



STRATEGIC PLAN

2021-2023

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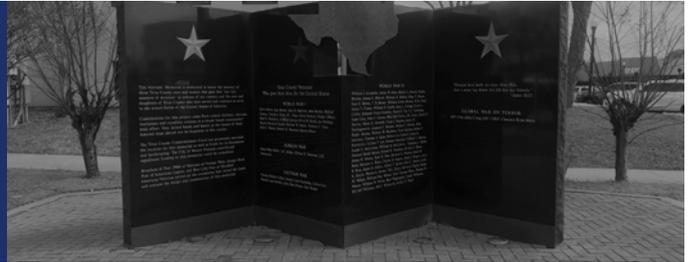
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**“GOOD FORTUNE IS WHAT HAPPENS WHEN OPPORTUNITY MEETS
WITH PLANNING” - THOMAS EDISON**

LETTER FROM THE MAYOR

Mount Pleasant is ready to plan for its future, and this Strategic Plan is the first step in that process. We started with a Survey of City Staff and City Council first to identify strengths and opportunities. The Leadership Retreat that followed was an opportunity to collaborate on finding new ways to serve our resident, business, and visitor communities in Mount Pleasant.

It's an opportune time to steer the operations of our City to a destination that will allow it to thrive. The Vision Framework contained in this Strategic Plan will help guide our discussions over the next two years, and I look forward to seeing the great outcomes that come from the planning process. What this Plan reflects is that Mount Pleasant, as an organization, needs some foundational studies and plans to identify what is needed and when for our city.

I encourage you to share this Plan with your neighbors, friends, and family in excitement and anticipation of what is yet to come. I also invite potential businesses and developers to review this Plan and see what our City stands for and what we are working on.



Tracy Craig, Sr.

Mayor of Mount Pleasant, Texas





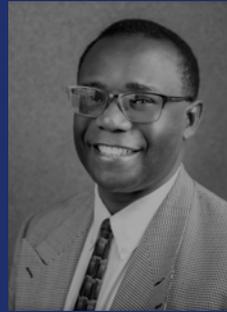
MOUNT PLEASANT LEADERSHIP & ACKNOWLEDGEMENTS

This Strategic Plan was developed in partnership with City Staff (City Manager Ed Thatcher pictured at bottom left), the City Council (pictured on the following page), and the MP Economic Development Corporation (MPEDC). Special thanks to all who were involved in this important effort.



TRACY CRAIG, SR.

