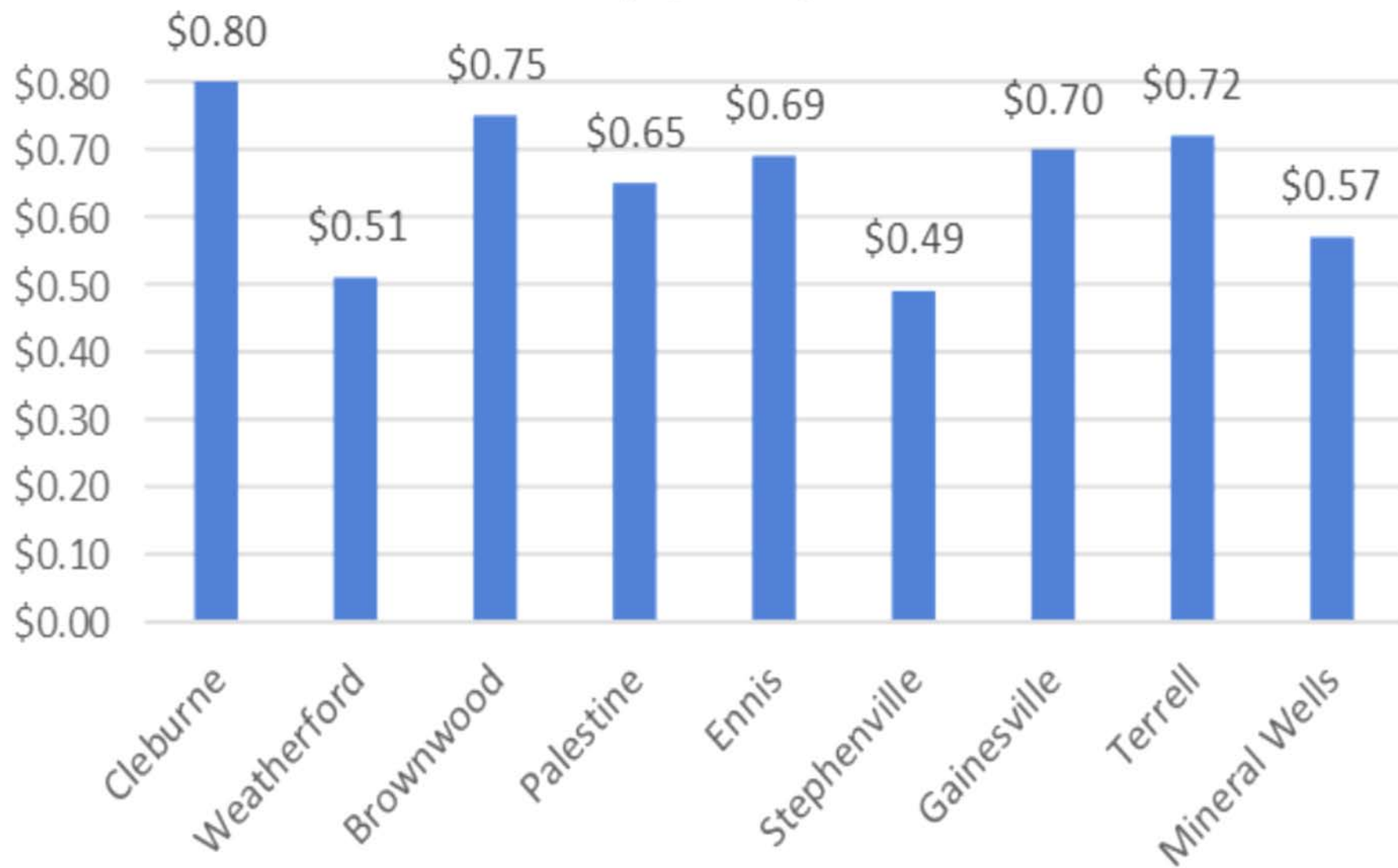
# MINERAL WELLS TOTAL SALES TAX

\$6,000,000  
\$5,000,000  
\$4,000,000  
\$3,000,000  
\$2,000,000  
\$1,000,000  
\$0



