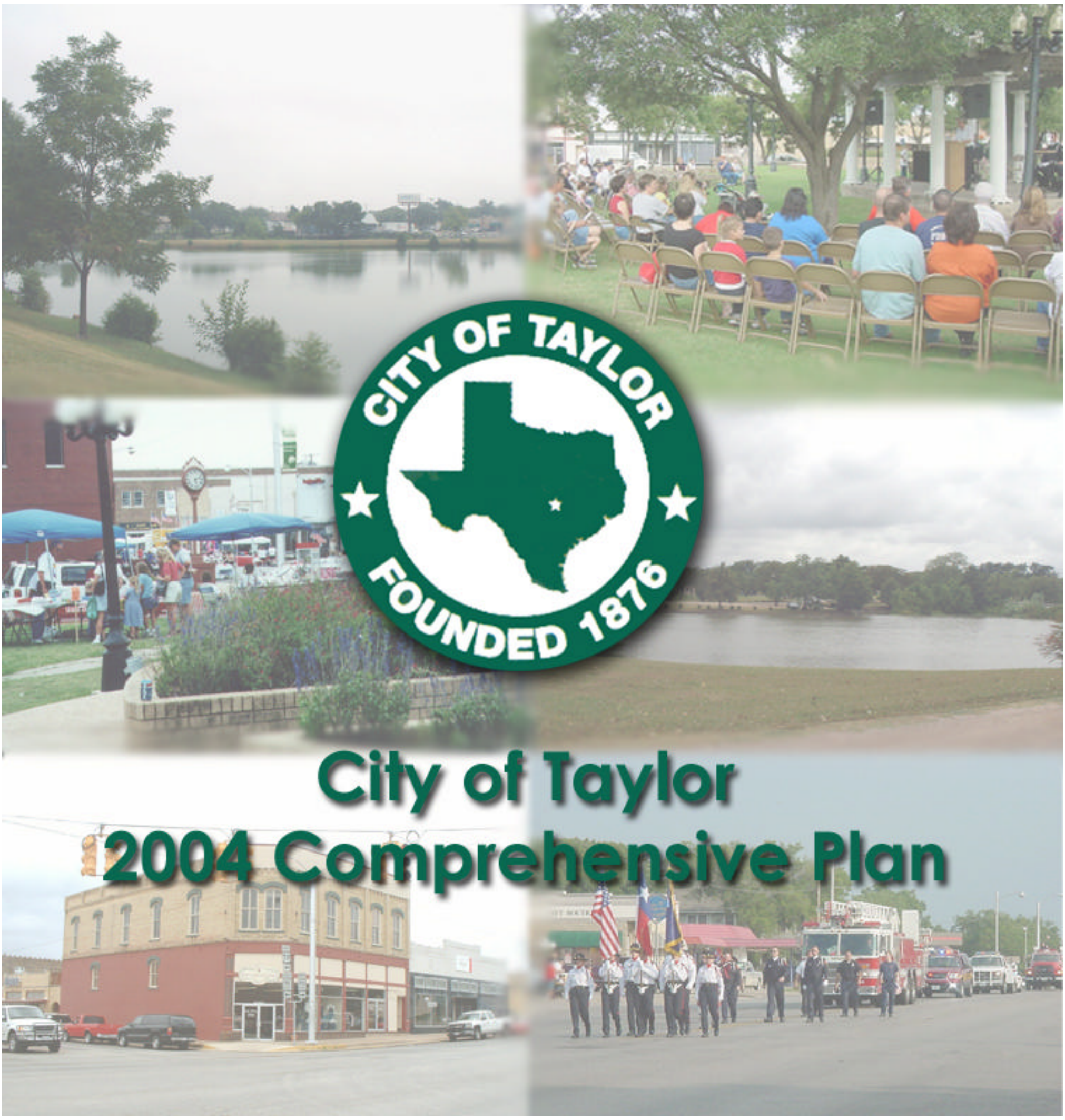
City of Taylor
Community Development
400 Porter Street
Taylor, Texas 76574
512-352-5990

City of Taylor
2004 Comprehensive Plan

Contract # 723184

Wilbur Smith Associates



City of Taylor

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TABLE 11.1
IMPLEMENTATION TABLE
(PRIORITIZED)

#	Chapter	Objective	Action	Priority Score	Responsible Department	Time Range
28	5 - Housing	Objective H1: Stabilize neighborhoods with sound, but aging housing through requiring and assisting in the rehabilitation of substandard housing and the demolition of dilapidated housing throughout Taylor.	Action H1.1: Work with Williamson County in the development of their 5-Year HUD Consolidated Plan for use of CDBG funds. This will help ensure that the City will get its fair share of CDBG funds for housing rehabilitation and infrastructure repairs.	51	City - Planning/County - Grants admin.	Short
45	6-Transportation	Objective T2: Explore alternative transportation modes that could be available to the residents of the City.	Action T2.3: Work with CARTS to expand existing routes to provide service to major retail and service establishments within the City.	49	City - Plannning/CARTS	Ongoing
19	4 - Land Use	Objective L3: Provide viable retail, office and industrial areas that support opportunities for economic development.	Action L3.5: Locate large commercial and industrial activities along the more accessible roadways, ones that can handle truck traffic without negatively impacting adjacent residential land uses—the Loop, appropriate portions of Business 79, FM 397 FM 973.	48	City - Planning, Engineering	Ongoing
41	6-Transportation	Objective T1: Ensure the road system in the City provides appropriate access for residents while discouraging commercial traffic in neighborhoods.	Action T1.2: Develop a program that allocates City funds to repair and/or replace streets that will benefit the community as a whole.	47	City - Management/Engineering	Ongoing
46	6-Transportation	Objective T2: Explore alternative transportation modes that could be available to the residents of the City.	Action T2.4: Continue to work with Taylor's Main Street program, CARTS, TxDOT and the Union Pacific Railroad to assure the construction of an intermodal transportation facility to the City of Taylor.	46	City - Planning/Main Street/CARTS/TxDOT/Union Pacific	Short
21	4 - Land Use	Objective L3: Provide viable retail, office and industrial areas that support opportunities for economic development.	Action L3.7: Coordinate with the Economic Development plan to attract specific desired uses (retail, cinema, entertainment, etc.) through targeted recruiting and incentives.	45	City - Planning/TEDC/Chamber	Ongoing

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#	Chapter	Objective	Action	Priority Score	Responsible Department	Time Range
25	4 - Land Use	Objective L4: Preserve and enhance Downtown and Downtown Neighborhoods character and economic investment.	Action L4.2 Adopt restoration building code addendums that will encourage rehabilitation of declining properties.	45	City - Planning, Main Street, Building Inspections	Short
52	6-Transportation	Objective T5: Ensure that all airport plans be incorporated into future City plans.	Action T5.2: Work with TxDOT and the Regional Airport developers on ensuring that the Taylor residents are kept informed of all decisions affecting this airport.	45	City - Planning/Airport Board/Engineering/TxDOT	Ongoing
101	10-Health and Human Services	Objective HH1: Work with area providers to expand and promote optimum health and human services for Taylor residents.	Action HH1.4: Strive to provide better and more coordinated information to people about the availability of services in Taylor.	45	WCCHD	Short
116	10-Health and Human Services	Objective HH3: Formalized planning relationship among the school district, Temple Community College, Williamson County, neighborhoods, and the City of Taylor by encouraging strong and continuing community and school relationships beyond the walls of facilities by utilizing the neighborhood as an educational resource.	Action HH3.8: Support the coordination of school programs and Temple Community College.	45	TISD/Interagency/TCAT/WCCHD/City - Planning	Ongoing
1	4 - Land Use	Objective L1: Provide suitable areas for a variety of residential types and densities.	Action L1.1: Identify appropriate residential development areas on Future Land Use Plan (site suitability, access, utilities).	44	City - Planning	Short
121	10-Health and Human Services	Objective HH4: Work with local organizations and providers to support services to meet food, clothing, shelter, transportation and other basic material needs.	Action HH4.1: Develop new and utilize existing partnerships between public agencies and private citizens to coordinate efforts that support food pantries and nutrition programs, especially for infants, children and the elderly, and other vulnerable populations.	44	WCCHD/Interagency/United Way/Faith Based Community	Short