City Mayor



JERRY WALKER

Councilmember Place 1



SHERRI SPRUILL

Councilmember Place 2



GALEN ADAMS

Councilmember Place 3



TIM DALE

Mayor Pro Tem
Councilmember Place 4



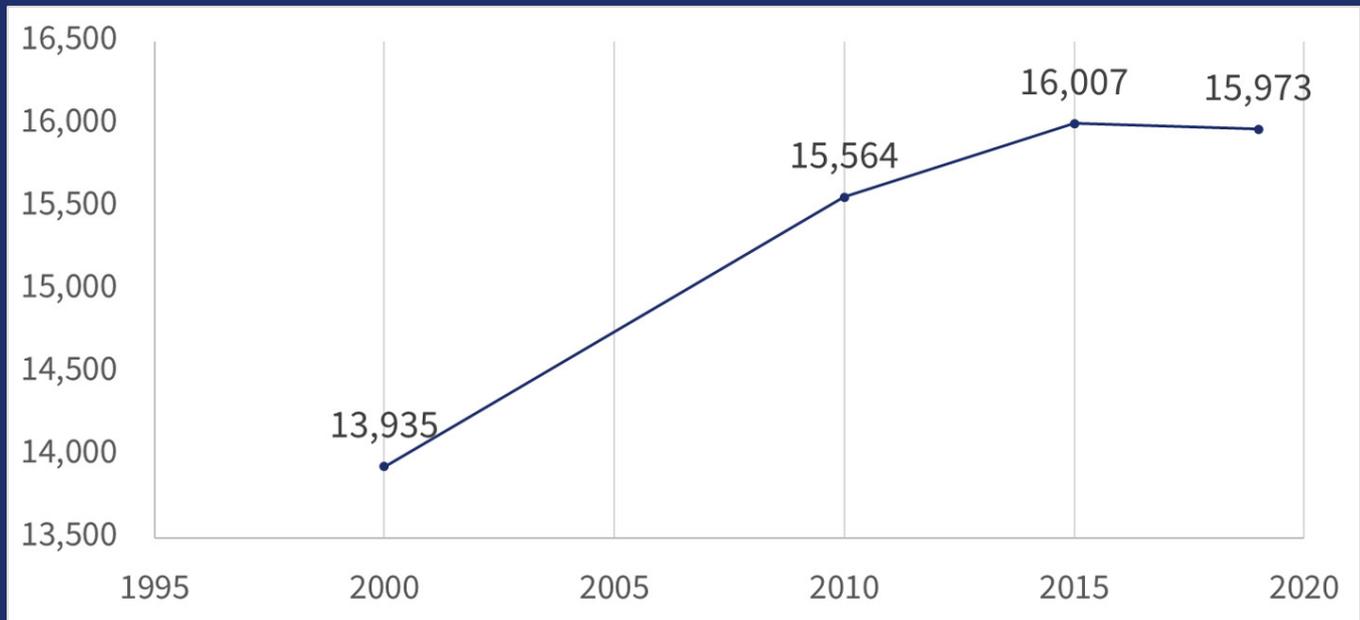
HENRY CHAPPELL, II

Councilmember Place 5

BRIEF HISTORY

Mount Pleasant is located on a broad hill in East Texas that initially began as a Caddo Native American Tribe settlement and was founded in 1846. Mount Pleasant later emerged as the Titus County Seat and served as a transportation depot during the Civil War. In the early 20th century, Mount Pleasant was being developed by one businessman named Parker whose wealth was established in the distillery and agriculture sectors. The Parker distillery/hog operation became so profitable that it later expanded to

POPULATION ESTIMATES





create a resort area and downtown district that could be accessed by railcar. Today, Mount Pleasant's population appears to be plateauing according to American Community Survey (ACS) and Census data as reflected on the previous page. Situated just off of I-30, east of the Dallas-Fort Worth Metroplex, it has an abundance of development potential and is in the path of urbanizing growth along the I-30 corridor. This Strategic Plan, a first in the community's history, is a step in ensuring that Mount Pleasant maintains steady leadership and organizational practices.

Gathered from: <https://www.mpcity.net/282/History>

VISION FRAMEWORK

The methodology for this Vision Framework was inspired by Jim Collins' book "Good to Great." What it says is that an organization needs a "big, hairy, audacious goal BHAG" that it can work toward, incrementally, over time. His "fly wheel" concept says that if we keep pushing in the same direction, with laser focus, the momentum of our efforts will eventually kick into our favor to where our previous efforts fuel our next ones.



Good to Great

INTERSECTION OF THE THREE SPHERES

Jim Collins says that transformations from good to great come about by a series of good decisions made consistently with a Vision Framework, such as the one reflected in this Plan, supremely well-executed, accumulating one upon another, over a long period of time.

We aim to operate at the intersection of these three spheres described on the next page and outlined in further detail on pages 8 and 9. Our goals were crafted by strategically thinking about these three standards and how we can best prioritize goals that get us closer to our Vision of what we want Mount Pleasant to be.



DEEPLY PASSIONATE ABOUT

What will Mount Pleasant's Core Values be that really stir us to act and cause us to stand our ground?

BE THE BEST AT

What will Mount Pleasant realistically be the best at, knowing its assets, challenges, location, and resources?



FUELS OUR ECONOMIC ENGINE

What will Mount Pleasant leverage for sustained and robust revenues to pay for services, facilities, and infrastructure?

VISION FRAMEWORK



Where the three spheres intersect is where we find our most efficient goals. We aim for the target of having the most synergy and effectiveness with taxpayer resources-- the most “bang for our buck.” The following 25-Year Goal and Mission, along with the Vision Framework Spheres of Influence, were developed in a series of Strategy Retreats in March 2021 with City Staff, MPEDC, and City Council.