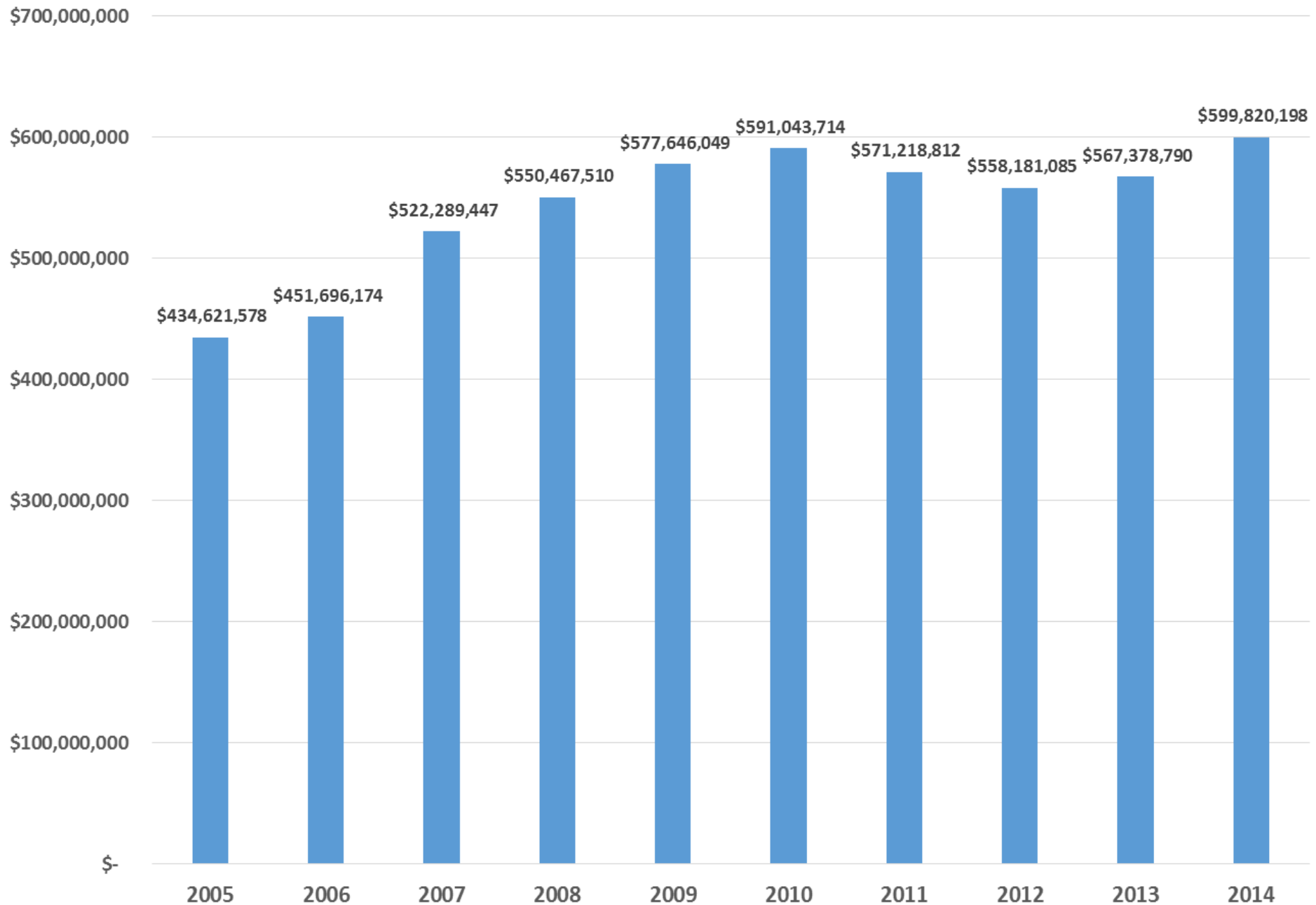
1988 1989 1990 1991 1992 1993 1994 1995 1996 1997 1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014