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#	Chapter	Objective	Action	Priority Score	Responsible Department	Time Range
29	5 - Housing	Objective H1: Stabilize neighborhoods with sound, but aging housing through requiring and assisting in the rehabilitation of substandard housing and the demolition of dilapidated housing throughout Taylor.	Action H1.2: Invest in road repairs in the declining residential areas, particularly Subareas C, D and G. The poor street conditions lead to lowered property values, poor navigation, poor drainage and general decay of the neighborhoods.	43	City - Management/Engineering/Planning	Ongoing
39	5 - Housing	Objective H5: Encourage the development of new larger homes and high-end retirement developments in Taylor and its ETJ.	Action H5.2: Provide appropriate land use designations, zoning if applicable, and development guidelines for new subdivisions of larger homes for professionals commuting to surrounding employment centers. (Currently, the entire Austin MSA is overbuilt with single-family houses, however the lower cost of land and assistance in lowering fees and development costs can mean attractive developments in the Taylor area).	43	City - Planning	Short
40	6-Transportation	Objective T1: Ensure the road system in the City provides appropriate access for residents while discouraging commercial traffic in neighborhoods.	Action T1.1: Use the Thoroughfare Plan to determine where arterial and collector streets are needed in new residential and commercial developments.	43	City - Planning/Engineering	Ongoing
53	6-Transportation	Objective T5: Ensure that all airport plans be incorporated into future City plans.	Action T5.3: Review all development in and around the flight zones in accordance with the Future Land use plan to ensure the protection of any future neighborhoods as well as preserving the functional ability of the airport.	43	City - Planning	Ongoing
102	10-Health and Human Services	Objective HH1: Work with area providers to expand and promote optimum health and human services for Taylor residents.	Action HH1.5: Encourage connections between services that coordinate, link, and integrate public, private and community-based services.	43	WCCHD	Medium

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117	10-Health and Human Services	Objective HH3: Formalized planning relationship among the school district, Temple Community College, Williamson County, neighborhoods, and the City of Taylor by encouraging strong and continuing community and school relationships beyond the walls of facilities by utilizing the neighborhood as an educational resource.	Action HH3.9: Work with Temple Community College to promote life-long learning opportunities for residents of Taylor and encourage the broadest possible use of the library, Taylor CNET, and other existing facilities throughout the city, focusing on developing these resources in neighborhoods.	43	TISD/Interagency/TCAT/ WCCHD/City - Planning	Ongoing
118	10-Health and Human Services	Objective HH3: Formalized planning relationship among the school district, Temple Community College, Williamson County, neighborhoods, and the City of Taylor by encouraging strong and continuing community and school relationships beyond the walls of facilities by utilizing the neighborhood as an educational resource.	Action HH3.10: Work with Taylor ISD and Temple Community College, community organizations, state of Texas and Williamson County to develop strong linkages between education and training programs and employability development resources.	43	TISD/Interagency/TCAT/ WCCHD/City - Planning	Short
126	10-Health and Human Services	Objective HH5: Work with local organizations and providers to help individuals, families, and neighborhoods address their safety concerns.	Action HH5.3: Develop an increased level of emergency preparedness among all segments of Taylor to help coordinate governmental response and recovery efforts that seek to minimize the adversity of a major emergency or disaster.	43	WCCHD/Interagency/Faith based Community/ City - Police, Fire, Planning	Short
2	4 - Land Use	Objective L1: Provide suitable areas for a variety of residential types and densities.	Action L1.2: Develop neighborhood conservation provisions in zoning ordinance to include landscaping and buffering as protection against encroaching incompatible uses.	42	City - Planning	Medium

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#	Chapter	Objective	Action	Priority Score	Responsible Department	Time Range
4	4 - Land Use	Objective L1: Provide suitable areas for a variety of residential types and densities.	Action L1.4: Coordinate, through interlocal agreement, partnerships and action committees, City, County and school district facilities planning and land acquisition that will create joint usage school and park facilities.	42	City - Planning/County/TISD	Short
12	4 - Land Use	Objective L1: Provide suitable areas for a variety of residential types and densities.	Action L1.12: Support the continued rehabilitation and restoration of the Downtown Neighborhoods through appropriate, but considerate code enforcement.	42	City - Code Enforcement	Ongoing
42	6-Transportation	Objective T1: Ensure the road system in the City provides appropriate access for residents while discouraging commercial traffic in neighborhoods.	Action T1.3: Improve roadways to attain a LOS “D”. Types of improvements will be determined following traffic analysis.	42	City - Planning/Engineering	Short
103	10-Health and Human Services	Objective HH1: Work with area providers to expand and promote optimum health and human services for Taylor residents.	Action HH1.6: Create with Economic Development and local health care providers a recruitment strategy to secure more CHIP, Medicaid and Medical Specialty providers.	42	WCCHD/State/Interagency	Short
112	10-Health and Human Services	Objective HH3: Formalized planning relationship among the school district, Temple Community College, Williamson County, neighborhoods, and the City of Taylor by encouraging strong and continuing community and school relationships beyond the walls of facilities by utilizing the neighborhood as an educational resource.	Action HH3.5: Coordination the City capital improvement and functional plans with school district plans.	42	TISD/Interagency/TCAT/ WCCHD/City - Planning	Ongoing

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#	Chapter	Objective	Action	Priority Score	Responsible Department	Time Range
3	4 - Land Use	Objective L1: Provide suitable areas for a variety of residential types and densities.	Action L1.3: Establish open space easements, linear parks, and trails in and around residential areas for accessibility and "walkability." Require dedication or provision of land in the Subdivision Regulations platting process.	41	City - Planning	Medium
44	6-Transportation	Objective T2: Explore alternative transportation modes that could be available to the residents of the City.	Action T2.2: Provide trails, sidewalks and crosswalks on all arterial and collector streets.	41	City - Planning/Engineering	Long
51	6-Transportation	Objective T5: Ensure that all airport plans be incorporated into future City plans.	Action T5.1: Work with the area residents and develop a plan that works with the existing local airport to ensure that the airport does not hinder growth in this part of the City.	41	City - Planning/Airport Board/Engineering	Ongoing
98	10-Health and Human Services	Objective HH1: Work with area providers to expand and promote optimum health and human services for Taylor residents.	Action HH1.1: Create a working group on health and human services-related issues to develop health and human services policies.	41	WCCHD/Interagency/Johns Hospital/City - Planning	Short
110	10-Health and Human Services	Objective HH3: Formalized planning relationship among the school district, Temple Community College, Williamson County, neighborhoods, and the City of Taylor by encouraging strong and continuing community and school relationships beyond the walls of facilities by utilizing the neighborhood as an educational resource.	Action HH3.3: Develop a system to allow the school districts and other entities to share fiscal and demographic data for planning purposes.	41	TISD/Interagency/TCAT/ WCCHD/City - Planning	Short
122	10-Health and Human Services	Objective HH4: Work with local organizations and providers to support services to meet food, clothing, shelter, transportation and other basic material needs.	Action HH4.2: Develop new and utilize existing partnerships to explore the use of existing facilities and co-location of services, including joint use of schools, the City of Taylor and Williamson County facilities, to make services more available in the neighborhoods.	41	WCCHD/Interagency/United Way/Faith Based Community/City - Planning	Short