25-YEAR GOAL

Mount Pleasant delivers on an excellent quality of life with safety, modern infrastructure, family-friendly offerings, world-class parks, recreation, and trails, and an amazing downtown. We take pride in our customer service as an organization by being available, responsive, transparent, and ethical. We are a family as a City organization, and we carry that culture through our services, design, and programming. We utilize sound planning and high standards to ensure the best return on our investments so that Mount Pleasant can be a place to come and stay for generations to come.



VISION FRAMEWORK

OUR WHY

As an evolving community, our City is on a path to secure a new foundation of planning and strategic investments in our future. Our Core Purpose and Core Values were developed by City Staff and the City Council during a series of Leadership Retreats in March 2021. The Core Purpose and Core Values represent the morals and aspirations that will guide the City as an organization and will be reflected in everything that we do.

CORE PURPOSE

- Ensure safety is a top priority;
- Deliver excellent quality of life by fostering places to live, work, study, and play while ensuring essentials for daily living are provided;
- Build and create things that last for generations;
- Provide fiscal stewardship by being responsible, protective, and strategic with expenditures, revenues, assets, and liabilities;
- Continuously invest in modern infrastructure and its maintenance;
- Keep our community at the forefront of our organization by providing excellent customer service; and
- Facilitate community and connectivity through planning, design, and programming.



CORE VALUES

Mount Pleasant is deeply passionate about:

SPECIAL PLACES & DEEP ROOTS

Our desire for people to want to come and stay because of our special places.

We believe in creating an authentic hometown charm that encourages people to visit Mount Pleasant and establish roots. We encourage people to come and stay by supporting authentic, proactive, and strategic economic development. This economic development involves solid planning, great design, and meaningful programming.

SAFE & STABLE

Safety coming first, both in services and in infrastructure.

We believe in providing a safe community that promotes personal accountability, with fair protections and consistent enforcement, as well as stable infrastructure to support daily living, health, and general welfare. We work to enhance public safety by investing in our local emergency services, their needed resources, and staffing commensurate with needed levels of service. We plan our infrastructure so that we can be proactive in needed extensions, capacity improvements, repairs, and maintenance to protect our investments and guide development. We support our infrastructure, including technology and communications, with associated resources allocation.

SMART GROWTH

Our growth, redevelopment, and evolution as a City being smart, sustainable, and high quality.

We believe in the principles of smart growth and encourage strong and innovative zoning, land use, design, and standards. We foster high-quality development and improvements that are selective, intentional, controlled, and positively contribute to the aesthetics and quality of Mount Pleasant.

“Integrity is doing the right thing even when no one is watching.” -C.S. Lewis

CORE VALUES

HONORABLE & SERVICE-MINDED

Being honorable and service minded.

We believe in approaching City service with responsiveness and a helpful attitude that focuses on transparency, integrity, and relationships between the City, the community, the private sector, and our organizational partners to nurture a well-informed, collaborative, and engaged community. We welcome and encourage public engagement that unifies the City and keeps us moving in a connected direction. Our partnerships and relationships bring people together to provide resources and results that can support equity, our economy, and sustainability.

FAMILY-FRIENDLY

Creating and strengthening the ties that bind families together.

We believe in operating our organization as a family and permeating that culture through services, amenities, and neighborhoods in Mount Pleasant. We want to support each other within the organization and City leadership to operate as a family—with respect, acceptance, and enjoyment, as well as extending this dynamic to our relationships within the community. We provide things for the whole family so that people can enjoy Mount Pleasant no matter what their age or stage in life. Mount Pleasant being family-friendly is important to us and we will invest in design, services, and development that contributes to this passion.