## 2016 Municipal Tax Rates in Select Cities (\$/100)

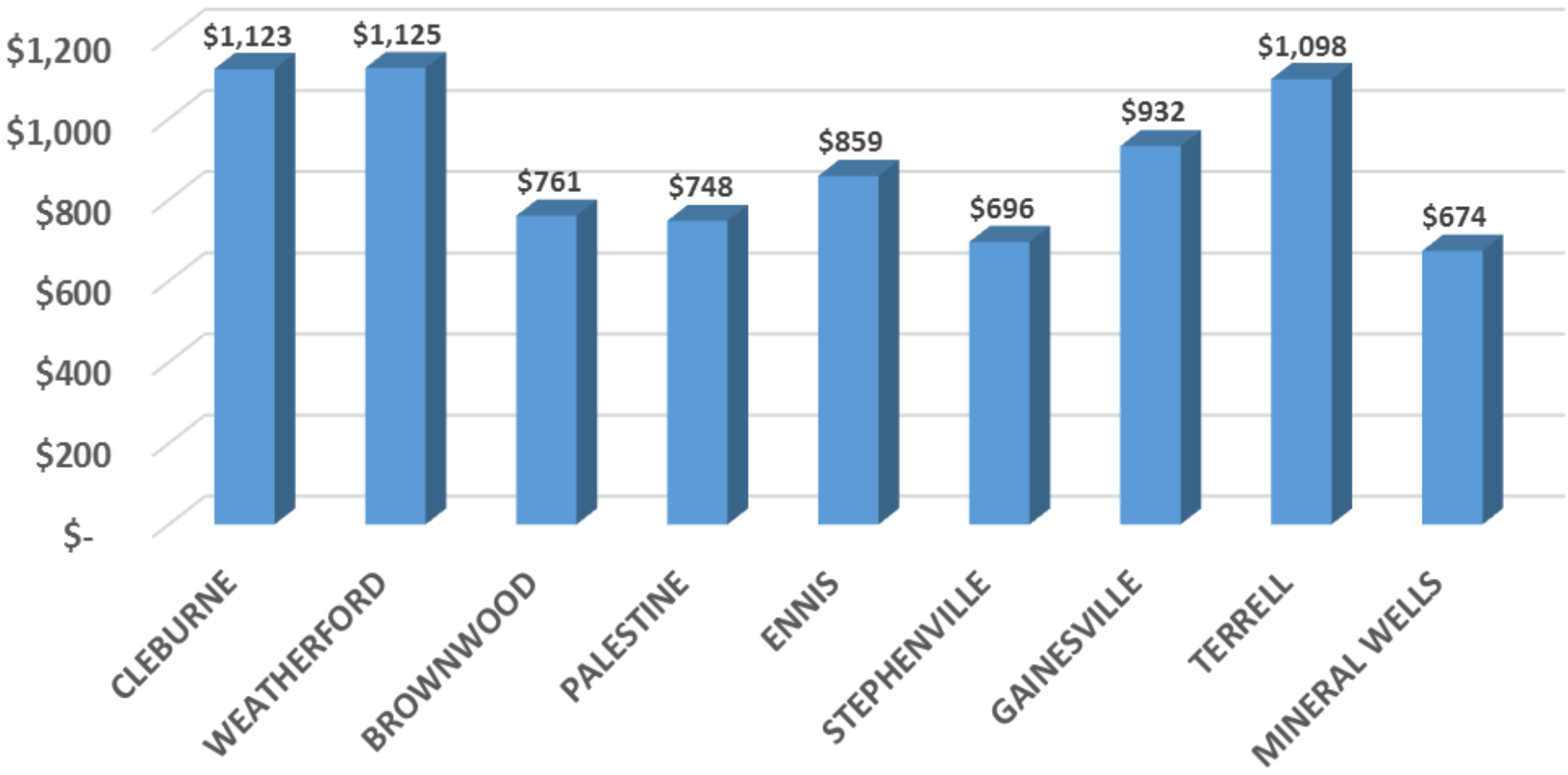




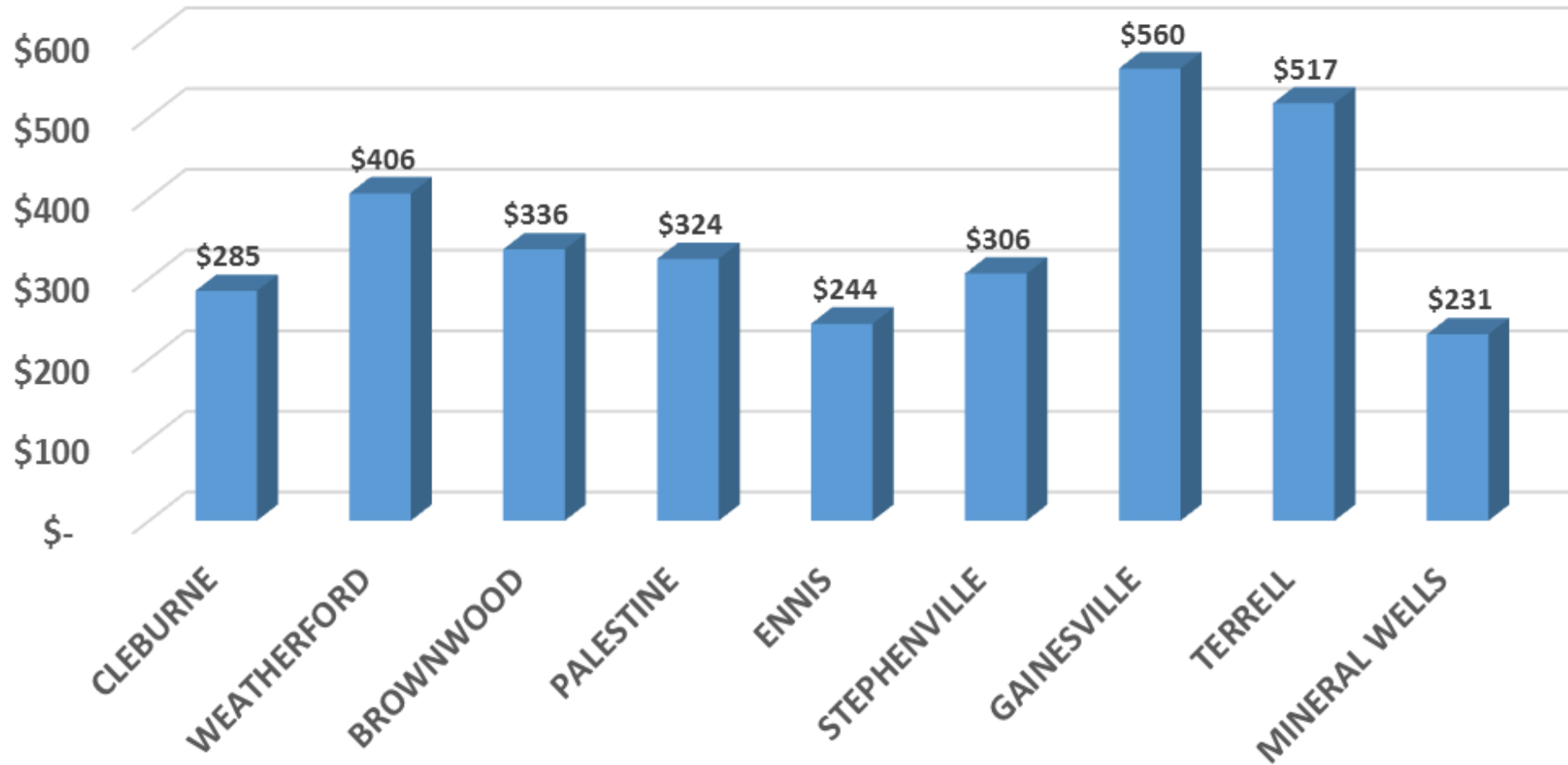
