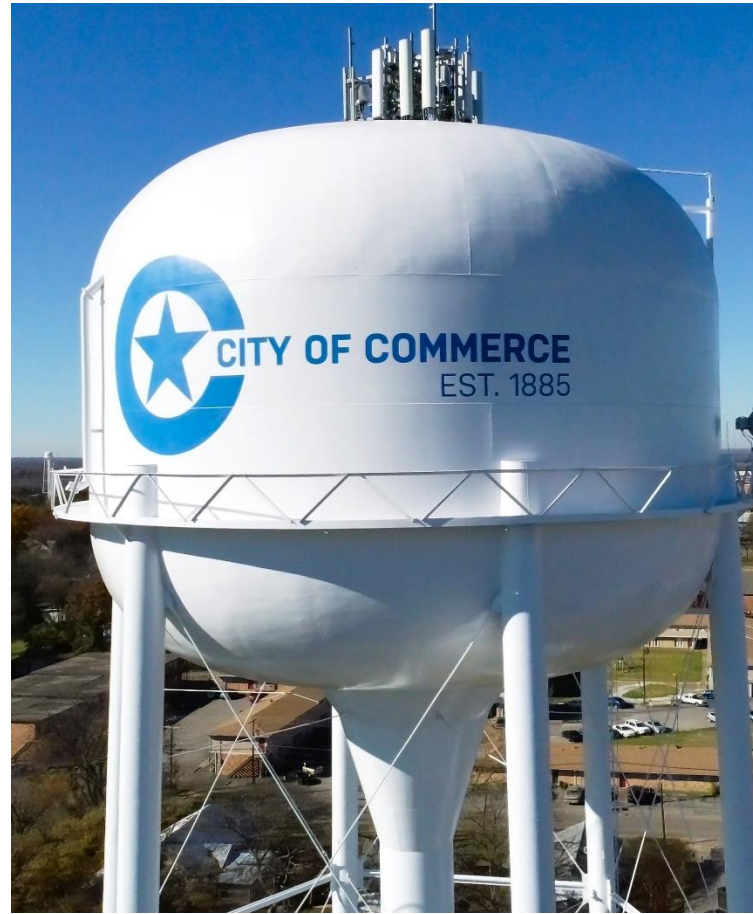


2024 – 2027 Strategic Plan Development



FEBRUARY 2024

City of Commerce, TX

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Strategic Plan Development

Building for a Better Future

A Strategic Plan is a comprehensive look into the future over a 3–5-year period. This requires that the current environmental factors be realistically considered as well as attempting to project what the desired future condition will be.

The Plan should then identify Goals/Objectives for the organization to pursue and accomplish over the length of the plan. These Goals/Objectives should be large enough to impact the future of the organization, yet not so large that they are impossible to achieve.

After the Goals/Objectives have been identified, there should be a concise set of action plans created that allow the organization to allocate resources, assign work, and track performance over time to accomplish the Goals/Objectives.

“DO WE WANT TO HAVE OUR FUTURE DECIDED AND GIVEN TO US BY OTHERS, OR DO WE WANT TO SHAPE, INFLUENCE, AND CREATE OUR OWN?”

Population Expansion into Hunt County

Communities all around the DFW Metroplex are experiencing growth, many communities are seeing record breaking growth and expansion. The population expansion that is taking place east of Dallas has already overtaken Rockwall County and has begun to roll into Hunt County. Southwest Hunt County, from Royse City to Caddo Mills to Greenville, is seeing rapid development and expansion. This growth places tremendous burdens on public infrastructure, including water, sewer, trash, and roadways.

While the growth has not yet hit Commerce in a significant way, we must be looking into the future to prepare our community in the event growth comes this way. The challenges that come with growth require time and money to overcome, and communities that do not plan will find it hard to ever catch up. Commerce needs to plan and be ready in the event growth comes our way.

Vision – Mission – Values

In the Summer of 2023, the City Council and the leadership team for the City staff met to discuss the reality of Commerce today as well as the coming reality over the next 3-5 years. Out of this discussion, the City Council developed a vision of the future for the community that we can aspire to accomplish together.

VISION STATEMENT

The City of Commerce will be a vibrant, self-sustaining community where families can put down roots in the dirt and grass of a rural setting, raise their children safely, pursue a quality education, and still have access to the amenities of the DFW Metroplex without being surrounded by concrete.

To support this vision, and to work towards accomplishing that desired future, the City staff aspire to work with the following Mission and Values. The Mission is **WHY** we do our jobs. The Values are **HOW** we do our jobs.