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#	Chapter	Objective	Action	Priority Score	Responsible Department	Time Range
14	4 - Land Use	Objective L2: Protect areas of historical and architectural significance in the City.	Action L2.2: Adopt additional codes and regulations that would encourage renovation, rehabilitation and restoration of historic (older than 50 years) and older (less than 50 years but worthy of repair).	40	City - Planning/Building Inspections	Medium
17	4 - Land Use	Objective L3: Provide viable retail, office and industrial areas that support opportunities for economic development.	Action L3.3: Upgrade utilities and roadways, as needed, in areas designated for commercial, business park and industrial uses on the Future Land Use Plan to attract new and expanding development.	40	City - Planning/Engineering	Ongoing
30	5 - Housing	Objective H1: Stabilize neighborhoods with sound, but aging housing through requiring and assisting in the rehabilitation of substandard housing and the demolition of dilapidated housing throughout Taylor.	Action H1.3: Work to assist non-profits in acquiring a state CHDO (Community Housing Development Organization) status and apply for state HOME funds for new low-income housing and housing rehabilitation.	40	City - Planning/THA	Short
32	5 - Housing	Objective H1: Stabilize neighborhoods with sound, but aging housing through requiring and assisting in the rehabilitation of substandard housing and the demolition of dilapidated housing throughout Taylor.	Action H1.5: Seek partnerships with public and private entities to eliminated dilapidated housing.	40	City - Planning/THA	Short
104	10-Health and Human Services	Objective HH2: Work with area providers so that health and human services are supported and delivered in an effective and efficient manner.	Action HH2.1: Establish a strategic planning committee to develop and review recommendations periodically on an inventory of existing facilities (location, condition, and services provided)	40	WCCHD/Interagency	Short

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#	Chapter	Objective	Action	Priority Score	Responsible Department	Time Range
115	10-Health and Human Services	Objective HH3: Formalized planning relationship among the school district, Temple Community College, Williamson County, neighborhoods, and the City of Taylor by encouraging strong and continuing community and school relationships beyond the walls of facilities by utilizing the neighborhood as an educational resource.	Action HH3.7: Participate with alternative schools, vocational training, and adult literacy and learning centers in planning resources for Taylor.	40	TISD/Interagency/TCAT/ WCCHD/City - Planning	Short
125	10-Health and Human Services	Objective HH5: Work with local organizations and providers to help individuals, families, and neighborhoods address their safety concerns.	Action HH5.2: Develop new and utilize existing partnerships between public agencies and private citizens to coordinate a policing strategy that works in partnership with the community to reduce crime through prevention, education and enforcement, and encourage neighborhoods to build block-by-block networks to prevent crime and solve common problems.	40	WCCHD/Interagency/Faith based Community/City - Police, Planning	Medium
127	10-Health and Human Services	Objective HH6: Work with local organizations to celebrate diversity through community activities and events that recognize different groups	Action HH6.1: Improve access to City and community services and to remove obstacles that keep people from receiving the services they need.	40	City - Planning/WCCHD/Interagency	Ongoing
128	10-Health and Human Services	Objective HH6: Work with local organizations to celebrate diversity through community activities and events that recognize different groups	Action HH6.2: Enhance opportunities for people with low income, disabilities, limited English-speaking ability, and other barriers to service to participate fully in community life and to access assistance.	40	City - Planning/WCCHD/ Interagency/Faith Based Community	Ongoing
8	4 - Land Use	Objective L1: Provide suitable areas for a variety of residential types and densities.	Action L1.8: Ensure that streets, sidewalks, neighborhood parks, street lighting, drainage, and traffic control through design standard requirements.	39	City - Planning/Engineering	Medium

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#	Chapter	Objective	Action	Priority Score	Responsible Department	Time Range
36	5 - Housing	Objective H3: Assist in the provision of new low-income rental and ownership units, and a variety of housing to meet the needs of Taylor's growing and changing population.	Action H3.3: Investigate mechanisms to stem the tide of mobile homes moving into residential neighborhoods and to ensure that those already in on residential lots are safe.	39	City - Planning	Medium
49	6-Transportation	Objective T4: Ensure adequate access and circulation within the City.	Action T4.1: Complete continuous loop around Taylor to create additional access in and around the City.	39	City - Planning/Engineering/ TXDOT	Medium
113	10-Health and Human Services	Objective HH3: Formalized planning relationship among the school district, Temple Community College, Williamson County, neighborhoods, and the City of Taylor by encouraging strong and continuing community and school relationships beyond the walls of facilities by utilizing the neighborhood as an educational resource.	Action HH3.5: Develop a cooperative school sidewalk program to enhance the safety, appearance, and access for neighborhood residents.	39	TISD/Interagency/TCAT WCCHD/City - Planning	Medium
114	10-Health and Human Services	Objective HH3: Formalized planning relationship among the school district, Temple Community College, Williamson County, neighborhoods, and the City of Taylor by encouraging strong and continuing community and school relationships beyond the walls of facilities by utilizing the neighborhood as an educational resource.	Action HH3.6: Develop recommendations of neighborhood plans when developing school sidewalk programs.	39	TISD/Interagency/TCAT/ WCCHD/City - Planning	Medium

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#	Chapter	Objective	Action	Priority Score	Responsible Department	Time Range
124	10-Health and Human Services	Objective HH5: Work with local organizations and providers to help individuals, families, and neighborhoods address their safety concerns.	Action HH5.1: Coordinate efforts that enhance strong family relationships and healthy child development and work in partnership with the county and state and community agencies to prevent violence and injury, in areas such as child abuse, sexual assault, domestic violence, and violence associated with substance abuse.	39	WCCHD/Interagency/Faith based Community/City - Police, Planning	Medium
6	4 - Land Use	Objective L1: Provide suitable areas for a variety of residential types and densities.	Action L1.6 Establish new criteria for street and lot layout to achieve desirable neighborhoods that are pedestrian and park oriented.	38	City - Planning, Engineering	Medium
7	4 - Land Use	Objective L1: Provide suitable areas for a variety of residential types and densities.	Action L1.7: Extend existing trail systems to create linear park linkages through new developments. Require inclusion of trails in the platting process through design and park dedication	38	City - Planning, Enginering	Medium
20	4 - Land Use	Objective L3: Provide viable retail, office and industrial areas that support opportunities for economic development.	Action L3.6: Guide new commercial development to clusters (shown on the Future land Use Plan instead of scattered and/or “strip” development).	38	City - Planning	Medium
23	4 - Land Use	Objective L3: Provide viable retail, office and industrial areas that support opportunities for economic development.	Action L3.9: Review and monitor zoning and other development ordinances to achieve appropriate regulations and district designations to keep commercial areas viable, encourage redevelopment, and ensure quality new development.	38	City - Planning/TEDC	Medium
24	4 - Land Use	Objective L4: Preserve and enhance Downtown and Downtown Neighborhoods character and economic investment.	Action L4.1: Amend appropriate codes to allow more mixed-use, live/work development opportunities Downtown and Downtown Neighborhoods.	38	City - Planning. Main Street	Medium

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#	Chapter	Objective	Action	Priority Score	Responsible Department	Time Range
48	6-Transportation	Objective T3: Create a "front door" entry and identity for the City.	Action T3.2: Require that major entry roads reflect the character of Taylor with landscaping, additional setbacks, preservation of existing trees and planting of additional trees.	38	City - Planning	Medium
50	6-Transportation	Objective T4: Ensure adequate access and circulation within the City.	Action T4.2: Improve appearance and function of streets so that they are similar to Lake Drive through landscaping and sidewalks to increase "walkability" and access.	38	City - Planning/Engineering	Medium
111	10-Health and Human Services	Objective HH3: Formalized planning relationship among the school district, Temple Community College, Williamson County, neighborhoods, and the City of Taylor by encouraging strong and continuing community and school relationships beyond the walls of facilities by utilizing the neighborhood as an educational resource.	Action HH3.4: Make available all available financial, demographic, and physical plant information on individual schools through a computerized central clearinghouse.	38	TISD/Interagency/TCAT/ WCCHD/City - Planning	Medium
123	10-Health and Human Services	Objective HH4: Work with local organizations and providers to support services to meet food, clothing, shelter, transportation and other basic material needs.	Action HH4.3: Develop new and utilize existing partnerships to encourage effective, efficient community-based and community-delivered services using a combination of public, private, community and personal resources.	38	WCCHD/Interagency/United Way/Faith Based Community/City - Planning	Medium
15	4 - Land Use	Objective L3: Provide viable retail, office and industrial areas that support opportunities for economic development.	Action L3.1 Designate areas that can support industrial development in the Future Land Use Plan and zoning map that require transportation access, adequate utilities, and protection of residential areas.	37	City - Planning	Medium