# MINERAL WELLS TOTAL TAXABLE APPRAISED VALUE



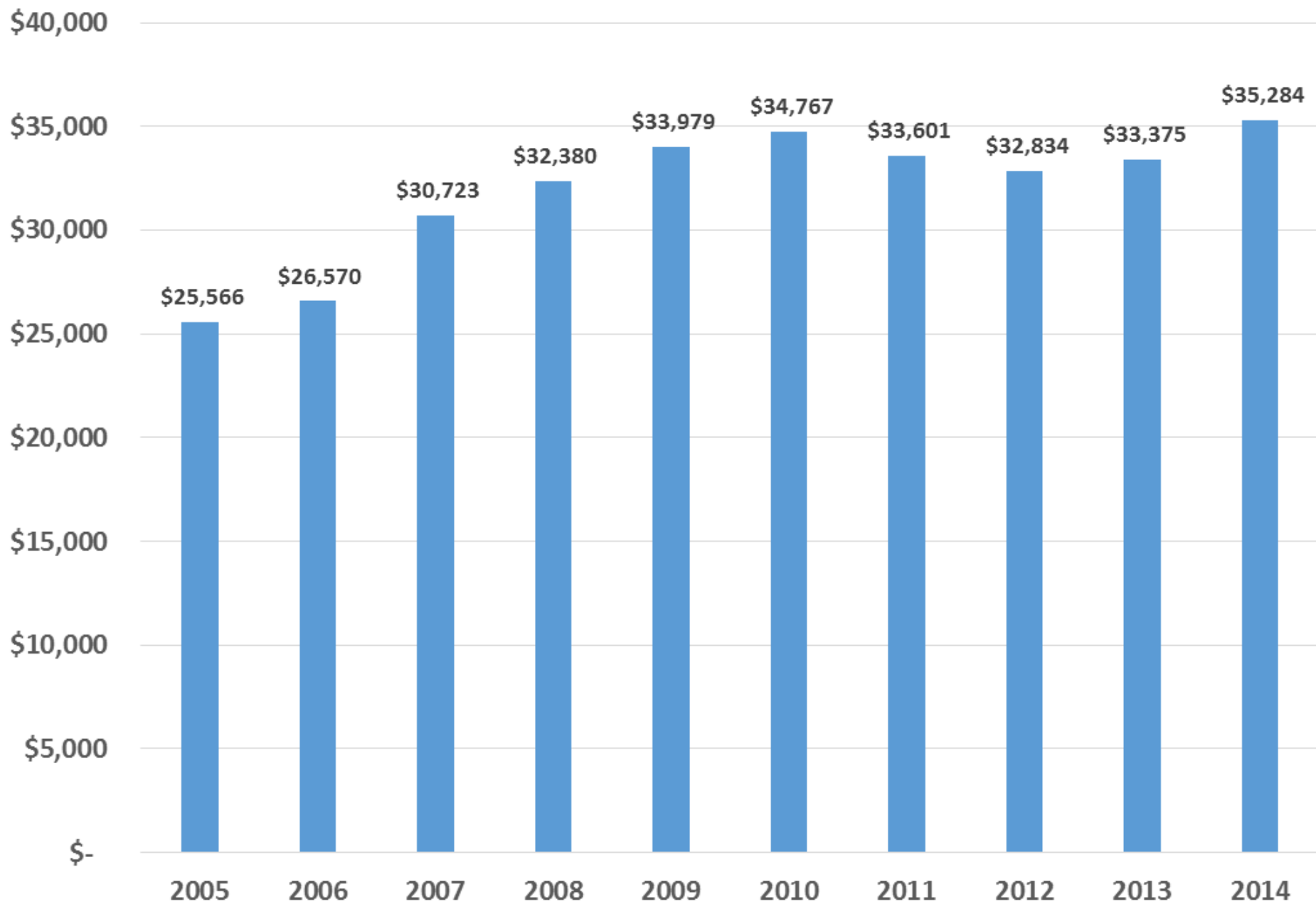
# 2014/2015 PER CAPITA GENERAL FUND EXPENDITURES



