



“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!”**

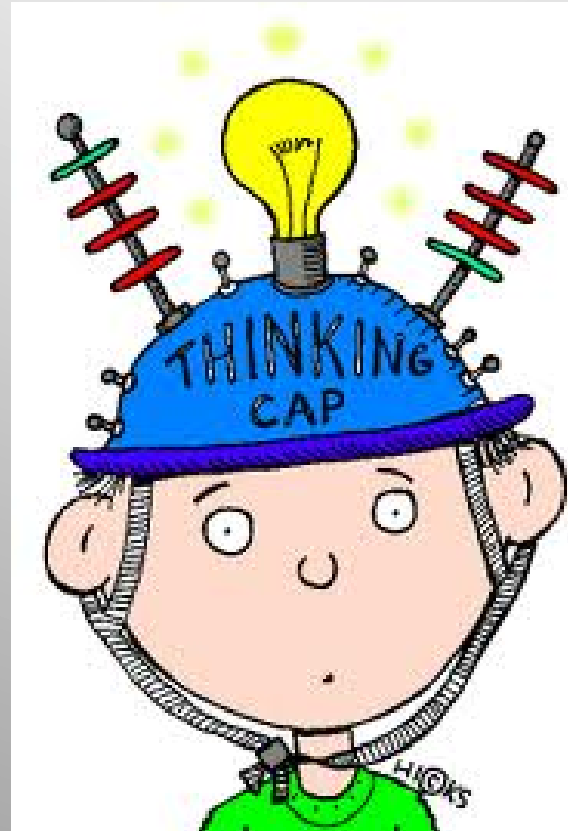
Plan for the Future; Don't Get Stuck in the Past

“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

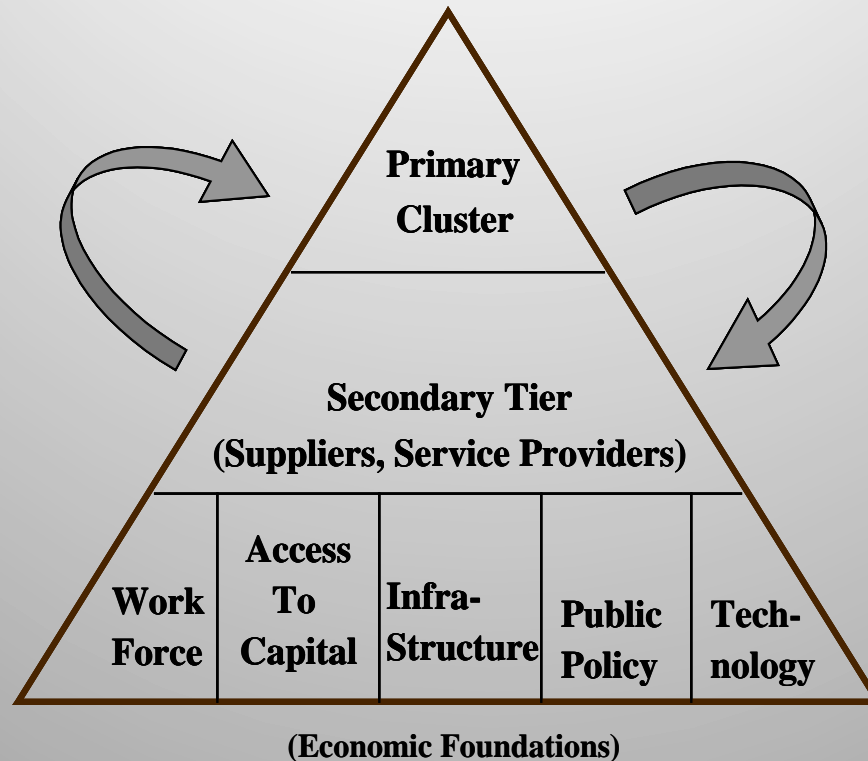
“Who does what by when?”