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#	Chapter	Objective	Action	Priority Score	Responsible Department	Time Range
22	4 - Land Use	Objective L3: Provide viable retail, office and industrial areas that support opportunities for economic development.	Action L3.8: Provide existing businesses economic development programs, incentives, and assistance for expansion/relocation to areas designated on the Future Land Use Plan.	37	City - Planning/TEDC	Medium
31	5 - Housing	Objective H1: Stabilize neighborhoods with sound, but aging housing through requiring and assisting in the rehabilitation of substandard housing and the demolition of dilapidated housing throughout Taylor.	Action H1.4: Revisit the housing code regarding historic preservation and rehabilitation. Investigate the use of alternative or sub codes for rehabilitation of older buildings. Currently the cost to bring historic homes up to the current building code and to the codes of historic preservation make the investment too costly.	37	City - Planning/Building Inspections	Medium
47	6-Transportation	Objective T3: Create a “front door” entry and identity for the City.	Action T3.1: Develop a design for city entrance signs and landscaping that reflect the character of Taylor.	37	City - Planning	Medium
99	10-Health and Human Services	Objective HH1: Work with area providers to expand and promote optimum health and human services for Taylor residents.	Action HH1.2: Include consumer representation in addition to health and other disciplines on the working group.	37	WCCHD/Johns Hospital/Interagency/City - Planning	Medium
100	10-Health and Human Services	Objective HH1: Work with area providers to expand and promote optimum health and human services for Taylor residents.	Action HH1.3: Develop policies that assure equal opportunity and fair access to services.	37	WCCHD/State/Interagency	Medium
119	10-Health and Human Services	Objective HH3: Formalized planning relationship among the school district, Temple Community College, Williamson County, neighborhoods, and the City of Taylor by encouraging strong and continuing community and school relationships beyond the walls of facilities by utilizing the neighborhood as an educational resource.	Action HH3.11: Work with Taylor ISD to create safe learning environments in and after school that promotes academic and personal achievement for all children. Recognize that community-based learning through service projects has value both to the student and the community.	37	TISD/Interagency/TCAT/ WCCHD/City - Planning	Medium

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#	Chapter	Objective	Action	Priority Score	Responsible Department	Time Range
130	10-Health and Human Services	Objective HH6: Work with local organizations to celebrate diversity through community activities and events that recognize different groups	Action HH6.4: Provide opportunities for diverse representation of people and interests on City of Taylor boards, commissions, advisory committees, and neighborhood planning efforts.	37	City - Management, Planning	Ongoing
9	4 - Land Use	Objective L1: Provide suitable areas for a variety of residential types and densities.	Action L1.9: Require and/or install appropriate landscaping along major arterials and local streets. Develop requirements and list of approved plants and materials	36	City - Planning	Long
13	4 - Land Use	Objective L2: Protect areas of historical and architectural significance in the City.	Action L2.1: Identify areas and structures of historical and architectural significance.	36	City - Planning/Taylor Heritage and Conservation Society	Long
18	4 - Land Use	Objective L3: Provide viable retail, office and industrial areas that support opportunities for economic development.	Action L3.4 Create Business Park (particularly around the Airport), Downtown Neighborhood, and Gateway Zoning Districts that encourages attractive, quality development in a campus setting..	36	City - Planning	Long
105	10-Health and Human Services	Objective HH2: Work with area providers so that health and human services are supported and delivered in an effective and efficient manner.	Action HH2.1: Establish a strategic planning committee to develop and review recommendations periodically on projections of future health and human services challenges and the locations in that they occur.	36	WCCHD/Interagency	Long
107	10-Health and Human Services	Objective HH2: Work with area providers so that health and human services are supported and delivered in an effective and efficient manner.	Action HH2.1: Establish a strategic planning committee to develop and review recommendations periodically on public accessibility to various health and human services facilities, to include effectiveness of the public transit system	36	WCCHD/Interagency	Long
129	10-Health and Human Services	Objective HH6: Work with local organizations to celebrate diversity through community activities and events that recognize different groups	Action HH6.3: Promote culturally responsive and relevant service delivery. Strive to ensure that City and community services provide appropriate service.	36	City - Planning/WCCHD /Interagency	Long

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35	5 - Housing	Objective H3: Assist in the provision of new low-income rental and ownership units, and a variety of housing to meet the needs of Taylor's growing and changing population.	Action H3.2: Support the development of a volunteer home repair service for the elderly and disabled.	35	City - Planning/Habitat for Humanity/CHDO	Long
5	4 - Land Use	Objective L1: Provide suitable areas for a variety of residential types and densities.	Action L1.5: Take advantage of the conceptual design phase of the platting process to encourage and require effective and creative development planning taking advantage of good urban design on a human scale.	34	City - Planning	Long
26	4 - Land Use	Objective L4: Preserve and enhance Downtown and Downtown Neighborhoods character and economic investment.	Action L4.3 Create a Community Development Corporations (CDCs), and Community Housing Development Organizations (CHODOs) to address redevelopment and new housing.	34	City - Planning, Main Street/TEDC	Long
37	5 - Housing	Objective H4: Assist in the preservation and rehabilitation of historic housing units.	Action H4.1: Revisit the housing code regarding historic preservation and rehabilitation. Investigate the use of alternative or sub codes for rehabilitation of older buildings. Currently the cost to bring historic homes up to the current building code and to the codes of historic preservation make the investment too costly.	34	City - Planning/Building Inspections	Long
106	10-Health and Human Services	Objective HH2: Work with area providers so that health and human services are supported and delivered in an effective and efficient manner.	Action HH2.1: Establish a strategic planning committee to develop and review recommendations periodically on manpower and expertise of the labor force needed to meet current and projected health and human services needs	34	WCCHD/Interagency	Long
11	4 - Land Use	Objective L1: Provide suitable areas for a variety of residential types and densities.	Action L1.11 Permit, through the zoning ordinance, second story residential uses in the downtown area.	33	City - Planning	Long

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#	Chapter	Objective	Action	Priority Score	Responsible Department	Time Range
16	4 - Land Use	Objective L3: Provide viable retail, office and industrial areas that support opportunities for economic development.	Action L3.2: Concentrate industrial activities along the railroad corridor.	33	City - Planning	Long
27	4 - Land Use	Objective L4: Preserve and enhance Downtown and Downtown Neighborhoods character and economic investment.	Action L4.4 Direct compatible new construction (infill) on vacant lots or as replacement of deteriorated structures through CDCs, CHODO, reduced development fees, low interest bank loans, City acquisition and resale.	33	City - Planning	Long
34	5 - Housing	Objective H3: Assist in the provision of new low-income rental and ownership units, and a variety of housing to meet the needs of Taylor's growing and changing population.	Action H3.1: Provide appropriate land use designations, zoning if applicable, and development guidelines for a senior housing complex with independent living, assisted living and nursing home care for the aging population who are no longer able to care for their homes.	33	City - Planning	Long
131	10-Health and Human Services	Objective HH6: Work with local organizations to celebrate diversity through community activities and events that recognize different groups	Action HH6.5: Support community efforts that work toward achieving a diversity of ages, incomes, household types and sizes, and cultural backgrounds throughout the City of Taylor.	33	City - Planning/WCCHD /Interagency/Faith Based Community	Long
132	10-Health and Human Services	Objective HH6: Work with local organizations to celebrate diversity through community activities and events that recognize different groups	Action HH6.6: Coordinate the planning effort to assess the need for a Community Health and Human Services Center that would include a senior citizen center.	33	City - Planning/WCCHD/ Interagency/Faith Based Community	

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108	10-Health and Human Services	Objective HH3: Formalized planning relationship among the school district, Temple Community College, Williamson County, neighborhoods, and the City of Taylor by encouraging strong and continuing community and school relationships beyond the walls of facilities by utilizing the neighborhood as an educational resource.	Action HH3.1: Publicly recognize neighborhoods that have shown individual initiative to improve schools within their neighborhoods.	32	TISD/Interagency/TCAT/WCCHD/City - Planning	Long
109	10-Health and Human Services	Objective HH3: Formalized planning relationship among the school district, Temple Community College, Williamson County, neighborhoods, and the City of Taylor by encouraging strong and continuing community and school relationships beyond the walls of facilities by utilizing the neighborhood as an educational resource.	Action HH3.2: Establish incentives that encourage neighborhoods to support their schools.	32	TISD/Interagency/TCAT/WCCHD/City - Planning	Long
10	4 - Land Use	Objective L1: Provide suitable areas for a variety of residential types and densities.	Action L1.10: Screen residential areas along major arterials with landscaping	31	City - Planning	Long
43	6-Transportation	Objective T2: Explore alternative transportation modes that could be available to the residents of the City.	Action T2.1: Provide designated on and off street bike routes.	30	City - Planning/Engineering	Long
33	5 - Housing	Objective H2: Assist in the relocation of displaced tenants due to the demolition or renovation of rental housing.	Action H2.1: Work with non-profits, church and community groups to help provide assistance to displaced tenants by providing temporary shelter	29	City - Planning/THA	Long