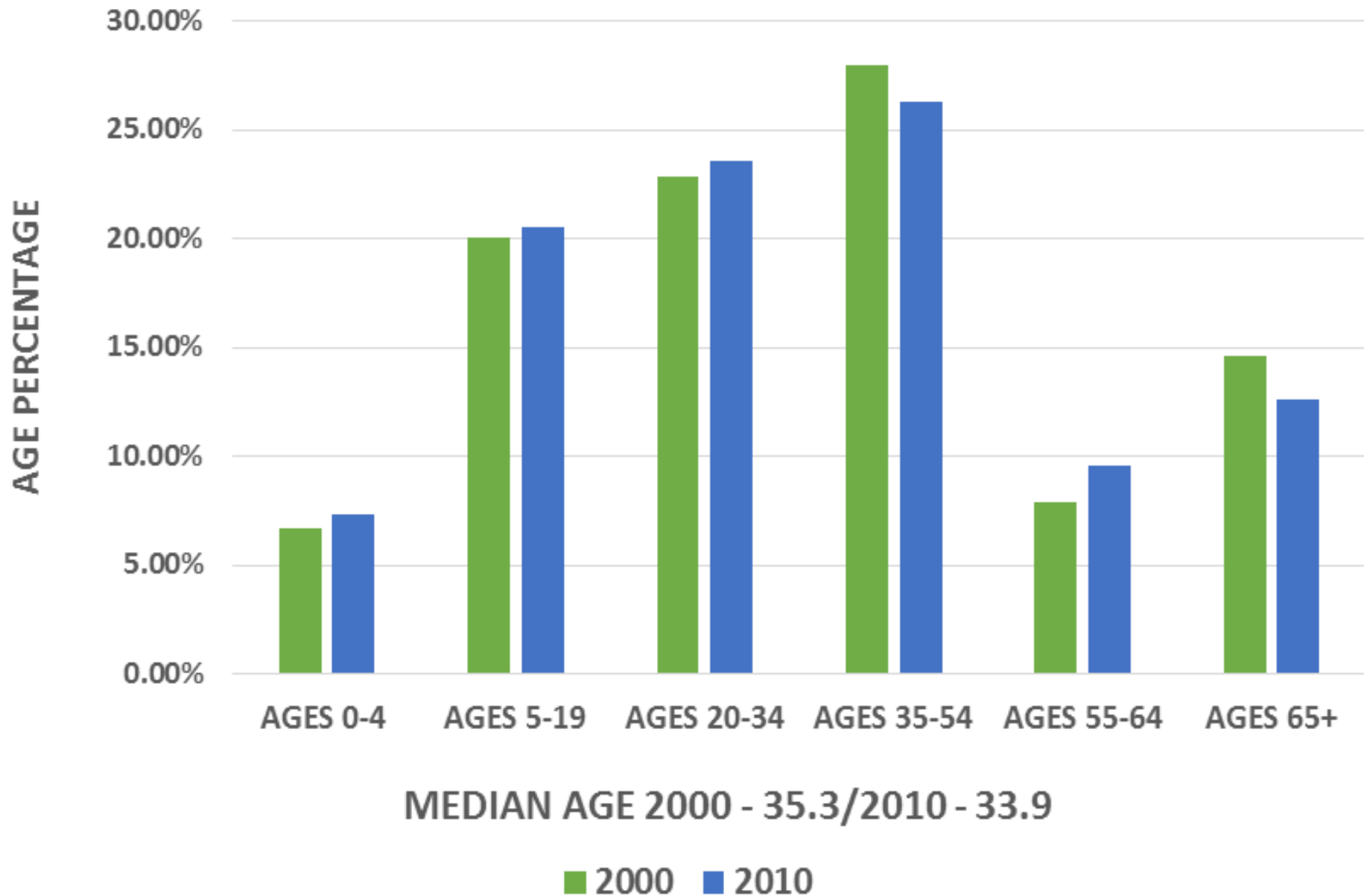
# 2014 PER CAPITA SALES TAX IN SELECT CITIES