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

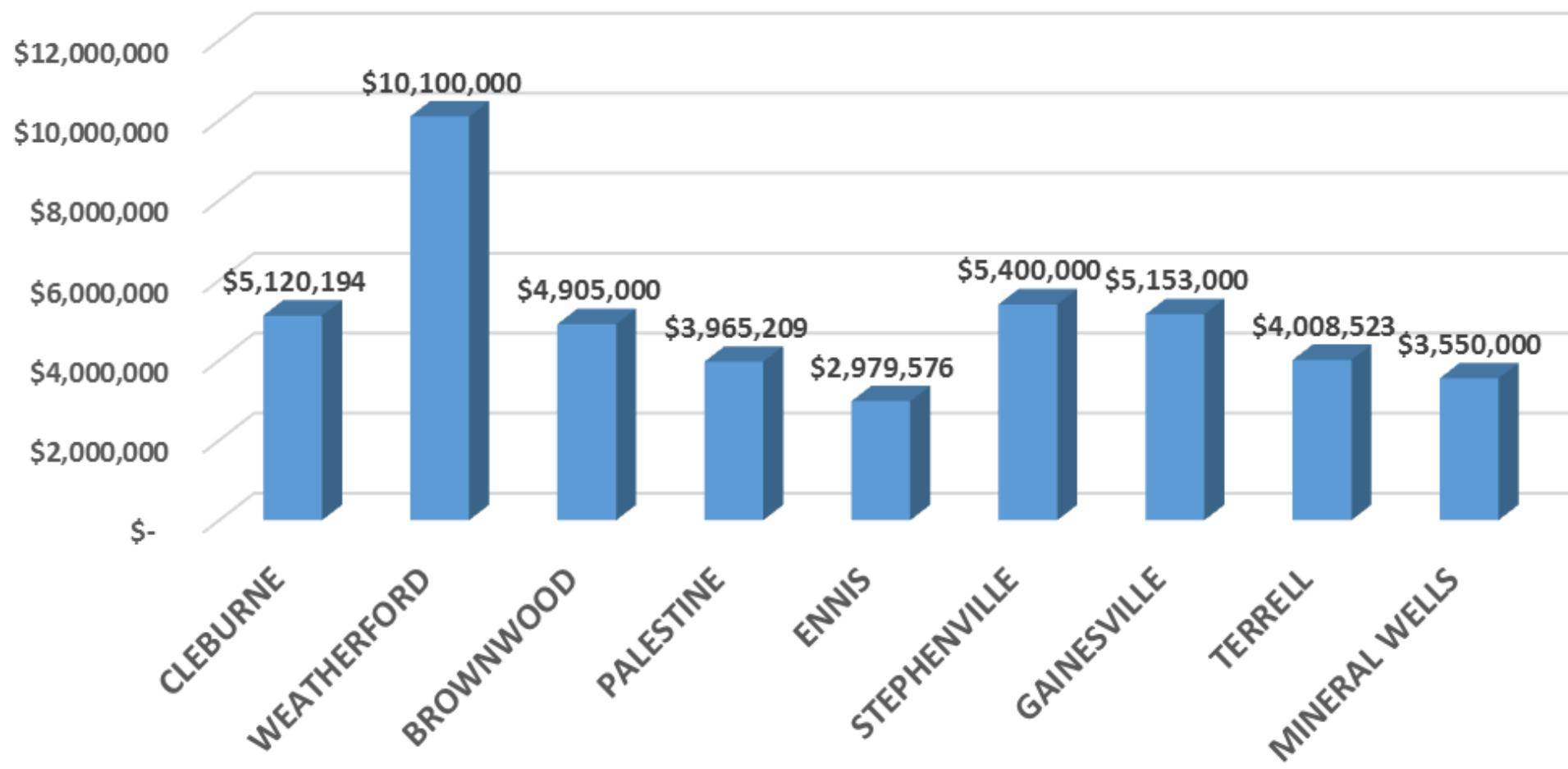


*Collaborative
Governance*

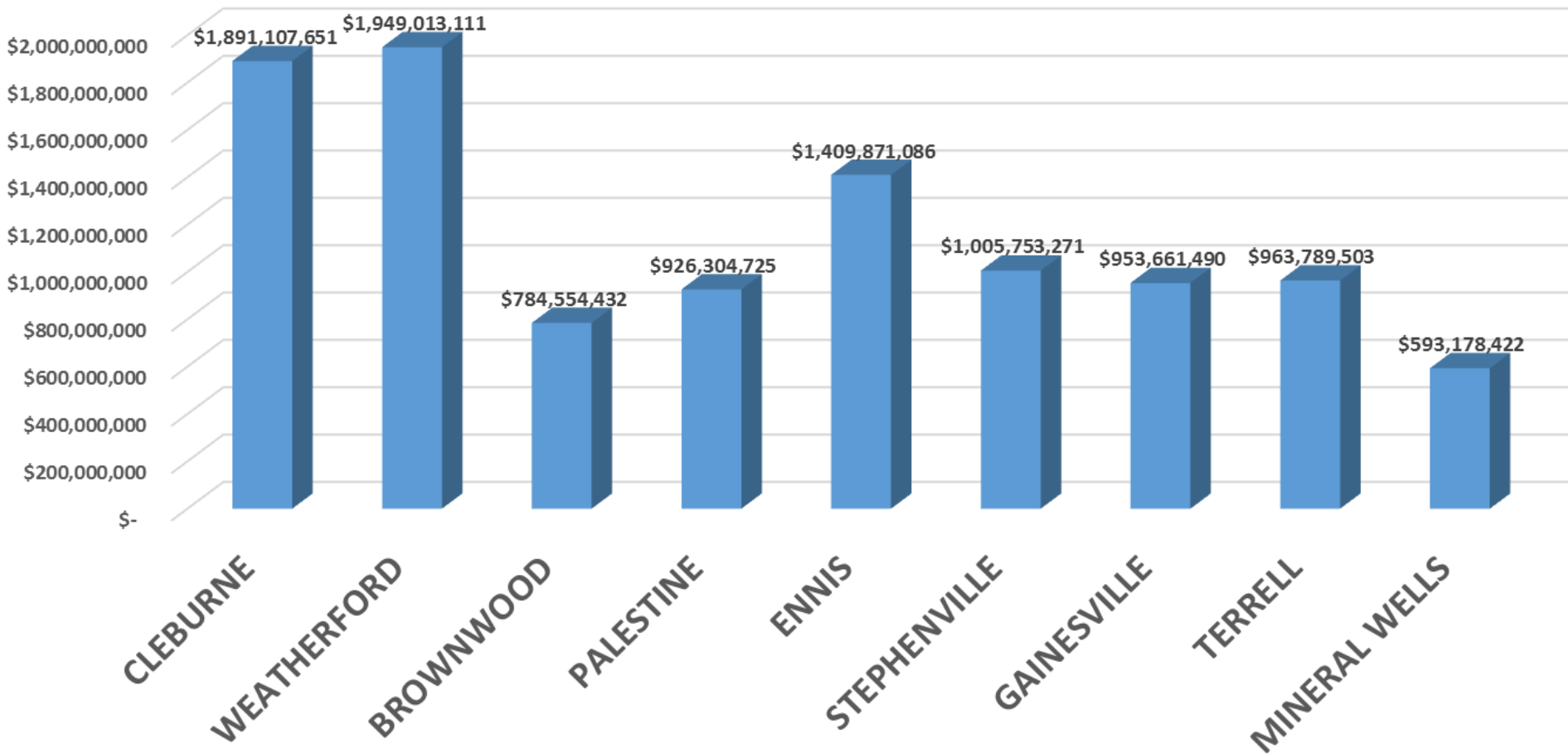
*Livable
Community*

Social Inclusion