MISSION STATEMENT

We work together to build and maintain a community of the highest quality for present and future generations.

VALUES

Responsive = Meeting Citizen Needs In A Timely Manner

Effective = Meeting Citizen Needs Completely, The First Time

Accountable = Measuring Performance To Improve and Repeat Results

Objectives

A Strategic Plan begins with a look at current conditions and begins to aspire to a desired future. Then a set of Objectives are drafted that are key issues or challenges that must be faced to accomplish the desired future. Finally, Tasks/Action Steps/Key Results are established that direct the allocation of resources and assets for the organization to make the desired future possible.

Within the Council Retreat in the Summer of 2023, the City Council identified five (5) Objectives that they felt were crucial to the community's ability to create their own future... rather than having outside forces determine the future of the community.

These Objectives are listed below. They are NOT listed in the order of importance.

OBJECTIVES

- **DEVELOP NEW REVENUE STREAMS**
- **DEVELOP SUSTAINABLE INFRASTRUCTURE, CORRESPONDING WITH GROWTH**
- **ESTABLISH AND MAINTAIN A LONG-TERM IDENTITY**
- **IMPROVE THE QUALITY OF LIFE**
- **IMPROVE THE APPEARANCE OF THE CITY**

Develop New Revenue Streams

The socio-economic condition of our community is well below that of the average community in Texas. The median household income for Commerce is \$37,684 per year. (*The median household income considered to be poverty is \$39,900 per year.*) Thirty-six percent (36%) of Commerce households have a total household income of \$25,000 per year or less.

This means that the cost of growth and rehabilitation of existing systems cannot be carried by local taxpayers alone. New revenue streams that simply add to the existing taxpayers' bill will not be sustainable. Revenue from other stakeholders and external sources will be necessary to accomplish the desired future.

Develop Sustainable Infrastructure, Corresponding To Growth

The fundamental Infrastructure of a community is the systems needed to provide basic services such as Water, Sewer, Solid Waste, and Streets. Without these critical services in place, it is difficult for a community to grow and prosper.

The current quality of infrastructure should be of sufficient quality to consistently serve the community without repeated interruptions in service. The infrastructure of Commerce has not been up to that basic level of service. Over the past three years, work has been done and continues to be done to rehabilitate existing infrastructure and restore the City's ability to reliably provide these services.

In addition to being able to consistently provide quality services to the community of today, the infrastructure systems should be ready and able to expand and serve new customers and new areas at a high level. This requires detailed planning and analysis BEFORE the expansion is required. If a community waits until expansion is required to start the planning, they will stay behind for years to come.

Establish & Maintain A Long-Term Identity

Each community has an unwritten reputation within the region. That reputation maybe often be spoken, but it is rarely written. Like a local restaurant that develops a reputation for poor quality food and bad service, a community with an unflattering reputation will not be a desirable location for investment for economic developers.

What is the current reputation of Commerce? Is it complimentary?

What can we and should we do as a community to begin to establish and “earn” a reputation that will make us a desirable community?

Improve Quality Of Life

Four walls and a roof can make a house, but it does not make a home. The house is the building while the home is the family, the love, and the relationships that exist inside the house. In the same way, a city is the place. A community is made up of the people, the organizations, and the relationships that make it a great place to live, work, and play.

What are the things within Commerce that make it a desirable place to live, work, and play? What is missing? A quality community needs jobs, housing, safety, and recreation. How can we grow in each of those areas?

Improve The Appearance Of The City

“You only get one chance to make a first impression.” What do people see and think about our community as they travel into, through, or around the community? What can the City do to improve that experience? How can we incentivize property owners to clear, clean, and improve old properties?

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Ranking Objectives

The City Council determined through the retreat in the Summer of 2023 that these five Objectives serve as key issues and focus points for the City staff, citizens, and community stakeholders to work on together to realize a desirable future for the community.

The City Council is requesting that you consider what you have seen and heard in tonight's meeting and provide feedback by prioritizing these Objectives – in rank of importance. Please rank the Objectives below 1 – 5 with 1 being of the highest importance/most significance to you.

- _____ Develop New Revenue Sources

- _____ Develop Sustainable Infrastructure, Corresponding With Growth

- _____ Establish & Maintain A Long-Term Identity

- _____ Improve Quality Of Life

- _____ Improve The Appearance Of The City

If you could ADD one more Objective to this list, what would it be?