TABLE 11.1
IMPLEMENTATION TABLE
(PRIORITIZED)

#	Chapter	Objective	Action	Priority Score	Responsible Department	Time Range
38	5 - Housing	Objective H5: Encourage the development of new larger homes and high-end retirement developments in Taylor and its ETJ.	Action H5.1: Provide appropriate land use designations, zoning if applicable, and development guidelines for a new community for retirees, centered around a recreational facility. (Such a development is not dependent on the employment climate and could be sustained in the ETJ, while bringing more retail and support dollars to City businesses).	24	City - Planning	

Note: Short Range - 1-3 Years, Medium - 4-7 Years, Long - 7+ Years, Ongoing - Current and continuing

Taylor Comprehensive Plan
2004-2024

Contract Number 723184

City of Taylor, Texas

Prepared by
Wilbur Smith Associates
in professional association with
MKP Consulting

FINANCED THROUGH THE OFFICE OF RURAL COMMUNITY AFFAIRS OF THE STATE OF TEXAS. The preparation of this document was financed through provisions of a Texas Community Development Program Grant from the U.S. Department of Housing and Urban Development.

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December 2004

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The following elected officials, appointed board members, and citizens of the City of Taylor all were important participants in the development of the new Taylor Comprehensive Plan. Their insight, and input created a plan that will direct the future promote the quality of life that is expected in Taylor.

Mayor and City Council:
Don Hill, Mayor
John McDonald, Mayor Pro-tem
Ella Jez
Benito Gonzales
Tim Mikeska

Planning and Zoning Commission:
Rod Hortenstine, Chair
Don McAlister. Vice Chair
David Scott Green
John Taylor
Randolph Griffin, Sr.
Bill Maxwell
Lavern Caldwell
Gumisindo Gonzales
Leland Stevens

Steering Committee:
Evelyn Flowers-Cook
Helen Kinlow
Susan Komandoski
Ed Komandoski
James Krueger
Bill Maxwell
Don McAlister
Bill Mikulencak
Jose Orta
Tony Sorrells
Nancy Talley
Marge Tripp
Jonathan Kaminecky

City Staff:
Frank Salvato, City Manager
David Simons, Interim City Engineer
Bob van Til, AICP, Director of Community Development
Marsha Haass, Community Development Administrative Assistant

Consultant Team
Wilbur Smith Associates
MKP Consulting

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Executive Summary

Taylor Comprehensive Plan Update – 2004

Taylor is prepared for the future! As the result of a yearlong process, the Taylor Comprehensive Plan now provides fresh and dynamic approaches to meet the needs of desires of the community. It identifies issues and concerns, and then provides real actions to direct the future of the City. Beginning with a new vision, the Plan seeks to humanize the physical aspects of land use, transportation, and economic development by addressing quality of life issues in housing, and health and human services. Each chapter includes recommended short, medium, and long-term actions that will promote a viable, safe and healthy City today and in the future.

Citizen involvement and debate were essential parts of the planning process. A diverse group of citizens was appointed to serve as a steering committee, providing their perspective and their concerns for Taylor's future. Involving these citizens in the entire planning process resulted in their taking ownership of the Plan. The Steering Committee met monthly for a year to review and provide input to each chapter of the Plan. Their involvement in the Plan was, and will continue to be crucial in the implementation of the recommended actions.

At the beginning of the planning process a "Town Meeting" was attended by over 80 interested citizens. Through topic related discussions, the attendees identified a wide range of concerns and issues that were subsequently addressed in the Plan. Toward the end of the process, a weeklong open house was held at City Hall where final drafts and maps were available for review and comment.

The resulting Comprehensive Plan identifies issues, outlines existing conditions, and establishes local governmental policies and strategies. The Plan is the definitive source of information regarding existing and future conditions and characteristics of the community. The sections of the Plan include

- Introduction
- Vision
- Goals and Objectives
- Population /Socioeconomic Conditions
- Land Use
- Housing
- Transportation
- Parks and Open Space Plan (a separate document)
- Economic Development (a separate plan developed for the Taylor EDC)
- Central Business District (current conditions)
- Health and Human Services
- Implementation

Each chapter provides a solid foundation for future decision-making relating to community growth and development. The Plan elements prepared by others will be incorporated into the Comprehensive Plan to create one unifying planning document. A thorough understanding of Taylor's past, present, and future was

needed to formulate realistic goals, viable objectives, workable policies, and effective action plans. This Plan is visionary, yet capable of implementation.

The City of Taylor provided funding for the new Comprehensive Plan. Additional funding was provided by a grant from the Office of Rural Community Affairs in conjunction with the United States Department of Housing and Urban Development*. The Taylor Economic Development Corporation (TEDC) also provided financial support for the development of the Comprehensive Plan, particularly the Economic Development and Downtown chapters.

The adopted Comprehensive Plan is a guide, and should be seen as a flexible document, an analytical tool to evaluate zoning and development submittals and direct policy decisions. As planning is a continuous process, the completion of the Comprehensive Plan is by no means an end in itself. It must be constantly scrutinized to ensure that its goals, objectives and recommended actions continue to reflect changing community needs and attitudes. Above all, the Plan must be used – everyday.

** The Office of Rural Community Affairs in conjunction with the United States Department of Housing and Urban Development furnished financial support to the activity described in this publication which does not necessarily indicate the concurrence of the Office of Rural Community Affairs or of the United States Department of Housing and Urban Development with the statements or conclusions contained in this publication.*

Chapter 1 - Introduction

Taylor Comprehensive Plan Update – 2004

Located in central Texas, Taylor is an established regional residential, agricultural, and manufacturing center. Approximately 29 miles northeast of Austin and 17 miles east of Interstate Highway 35, the City is part of the five county Austin/San Marcos Metropolitan Statistical Area (MSA), one of the fastest growing areas of the United States. Originally named Taylor Station, the City was laid out by the Texas Land Company in anticipation of the coming railroad and incorporated in 1882. Cotton farming, a mainstay of the community since the middle 1800s continues to dominate the rural landscape. By 1900, settlers from Czechoslovakia, Germany, Austria, England, Scotland, and Mexico had created a lively community with mayor/council government, a public school system, banks, a cotton compress, electric company and several newspapers. Today, Taylor is an ethnically diverse city with a population of over 14,700, proud of its "small town" atmosphere and friendly people.

To address current and new development needs, issues, and pressures, the City Council authorized the development of a new Comprehensive Plan in November 2003. Developed in a multi-stage process, it provides the vision, goals, objectives and actions necessary to direct the City's progress over the next thirty years. As an official public document it will serve as the guide for policy decisions relating to the physical, social, and economic growth of the community. In addition to providing goals and objectives, the Plan assesses the opportunities and challenges facing the City and sets priorities for an implementation program that outlines specific actions and practical results. It is highly important that the needs and aspirations identified in the Plan be balanced with the primary roles and duties of the City in providing mandatory and essential city services.

As a principal part of the City's overall, ongoing planning process, this new Comprehensive Plan establishes the vision and direction of the community and represents an important first step toward achieving the City's stated goals. This plan should not be considered a static document. It is the result of a continuous process to gather and evaluate information and make informed decisions based upon constantly changing conditions. The Plan should be regularly reviewed, revised and updated as needed to maintain its applicability to current conditions and established priorities. At a minimum, the entire plan should be revisited every five years to ensure that it continues to reflect the true values and direction of the community. While Taylor's Comprehensive Plan Update should be flexible enough to respond to changing needs, the community should remain steadfast in its vision and support for the core goals and objectives contained in the Plan.