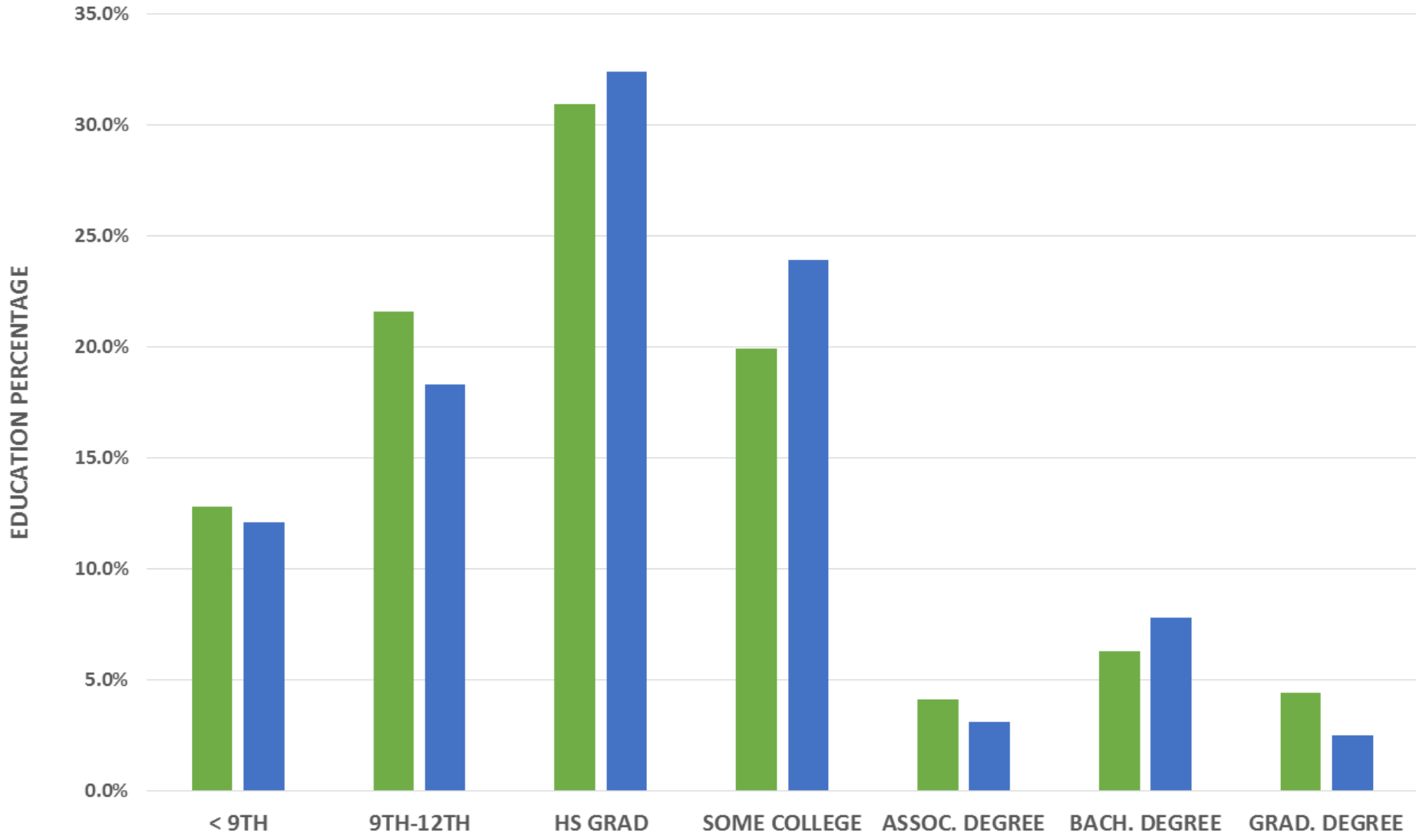
2014/2015 SALES TAX IN SELECT CITIES



AD VALOREM VALUATION IN SELECT CITIES



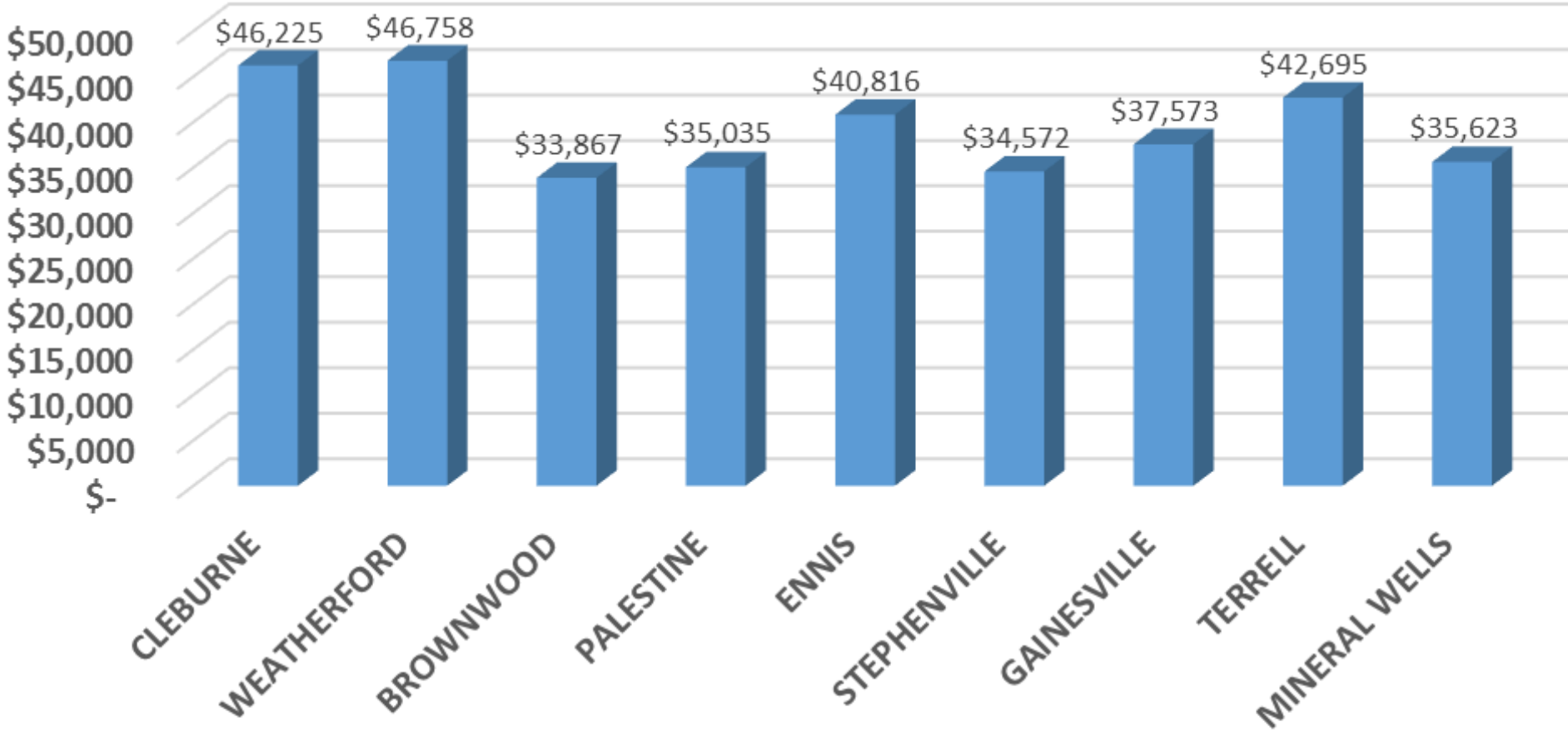
MINERAL WELLS EDUCATIONAL ATTAINMENT OF PERSONS AGE 25+ (%)