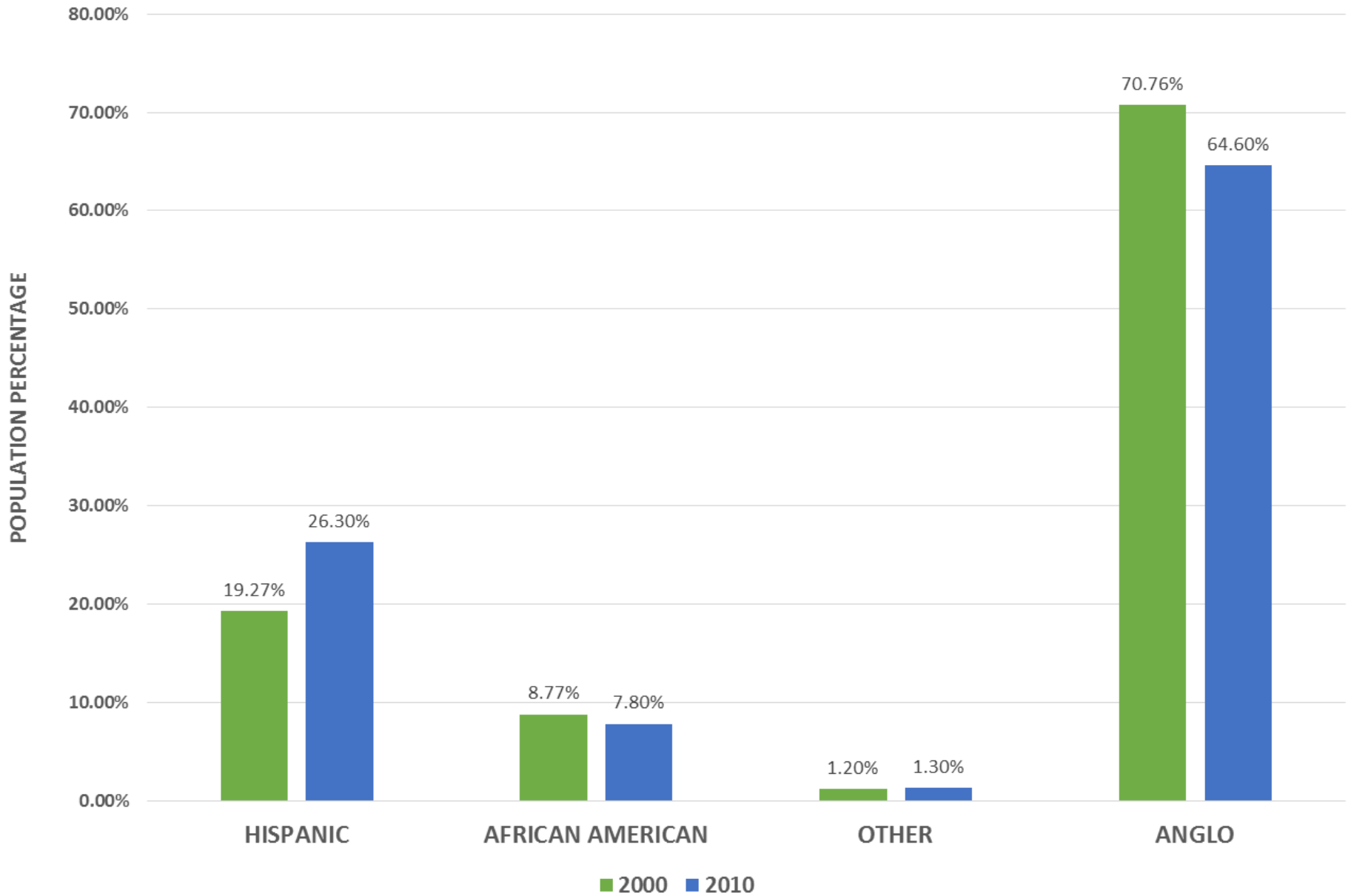
# MINERAL WELLS PER CAPITA TAXABLE VAULE