Taylor's Comprehensive Plan is a guide with a foundation in state law. Chapter 213 of *Texas Local Government Code* provides that "The governing body of a municipality may adopt a comprehensive plan for the long-range development of the municipality. A municipality may define the content and design of a comprehensive plan." Since Taylor is a municipality with a population of more

than 5,000 residents, it is permitted an extraterritorial jurisdiction (ETJ) extending one mile beyond its borders. In these areas, the City has the right to review and approve subdivisions, and prepare plans for areas that have direct relationships to municipal planning.

Funded in part by a grant from the Office of Rural and Community Assistance (ORCA) of the State of Texas and the Taylor Economic Development Corporation, the new Comprehensive Plan is a continuation of years of successful planning activities.

Previous Plans

In 1996, the current Comprehensive Plan was developed by Dunkin Sefko as a continuation of the City's commitment to planning. Older previous plans include the *1967 Comprehensive Plan* by Bernard Johnson Engineers, *Taylor Planning Studies* by Southwest Texas State University in 1979, and the *Comprehensive Plan* by Community Land Resources, Inc. in 1986. In developing this update, previous plans will be considered; however, the update will reflect current desires of the community and current development issues and trends. Priority projects and development strategies from previous plans will be reviewed in the development of each chapter to determine if they have been accomplished, and if they are applicable or desired in the current environment.

Elements of the Comprehensive Plan

The elements of the Taylor Comprehensive Plan are organized into 11 chapters, each of which includes existing conditions, issues, goals, objectives, and actions for identified aspects of the community.

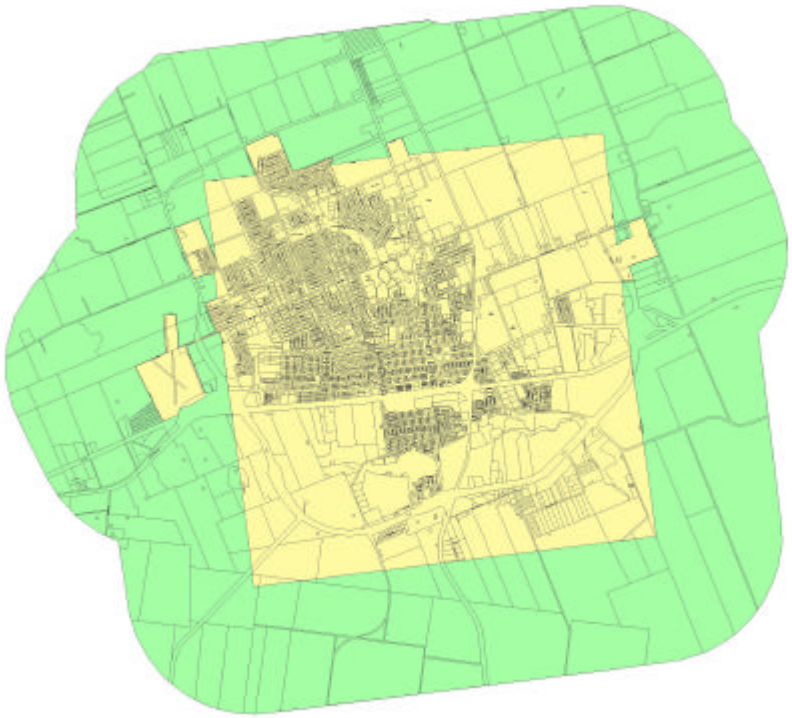
Chapter 1	Introduction
Chapter 2	Vision
Chapter 3	Population/ Socioeconomic Conditions
Chapter 4	Land Use Plan
Chapter 5	Housing
Chapter 6	Thoroughfare Plan
Chapter 7	Parks and Recreation
Chapter 8	Economic Development
Chapter 9	Central Business District
Chapter 10	Health and Human Services
Chapter 11	Plan Implementation

Each chapter of the new Plan was developed to specifically address the current and anticipated needs of the community. Although they are separate chapters, they are interrelated as land use influences transportation which impacts economic development, which in turn demands housing units which require parks and open space. Coordination is therefore required between the goals, objectives and actions of each chapter within the overall Comprehensive Plan.

Geographical Area for the Comprehensive Plan

The geographical planning area for this Plan is shown in **Figure 1.1 - Comprehensive Planning Area.** It includes the incorporated City shown in yellow and the one-mile Extraterritorial Jurisdiction (ETJ) in green. In these areas, the City has the right to protect and effectively manage growth patterns. Taylor's identity as a regional center requires the Comprehensive Plan be responsive to factors and needs beyond the established one-mile boundary.

FIGURE 1.1
COMPREHENSIVE PLANNING AREA



A more detailed base map of the planning area is shown in **Figure 1.2 – Base Map.** This digital map shows the corporate limits of the City and ETJ, major road network, railway lines, creeks, and property lines. It forms the base for all the maps in the Plan and is coordinated with the City's Mapping system.

Development of the Comprehensive Plan

The Taylor Comprehensive Plan Update is the result of many hours of consideration and input from community residents and leaders. It is an effort to answer five questions that are the basis of the comprehensive planning process:

- Where has Taylor been in the past?
- Where is the City now?
- Where are we heading in the future?
- Where do we want to be in the year 2025?
- How do we achieve our desired future?

Understanding the community's past and present conditions is necessary to determine the City's identity and its ability to successfully plan for the future.

Citizen involvement is the cornerstone of the Comprehensive Plan. In order to be a workable plan, it must be identified not just with the City's elected officials who adopt it, but also with the entire City and its residents who helped draft it. The Plan should be capable of being followed and maintained even as elected officials change. Through community involvement, the Comprehensive Plan sought to incorporate the community's values in terms of quality of life; character and scale of development; enhanced aesthetic appeal; and how new development should be integrated into the existing and future City framework.

These key participants in the planning process included:

- The citizens of Taylor, through two Community Forums held at the outset and toward the end of the planning process;
- The Steering Committee, a group of citizens appointed by the City, who meet regularly for over a year to discuss the issues and elements of the Plan and to provide initial input, overall review and monitoring of the planning process;
- City staff as the liaison between the Steering Committee, Planning and Zoning Commission, City Council and the Consultant team;
- The Planning and Zoning Commission as the appointed group of citizens responsible for developing and administering the Comprehensive Plan; and,
- The Mayor and City Council, who as the City's ultimate decision-making officials were involved at key stages so the resulting plan would fulfill their expectations and requirements.

Meetings with these groups and the planning consultant were held to discuss and develop the various aspects and directions of the Plan. The Steering Committee was involved in a thorough process of identifying issues, discussing alternatives and solutions, and determining needs and priorities.