THIS CHART CONTAINS A MARGIN OF ERROR

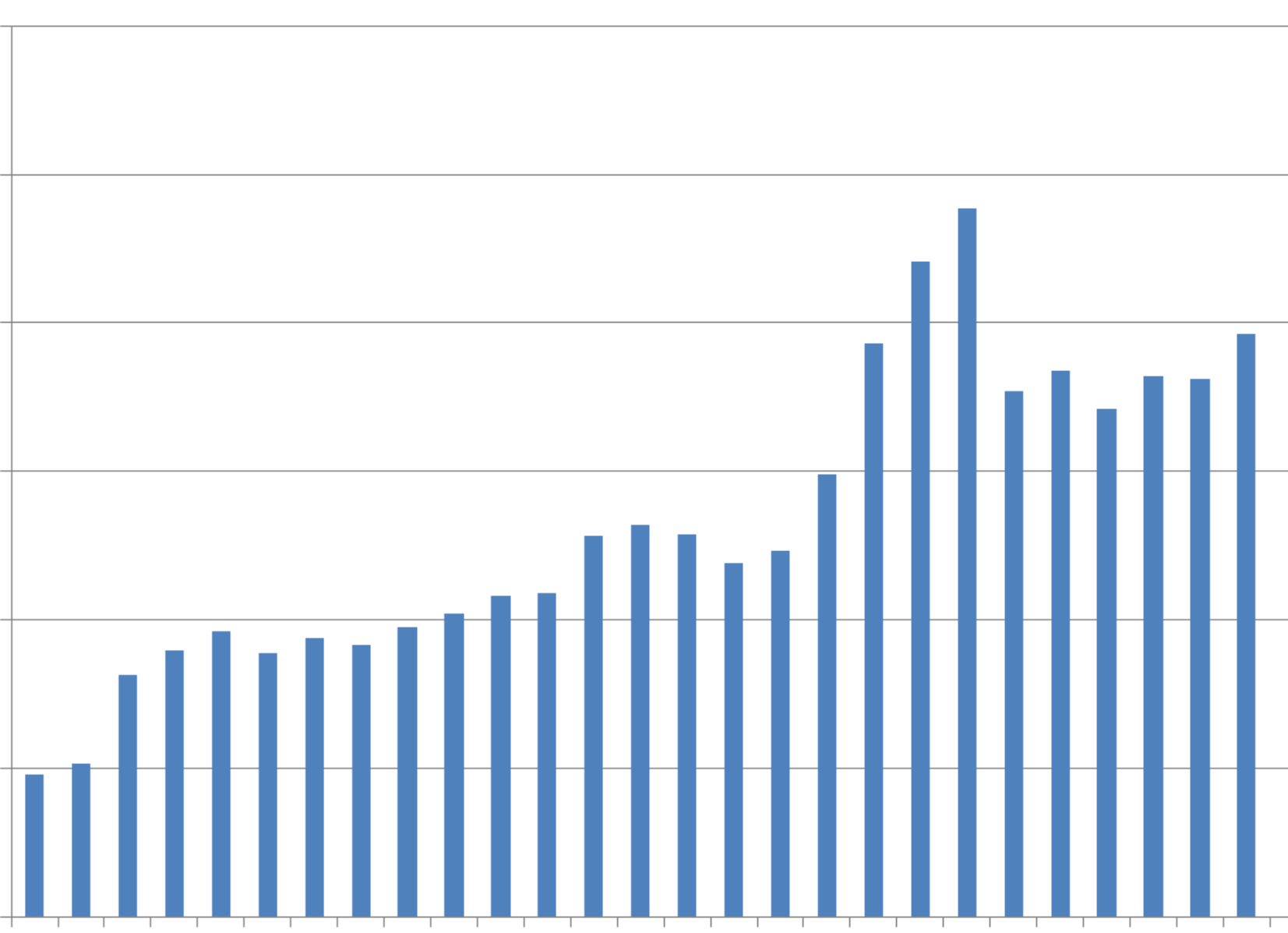
■ 2000 ■ 2010

MINERAL WELLS 2013 MEDIAN INCOME



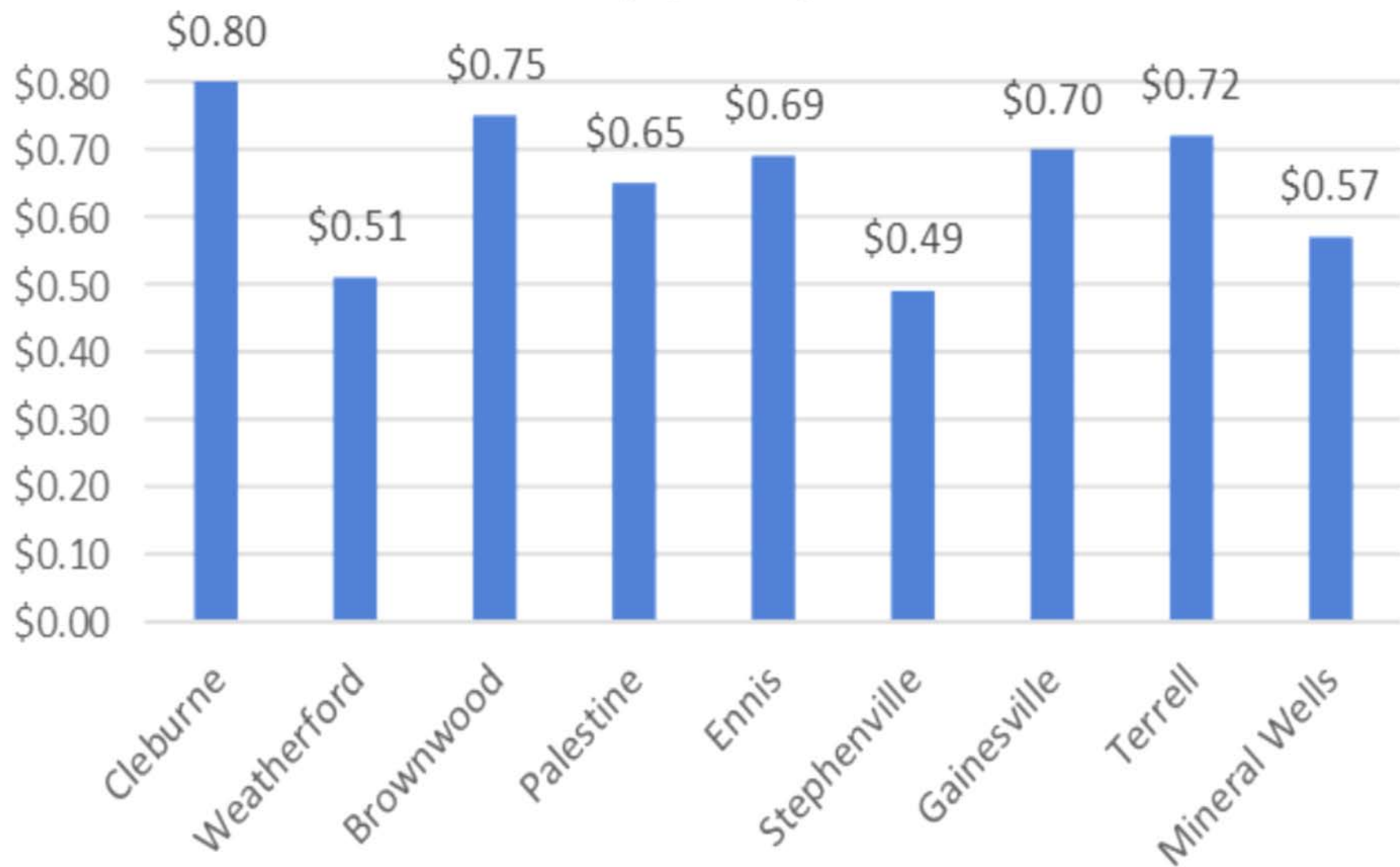
MINERAL WELLS TOTAL SALES TAX

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