TWO-YEAR GOALS

Our goals represent the passion that we have to push the envelope on being a premier community in East Texas and continuously enhance our quality of life. City Staff and City Council collaborated to evaluate the city's strengths, weaknesses, opportunities, and challenges to create these two-year goals. While each sphere in the Vision Framework performs a valuable role in the Vision, when all three intersect, they result in the best synergy. The goals reflect this synergy and contain several foundational plans and studies that will be developed to provide an informed methodology for making strategic investments in the City's time, energy, and resources.

The goals that follow will guide City actions, budgeting, and focus over the next two years and are not in priority order.

TWO-YEAR GOALS

1. Update the Comprehensive Plan
2. Develop Water, Sewer, & Stormwater Master Plans
3. Develop a Capital Improvements Plan (CIP)
4. Update the Airport Master Plan
5. Create a Facility Needs & Staffing Assessment
6. Update the Fire Protection Study
7. Develop a Parks & Recreation Master Plan
8. Develop and Adopt Zoning, Subdivision, & Construction Standards Updates
9. Take Initial Steps to Invest in Communication Enhancements & Infrastructure
10. Determine Economic Development Roles and Responsibilities





UPDATE THE COMPREHENSIVE PLAN

As the City continues to evolve, developing an innovative and all-encompassing Comprehensive Plan will ensure we grow together with a unified vision for how we want our city to develop and what we want to offer in services, amenities, neighborhoods, destinations, and commercial uses. Having an up-to-date and relevant Comprehensive Plan ensures that community sentiment and collaboration is built in to the path forward. Topics can include:

- Economic & Fiscal Vitality;
- Land Use & Design;
- Special Focus Areas (ex. Downtown, Airport, Hospital, etc.);
- Infrastructure (incl. key corridors);
- Services & Facilities; and
- Parks & Recreation.

Character districts can be a key component to the Comprehensive Plan Update. The character and placemaking process would include (1) identifying areas of Mount Pleasant with existing character and distinct identity; (2) creating strategies to inject character and identity in areas without it; (3) developing preservation and enhancement actions to keep areas with distinct identity; and (4) identifying strategies and actions to maintain character and placemaking moving forward.

DEVELOP WATER, SEWER, AND STORMWATER MASTER PLANS

It is important to the community and to City leadership that proper investments in infrastructure are planned and accommodated for safety, everyday living, and to facilitate new development and redevelopment. Utility master plans can include the following:

- Existing conditions assessment;
- Gap identification in current services and anticipated services based on population growth and development;
- Recommended improvements to address those gaps; and
- Implementation considerations for cost, timing, and potential funding sources.

Without properly assessing what the city has, what it needs, and appropriate improvements based on Staff knowledge, professional engineering, and best practices, the City cannot identify the most efficient and strategic investments to place on a prioritized Capital Improvements Plan (CIP).





CREATE A CAPITAL IMPROVEMENTS PLAN (CIP)

The City needs a Capital Improvements Plan (CIP) to create an orderly and systematic prioritization of large expenditures, i.e. capital improvements, for the acquisition, design/engineering, construction, and use of long term and expensive assets.

The CIP will prioritize funding of projects, such as utility lines, roads, facilities, parks, and major equipment so that the City can plan financing, expenditures, and payments proactively instead of as a system, asset, or improvement falls into disrepair or becomes a costly and/or damaging urgent situation. For each project or improvement, the CIP can identify:



- Description/need,
- Locational considerations,
- Estimated design/construction/acquisition costs,
- Estimated operational and maintenance costs,
- Estimated timeline,
- Asset lifecycle,
- Anticipated revenue(s) (if any),
- Funding source(s), and
- Priority.

DEVELOP AN AIRPORT MASTER PLAN

Opened approximately 20 years ago, Mount Pleasant Regional Airport has grown and has experienced new development and increases in activity and interest. Situated just three miles south of Downtown off of US 271 South, the Airport represents a significant economic development opportunity for Mount Pleasant and a key asset to add to the mobility and connectivity options the city offers.

Developing an Airport Master Plan will ensure one of Mount Pleasant's most unique economic development assets is strategically assessed, planned, and prioritized but also that it has eligibility for grant funding through TxDOT and FAA. An Airport Master Plan can include:

- Maps of existing airport features and infrastructure;
- Existing conditions analysis;
- Forecasts;
- Future airport development areas and land uses;
- Stakeholder, user, and hanger mix analysis;
- Needed projects and improvements;
- Economic and environmental factors; and
- Prioritization of projects and improvements with associated identification of potential funding sources.