# MINERAL WELLS POPULATION BY AGE - %



# MINERAL WELLS POPULATION BY RACE & ETHNICITY



# Benchmarks

1. Growth in tax base value
2. Net job growth
3. Median income growth

# “Where do the resources come from”

- Federal Government
- State Government
- County Government
- City Government
- Education
- Private Sector



# Envision Mineral Wells

## Goals and Objectives

# Our Economic Competitiveness

## **Goal 1: Grow and diversify the economy of Mineral Wells.**

- Objective 1: Create, expand and recruit companies in our targeted business clusters; Tourism, Healthcare, Aviation, and Manufacturing
- Objective 2: Retain and expand existing companies in our targeted business clusters.
- Objective 3: Provide the resources and support necessary for the creation, establishment and sustainability of Mineral Wells business clusters.

## **Goal 2: Maintain, improve and develop the primary facilities and infrastructure necessary to support the growth of our targeted business clusters.**

- Objective 1: Promote/develop the Mineral Wells Municipal Airport as an economic asset.
- Objective 2: Promote/develop the Fort Wolters Industrial area.
- Objective 3: Explore expansion and development of current and future industrial park to attract tech, supply, and other industrial development

# **Maintaining A Competitive Workforce**

**Goal 1: Performance: Work to improve Pre-K through 12th Grade public school performance, student educational attainment, and perceptions of the system.**

- Objective 1: Increase the expectation for our students and set higher goals and standards for our local young people
- Objective 2: Engage in more marketing of our schools and the opportunities offered at Mineral Wells Independent School District

**Goal 2: Partnerships: Work to develop partnerships among and between our educational institutions with business and government at all levels.**

- Objective 1: Maintain, strengthen and expand business partnerships, inclusive of a focus on STEM as well as CTE.
- Objective 2: Strengthen the partnership with Weatherford College and develop strong partnerships with additional institutions of higher education in North Texas

**Goal 3: Workforce: Work to ensure the workforce development system addresses the need for skilled workers required by Mineral Wells Targeted Business Sectors.**

- Objective 1: Develop a strong partnership with the North Central Texas Workforce Board
- Objective 2: Determine the most critical jobs/skills needs for Mineral Wells employers and develop a plan to provide the necessary skilled workforce

# Community Redevelopment

**Goal 1: Identify and focus on the redevelopment of areas deemed most critical.**

- Objective 1: Downtown: utilizing the plan established by UT Arlington, focus on the redevelopment of downtown, with an emphasis on retail, dining and entertainment.
- Objective 2: Neighborhoods: Develop priorities and plans for the revitalization of existing, targeted neighborhoods.

**Goal 2: At risk/underserved populations: Identify and establish the support necessary to serve Mineral Wells at risk and underserved populations.**

**Goal 3: Housing: Address the need for housing development in Mineral Wells at all levels from executive housing to affordable housing.**

# Infrastructure & Mobility

**Goal 1: Infrastructure Plan: Develop a formal plan of growth to include utilities, roadways (to include bypass loop), water and sewer infrastructure needs to serve anticipate growth for commercial and residential areas**

- Objective 1: By Pass: Develop a bypass loop or truck route to route trucks out of the downtown area; stage construction, public outreach needed
- Objective 2: Connectivity: Provide safe and attractive pedestrian and bicycle facilities to connect points of interest

**Goal 2: Enhance Mobility: Address congestion and mobility by using all funding sources available; local, state and federal, to synchronize traffic signals on major highways and evaluate the possible reduction in total signal lights**

**Goal 3: Develop Airport: Fully utilize the Mineral Wells Municipal Airport for growth potential of the area**

# Quality of Life

## **Goal 1: Expand amenities in the City**

- Objective 1: Expand arts and cultural amenities in the City.
- Objective 2: Properly maintain and develop more parks, trails, and other amenities for recreational activities.
- Objective 3: Develop facilities and activities that serve the youth population of Mineral Wells.