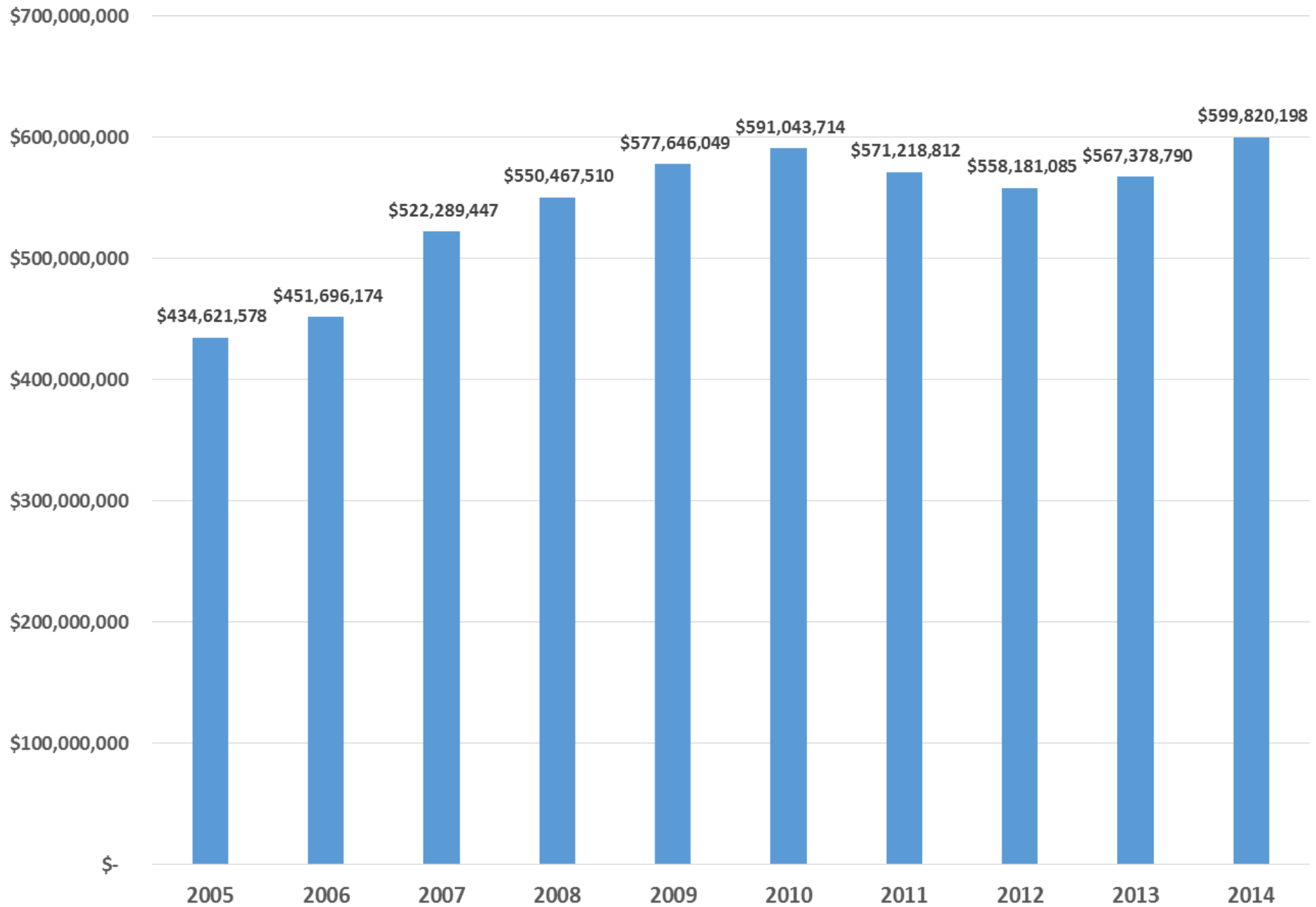


1988 1989 1990 1991 1992 1993 1994 1995 1996 1997 1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014

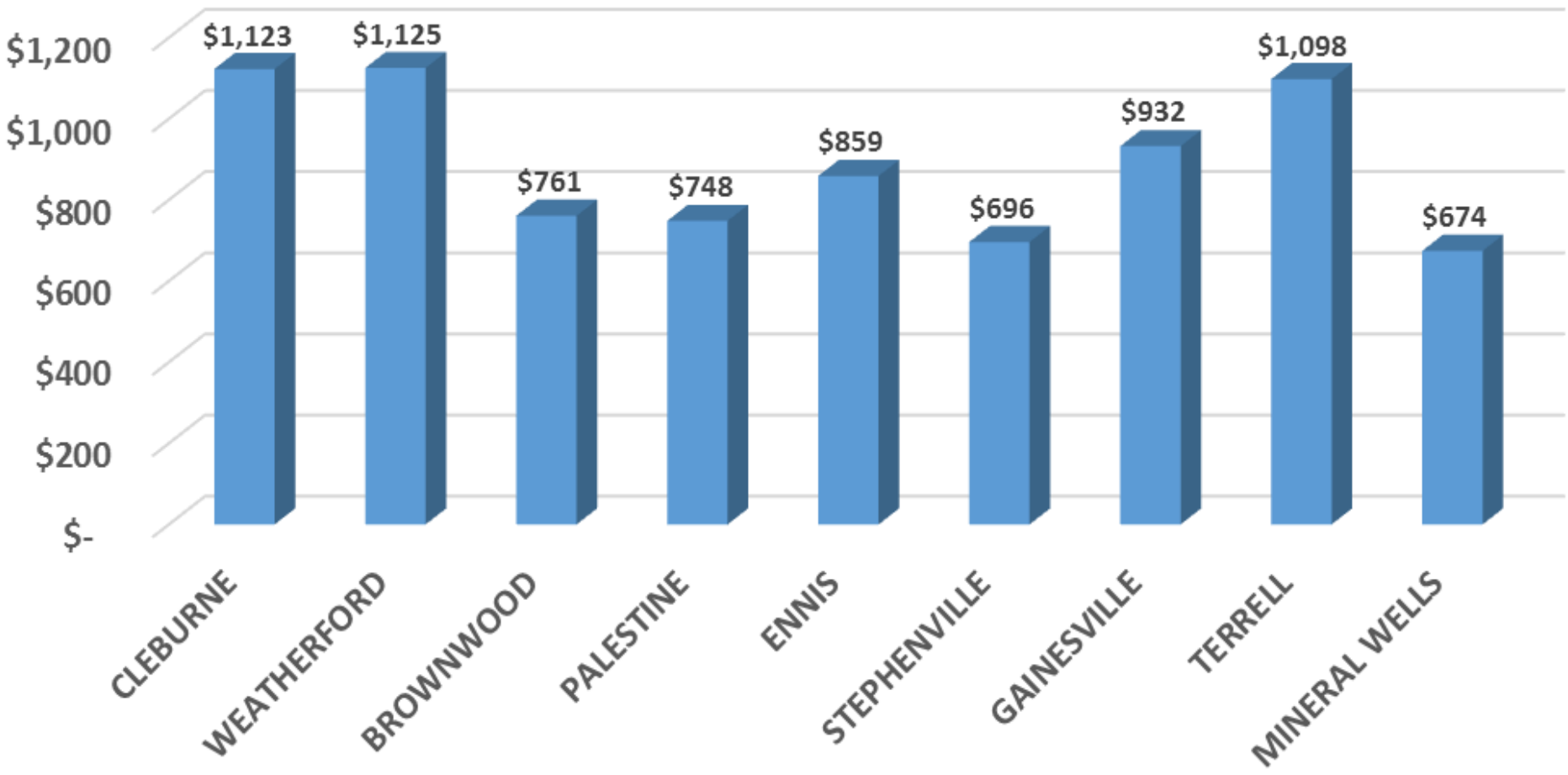
2016 Municipal Tax Rates in Select Cities (\$/100)