DEVELOP A FACILITY NEEDS & STAFFING ASSESSMENT

Mount Pleasant is growing, and its City facilities and staff must grow with it to ensure proper levels of service, safety, excellent quality of life for residents and the business community, and for recruitment and retention of great City staff. It is essential for the success of Mount Pleasant to have excellent facilities to support its Staff so that they can provide the best service possible to residents, businesses, and visitors. There are also opportunities as they relate to facilities for quality of life enhancement in Mount Pleasant for upgrades, development, programming, and services.

A Facility Needs & Staffing Assessment can include:

- Inventory, analysis, and recommendations for City facilities with associated thresholds of needs and locational considerations as applicable;
- Inventory, analysis, and recommendations for staffing by department and associated functions;
- Recruitment and retention analysis and recommendations;
- Each department's current and future square footage, functional, and safety requirements;
- Land and facility design considerations, efficiencies, and potential partnerships;
- Conceptual Costs and potential funding sources; and
- Prioritization.

UPDATE THE FIRE PROTECTION STUDY

The Mount Pleasant Fire Department has a unique responsibility of not only serving the City of Mount Pleasant, but also all of Titus County through an agreement which comprises over 400 square miles. As Titus County continues to grow and Volunteer Fire Departments that have historically provided additional coverage to the County become unable to meet increased demand, the Mount Pleasant Fire Department needs to update its Fire Protection Study and the associated agreement with the County to complement the Facility Needs & Staffing Assessment.

Mount Pleasant has an Insurance Services Office (ISO) Rating of 3 within the city limits (a Rating of 1 is the best). The ISO scores fire departments on how they perform according to ISO standards. To prepare for strategic investments that could improve the ISO Rating, mitigate current community risk, and prepare for future population growth and development, the Fire Protection Study can include inventory, analysis, and recommendations covering:

- Emergency communication systems,
- Personnel/staffing & training
- Capabilities,
- Fire protection and service facilities,
- Equipment,
- Water supply, and
- Community risk reduction.





DEVELOP A PARKS AND RECREATION MASTER PLAN

The City has an opportunity to build on the intersection of the three spheres in the Vision Framework by enhancing its parks and recreation system through a Parks and Recreation Master Plan. The Plan would lead to eligibility for Texas Parks and Wildlife Department (TPWD) grants, and it can also lead to implementation of requirements for new development that can fund parks and recreation improvements. A Parks and Recreation Master Plan can include:

- Existing parks and recreation assets and level of service analysis;
- Vision for the parks and recreation system for parks, recreational programming, trails, and City events;
- Dellwood Swimming Pool next steps; and
- Strategies and actions to achieve the Vision.

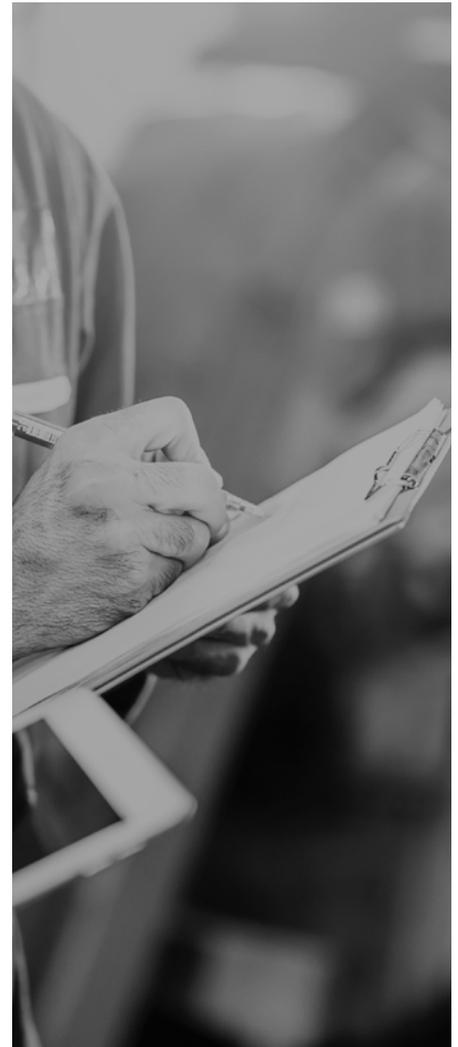
Dellwood Swimming Pool, in historic Dellwood Park, was closed in 2020 due to significant damage that occurred after that summer. The community previously enjoyed the Pool when it was open, and it was well-used. The damage to the approximately 70-year-old Pool is extensive, and it is possible the Pool may need to be demolished. Options for replacement or reprogramming of the historic space can be explored during the planning process.