## **Goal 2: Work with Mineral Wells healthcare providers to expand medical and mental health care within the community.**

## **Goal 3: Clean up blighted areas by focusing on code enforcement, to include levying fines, as well as infrastructure improvements.**

# **Promote Community Pride Through Cooperation and Inclusiveness in Community Activities**

## **Goal 1: Enhance local pride and levels of engagement in the Mineral Wells community.**

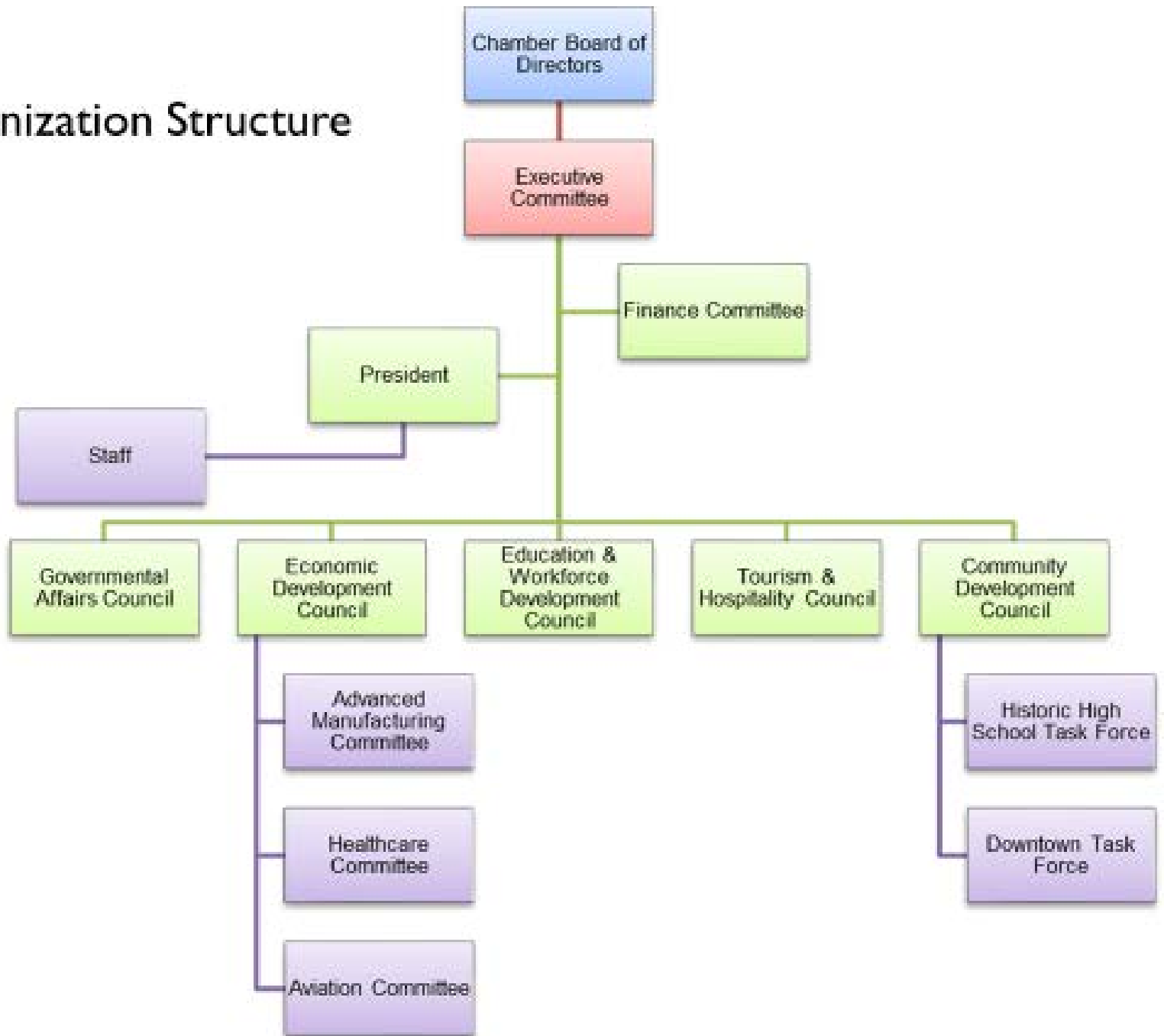
- Objective 1: Pursue an internal marketing campaign, focused on enhancing local pride.
- Objective 2: Achieve community “buy-in” for the implementation of the “Envision Mineral Wells” Strategic Plan.
- Objective 3: Formalize opportunities for interaction between community stakeholders at all levels and elected officials.

## **Goal 2: Identify and assess Mineral Wells’ strengths and weakness**

- Objective 1: Consider community wide recognition of Mineral Wells’ strengths
- Objective 2: Develop strategies to address Mineral Wells’ weaknesses

## **Goal 3: Develop a brand identity and comprehensive marketing strategy for the City of Mineral Wells.**

# New Organization Structure





**“Change is debilitating when done to you...  
But exhilarating when led by you.**

**To succeed, we must lead change in our  
community.**

**“It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change.”**

**-Charles Darwin**