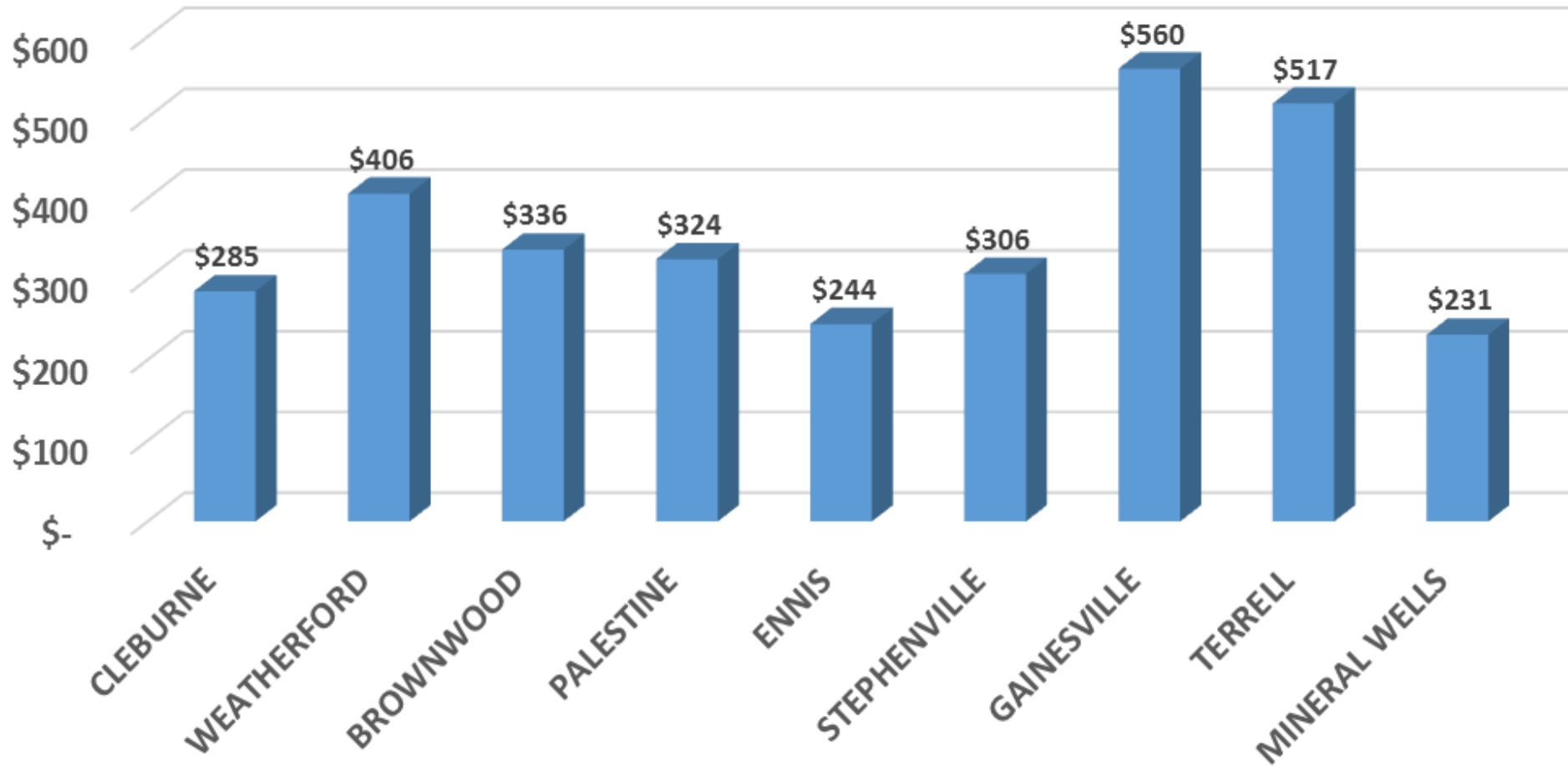
MINERAL WELLS TOTAL TAXABLE APPRAISED VALUE



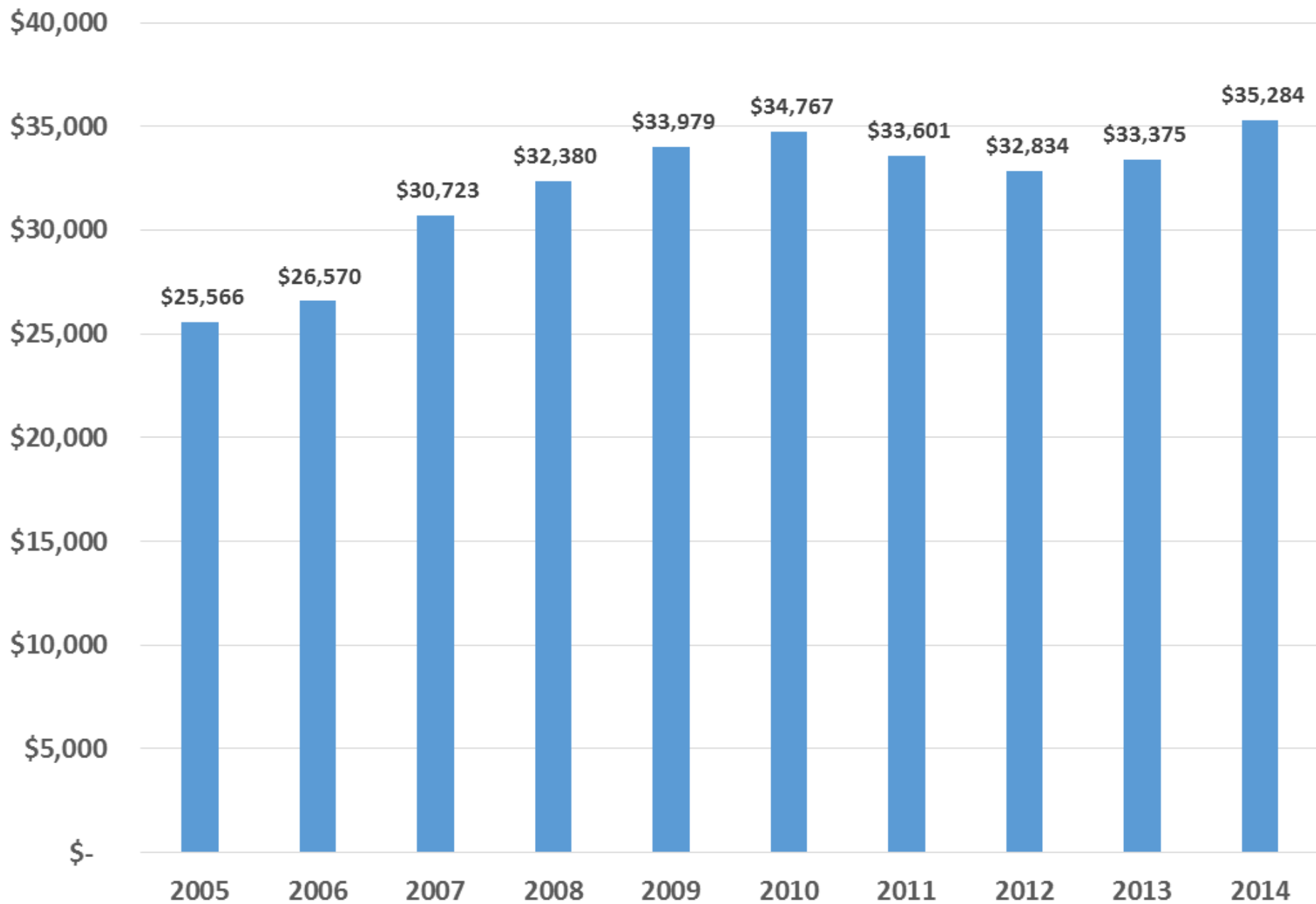
2014/2015 PER CAPITA GENERAL FUND EXPENDITURES