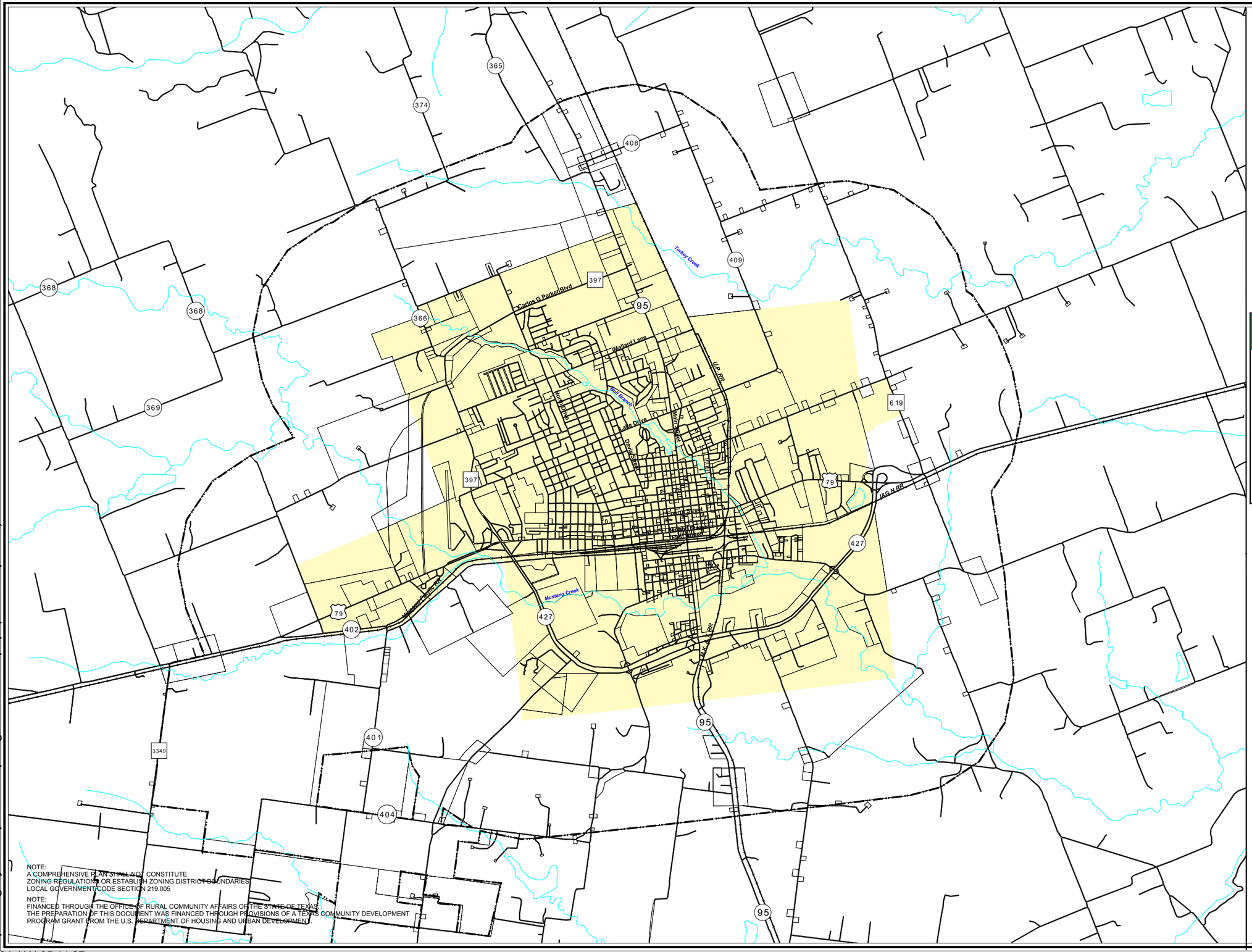
The Planning and Zoning Commission, as the planning recommending body performed a key role in helping to determine how the Plan will be used on a daily basis in making land use and development decisions. With responsibility for the Plan, they will need to recommend adoption of the plan to the City Council.

As the City's chief governing body, the City Council adopted the new Comprehensive Plan to assist in and direct their decision-making process. The resulting Comprehensive Plan should assure the citizens of Taylor a future that meets their desires and aspirations for their community.

A Plan for the Future

When Taylor initiated this new effort in long-range planning, the City decided to manage its destiny rather than reacting to change. The results of previous planning efforts are reflected in very tangible accomplishments across the community achieved through dedication and commitment to a shared vision.

Planning for Taylor's future is the continuous process of identifying issues and needs, building consensus, establishing goals and objectives, and determining the most effective means by which these ends may be achieved. With its emphasis on meaningful results, this Comprehensive Plan sets the stage for intelligent and coordinated actions instead of complacency and inaction. In light of the challenges and opportunities facing the City of Taylor, the following chapters of the Comprehensive Plan are intended to provide guidelines for the next 20 years to ensure Taylor's desired future.



NOTE:
A COMPREHENSIVE PLAN SHALL NOT CONSTITUTE
ZONING REGULATIONS OR ESTABLISH ZONING DISTRICT BOUNDARIES
LOCAL GOVERNMENT CODE SECTION 219.005

NOTE:
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THE PREPARATION OF THIS DOCUMENT WAS FINANCED THROUGH PROVISIONS OF A TEXAS COMMUNITY DEVELOPMENT
PROGRAM GRANT FROM THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

CITY OF TAYLOR
FOUNDED 1876

City of Taylor, Texas
Figure 1.2
Base Map
December 2004

Legend

Base Map

- Railroad
- Extraterritorial Jurisdiction
- Corporate Limit

N

0 0.5 Miles

ENGINEERS
PLANNERS
ECONOMISTS
Wilbur Smith Associates

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City of Taylor, Texas
Figure 1.2
Base Map
December 2004

Legend

Base Map

- Railroad
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Chapter 2 – Vision

The Comprehensive Plan, though broad in nature, is intended to provide clear and decisive statements concerning the community's goals and objectives, the general distribution and allocation of land use and transportation functions, and other general guidelines. In order to establish this positive framework for growth, the plan must first create a sense of overall vision. The vision is a broad statement of how the community views what it will become, particularly over the next 20 years. This vision is an ideal, the result of imagining the future based on established perceptions and values, building upon the community's strengths, and overcoming any obstacles.

To establish its vision, the City of Taylor sought input from citizens and City staff to create a vision that best described their ideal and achievable image of Taylor for the future. This vision statement serves as the basis for developing the City's Comprehensive Land Use Plan.

The Vision for the City of Taylor

> ***Taylor: a proud, diverse, resourceful, enthusiastic, safe, healthy, family-friendly community that celebrates a rich cultural heritage and history in a small town atmosphere with opportunities to work, shop, do business locally, and that embraces economic growth and diversity.***

Specific goals objectives and actions to accomplish this vision are included in the following chapters of the Comprehensive Plan.

Chapter 3 – Population/Socioeconomic Conditions

In updating the Comprehensive Lane Use Plan for the City of Taylor, it is essential to understand the City, not only from a physical perspective, but also to understand various socioeconomic and population trends that have affected the City and its citizens. These trends form the basis for other chapters of this Plan, including Land Use, Transportation, and Economic Development. This chapter provides the factual data regarding past and current trends. Further discussions are provided in the related chapters.

Taylor is an ethnically diverse city with a current population of over 14,000. Growth over the last century has come through various boom periods, but has become very gradual during the last decades. Williamson County has experienced very rapid growth from the expanding Austin urban area. This Population/Socioeconomic Conditions chapter provides demographic information on the City and provides the basis for land use needs for the future.

Population

Past and current population characteristics are important in understanding a community and in planning for its future. The following section examines population characteristics including historical population, population distribution, population projections, age and gender distribution, income, and racial composition. **Table 3.1 – Taylor and Williamson County Population by Decades** displays the historical population from 1920 to 2002.

TABLE 3.1
TAYLOR AND WILLIAMSON COUNTY
POPULATION BY DECADES

Year	Taylor	Percent change	Williamson County	Percent change	Taylor's Percent of County
1920			42,934		
1930			44,146	2.8%	
1940	7,875		41,698	-5.5%	18.9%
1950	9,071	15.2%	38,853	-6.8%	23.3%
1960	9,434	4.0%	35,044	-9.8%	26.9%
1970	9,616	1.9%	37,305	6.5%	25.8%
1980	10,619	9.4%	76,521	105.1%	13.9%
1990	11,472	8.0%	139,551	82.4%	8.2%
2000	13,575	18.3%	249,967	79.1%	5.4%
2001	14,053	3.5%	276,687	10.7%	5.1%
2002	14,062	0.06%	289,924	4.8%	4.9%