DEVELOP AND ADOPT INITIAL ZONING, SUBDIVISION, & ENGINEERING STANDARDS UPDATES

Part of setting the stage for Mount Pleasant’s success is having high quality and professional standards based on best practices and technical expertise. Consistency and protection through up-to-date zoning, subdivision, and engineering standards can lead to improvements in safety, fiscal sustainability, better looking and functioning development and infrastructure, and additions to the City’s assets that move the community closer to achieving the Vision for the future.

The updates necessary to zoning, subdivision, and engineering standards are substantial, costly, and time intensive. This goal seeks to accomplish some “low-hanging fruit” by developing and adopting some initial amendments that put high quality standards in place, and then additional amendments can be accomplished after the Comprehensive Plan, and utility master plans are adopted to ensure that the standards are consistent with the then-updated community Vision for the city and full infrastructure assessment has been completed.

After initial and phase two updates are completed, zoning, subdivision, and engineering standards could then be reassessed regularly by Staff for updates needed to ensure that they are current, based on best practices, and relevant for Mount Pleasant with the assistance of consultants where needed.





TAKE INITIAL STEPS TO INVEST IN COMMUNICATIONS ENHANCEMENTS AND INFRASTRUCTURE

Communication is the lifeblood of our economy, connections, relationships, collaboration, safety, access, transparency, equity, productivity, and so much more. It is essential to City Leadership that Mount Pleasant stay at the forefront of communication by making targeted investments to enhance the communication of the City in a proactive and aggressive fashion.

Specifically of note to City Leadership are emergency communications, technology infrastructure (ex. fiber, wi-fi, etc.), transparency, and community unity. We intend to put a team in place to proactively partner with Fiber/broadband providers to establish franchise agreements, fiber optic right-of-way agreements, and land lease agreements as applicable, as well as to ensure that Mount Pleasant is requiring installations and assessments of the development community so that growth is contributing its fair share as it relates to installation of modern communications infrastructure.

The first step to achieve this goal will be to assess current communication assets, procedures, and structures in place, then to identify immediate known gaps and needs, and move forward from there to identify additional needs and a list of actions with associated costs, funding sources, and priorities.

DETERMINE ECONOMIC DEVELOPMENT ROLES AND RESPONSIBILITIES

The City of Mount Pleasant, Texas Industrial Development Corporation, dba Mount Pleasant Economic Development Corporation's (MPEDC) promotes economic development in the City of Mount Pleasant and Titus County by supporting initiatives designed to increase jobs and private investment, primarily in the manufacturing and industrial sector, through real property development, workforce education and infrastructure extension. The Corporation's activities are funded by a 3/8 cent sales tax approved by the voters in a general election in 1993, and the Board's approved budget and expenditures must be approved by the City Council.

City Leadership identified the need to determine roles for retaining, attracting, or recruiting development or improvements outside of the manufacturing and industrial sector. City Leadership would like to determine:

- MPEDC and City Staff existing roles relating to economic development;
- Relevant roles in other cities that could be created in Mount Pleasant; and
- Potential funding and partnerships relating to economic development.



**CITY OF MOUNT PLEASANT
2021 - 2023 STRATEGIC PLAN**

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