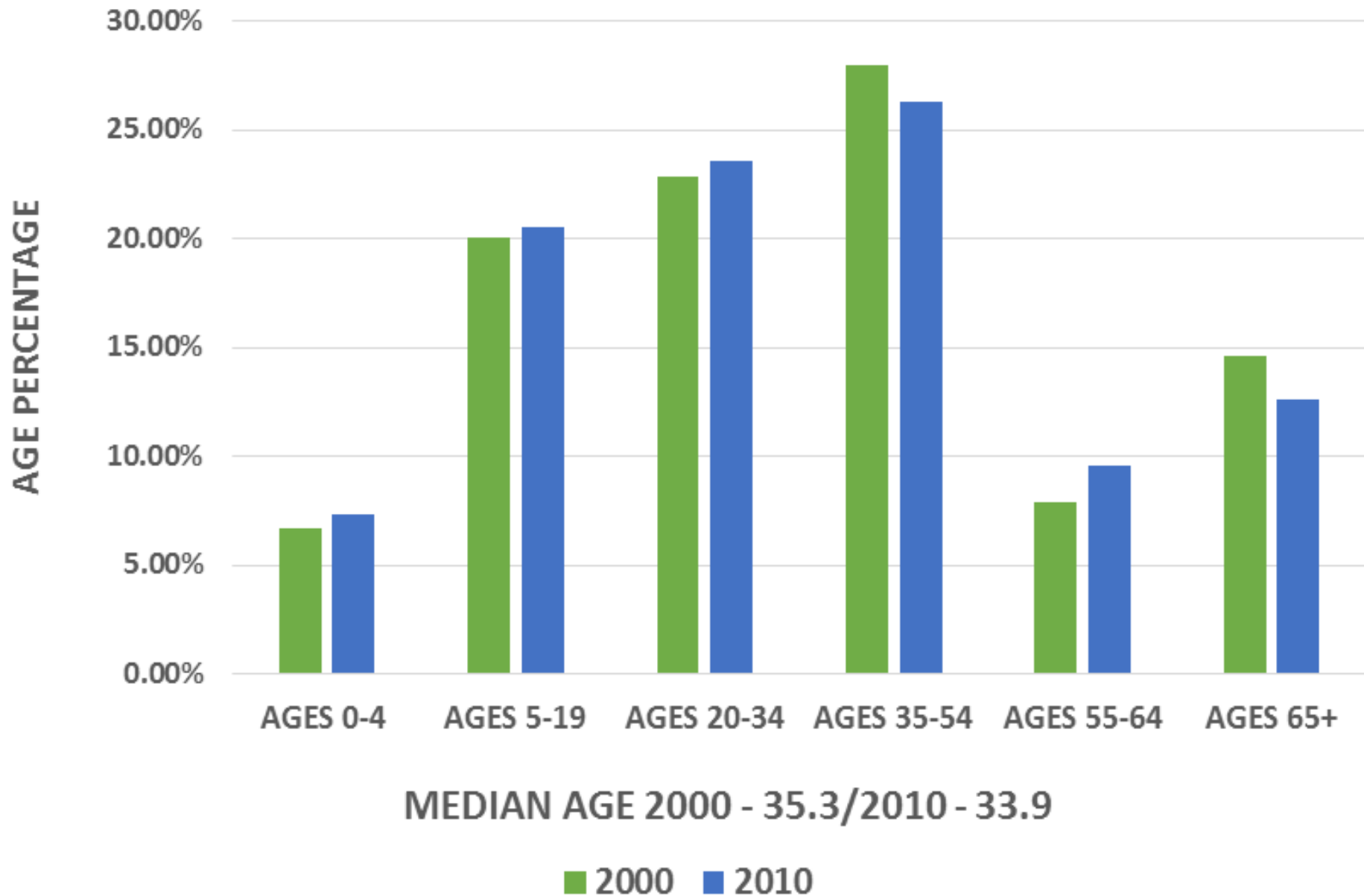
2014 PER CAPITA SALES TAX IN SELECT CITIES



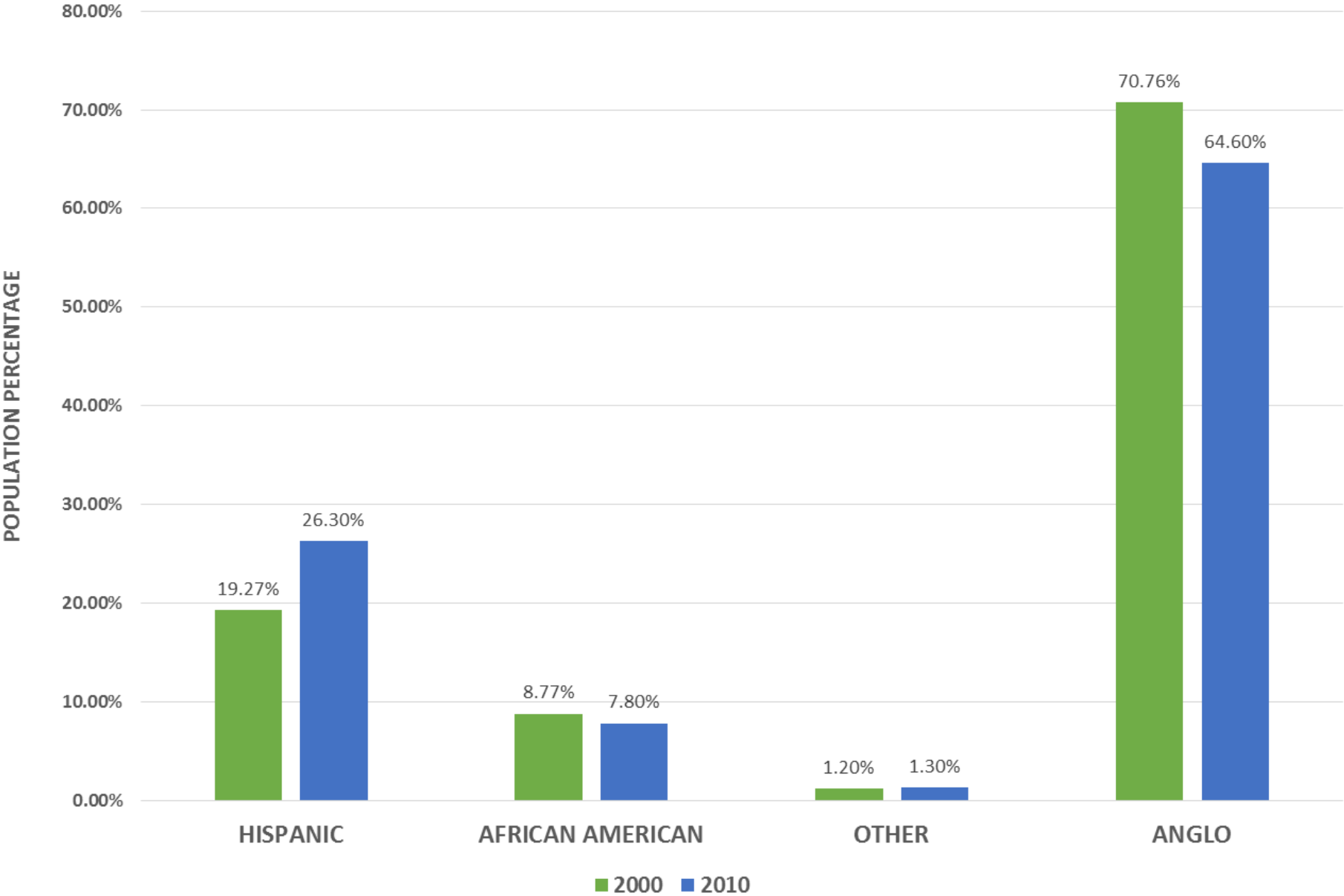
MINERAL WELLS PER CAPITA TAXABLE VAULE



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.

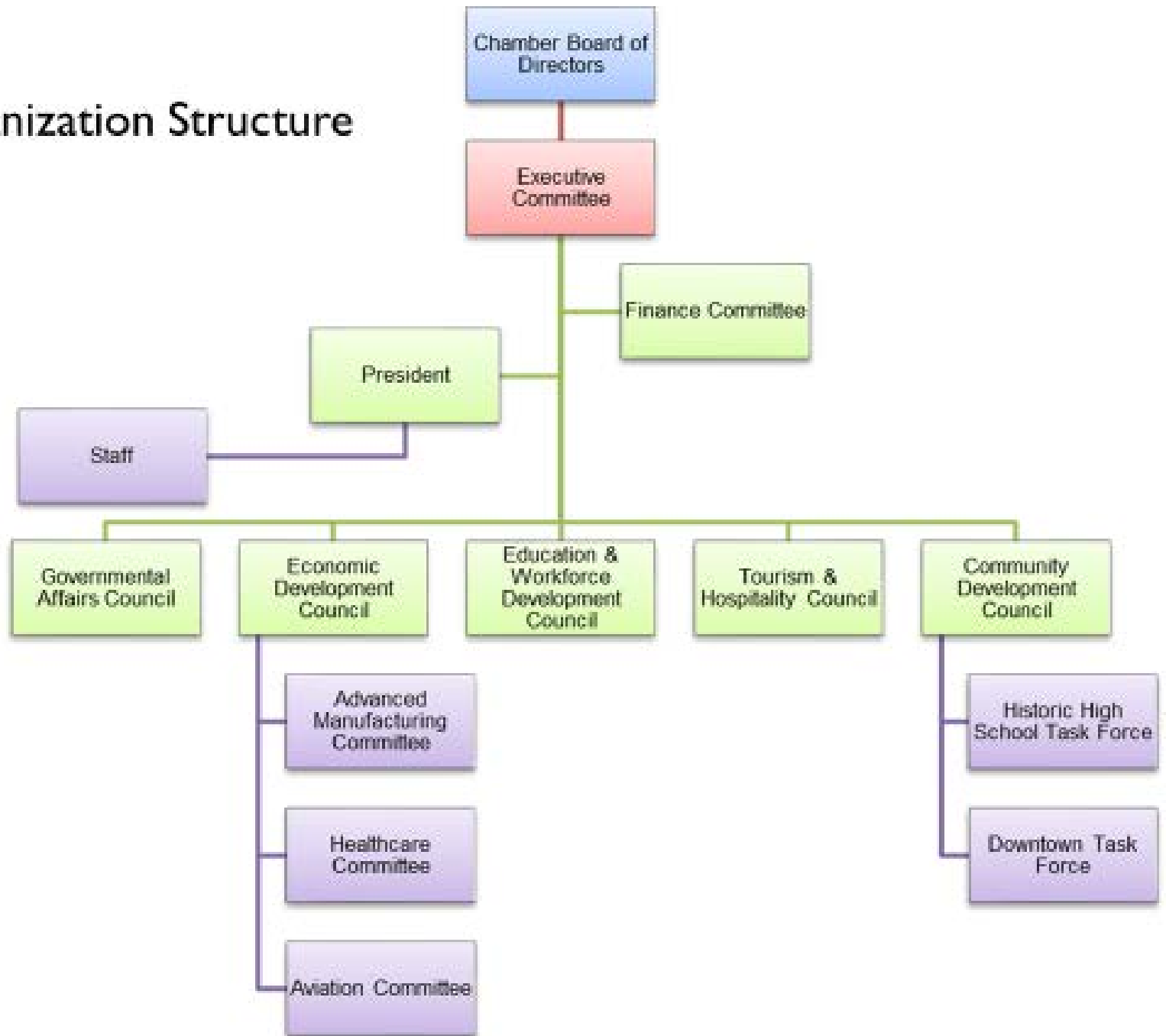
- Objective 1: Pursue an internal marketing campaign, focused on enhancing local pride.
- Objective 2: Achieve community “buy-in” for the implementation of the “Envision Mineral Wells” Strategic Plan.
- Objective 3: Formalize opportunities for interaction between community stakeholders at all levels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