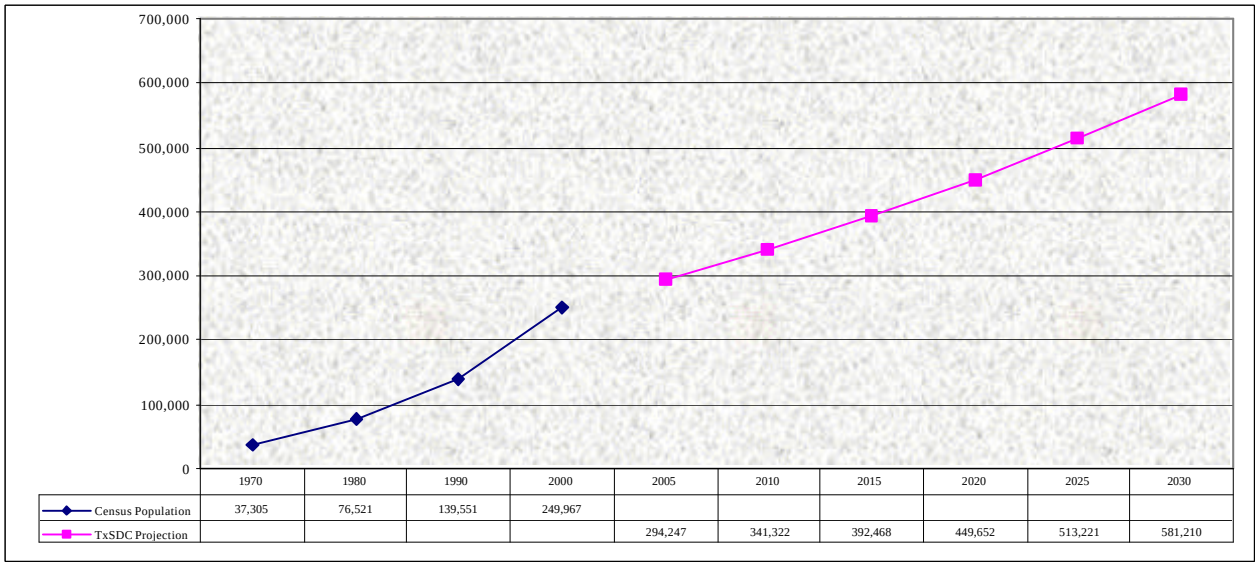
Source U.S. Census Bureau, Census 2000, Real Estate Center-Texas A&M University

The City experienced the most growth the last decade, but not to the extent that Williamson County grew, more than doubling its population each of the last three decades. As the county population continues to increase, Taylor's population contribution to the entire county is gradually decreasing. From1970 to 2000, Taylor's percentage of county population has steadily declined from 25.8% in 1970 to 5.4 percent in 2000.

Population Projections

The Texas State Data Center (TxSDC) at Texas A&M University is one of many public and private entities that prepare population projections for counties using statistical models. **Figure 3.1 - Historical and Projected Population - Williamson County** displays data through 2030. The TxSDC has projected Williamson County's 2030 population at 581,210.

FIGURE 3.1
HISTORICAL AND PROJECTED POPULATION
WILLIAMSON COUNTY - 1970-2030



	1970	1980	1990	2000	2005	2010	2015	2020	2025	2030
Census Population	37,305	76,521	139,551	249,967						
TxSDC Projection					294,247	341,322	392,468	449,652	513,221	581,210

Source: U.S. Census Bureau; Texas State Data Center, Texas A&M University

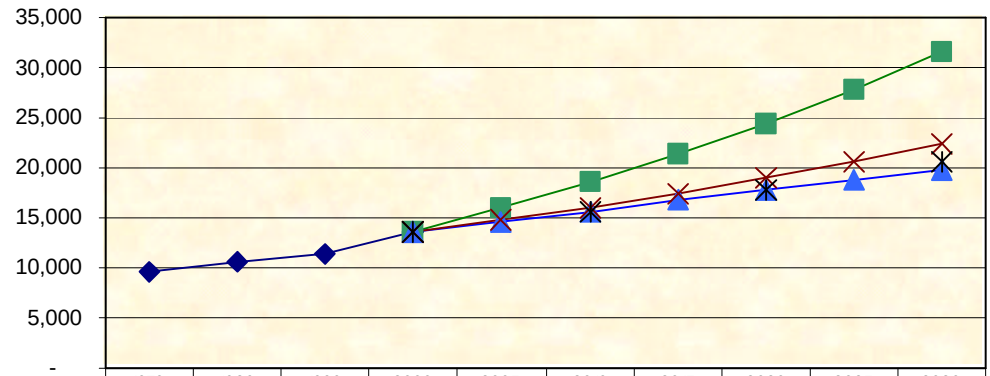
Population projections are not available below the County level, however population forecasts can be developed for the City through a variety of methods and techniques. **Figure 3.2 – Population Projections Taylor**, displays alternative projections for the City based on differing methods and techniques. The alternative projections are as follows:

1. **Step down method** is a ratio-share technique, where a ratio is established between the County's population and the City's. Through maintaining the City's proportional relationship to the County from the 2000 Census (5.4%) the population of Taylor would equal 31,564 in 2030.

2. **Linear regression** is a trend extrapolation technique that aggregates data from the past to project future values. This technique produced a projection of 19,884 in 2030, and suggests that the City's share of the County's population will gradually decline.
3. **Exponential Growth** is a trend extrapolation technique that produced the projection, 22,493 in the year 2030.

As to which projection is the most appropriate and reasonable forecast for the future, consideration must be given to factors that will influence future population trends in the Taylor area including economic forecasts, employment, build-out capacities, and possible annexations of developed areas. Based on the historic and current trends, the most likely scenario is one derived using the "step down" method.

FIGURE 3.2
POPULATION PROJECTIONS - TAYLOR



	1970	1980	1990	2000	2005	2010	2015	2020	2025	2030
Historical	9,616	10,619	11,472	13,575						
Step Down				13,575	15,980	18,536	21,314	24,419	27,872	31,564
Linear Regression				13,575	14,627	15,678	16,730	17,781	18,833	19,884
Exponential Growth				13,575	14,767	16,064	17,474	19,008	20,677	22,493
TWDB				13,575		15,530		17,849		20,606

Source: U.S. Census Bureau; Wilbur Smith Associates Consultant Team

Population Distribution

The Census Bureau, as part of the 2000 Census, calculated population density for Taylor and Williamson County. **Table 3.2 – Population Density** displays the area, population density, housing unit density and population rank in Texas for both Taylor and Williamson County among all cities and counties in Texas.

TABLE 3.2
POPULATION DISTRIBUTION/DENSITY
2000

	Area (in Square Miles)	Population Density/Square Mile	Number of Housing Units/Square Mile	Rank (Texas)
Taylor	13.56	1,003.2	375.2	170
Williamson County	1,134.74	222.6	80.4	16

Source: US Census Bureau 2000

Figure 3.3 –2000 Population Distribution illustrates the 2000 population distribution/density. The map illustrates that most citizens live in the middle and in the northwest quadrant of the City in medium dense residential developments. The highest concentration is along Highway 79, west of Highway 95. South of Highway 79 has the least concentration of people.

Over the next twenty to thirty years the population is expected to be distributed inside the current city limits with new medium and lower density development forming a ring around the City as shown in **Figure 3.4 - 2030 Population Distribution**.

Racial and Ethnic Composition

Taylor's racial and ethnic characteristics are displayed in **Table 3.3 - Racial Composition Taylor 1990 - 2000**. As displayed in the table, Taylor is a racially diverse city. In 2000, slightly over half the population (67.9 percent) was white, similar to 68.7% of the population in 1990. The Black population has slightly decreased from 16.7% of the total in 1990 to 14.2% in 2000. There has been an increase in the percentage of Hispanics in the City from 28.6 percent in 1990 to 34.1 percent in 2000.

TABLE 3.3
RACIAL COMPOSITION TAYLOR
1990 - 2000

Category	1990	% of Total	2000	% of Total
White	7,881	68.7%	9,212	67.9%
Black	1,918	16.7%	1,929	14.2%
American Indian	19	0.2%	70	0.5%
Asian or Pacific Islander	45	0.4%	53	0.4%
Other Race	1,609	14.0%	2,032	15.0%
Two or More Races	NA	NA	279	2.1%
Total	**11,472**	**100%**	**13,582**	**100%**
Hispanic (included in all races)	3,277	28.6%	4,626	34.1%

Source: U.S. Census Bureau 1990, 2000, North Central Texas Council of Governments
Note: The 1990 Census did not include categories "Two or More Races" and "Hispanic".

Age Distribution

Table 3.4 – Population by Age 1990 - 2000 displays Taylor's 1990 and 2000 population by age. Comparing the 1990 and 2000 data, the age distribution has been fairly constant over the decade. The largest group falls in the 25-34 and 35-44 age cohorts. The percentage of the population in these two cohorts is almost identical, varying only be one tenth of a percent. In comparing the 1990 data to the 2000 data, it can be seen that up to age 34, the two years are similar with only slight fluctuations. The 35-44 age group increased in number, however, from 8.5 percent in 1990 to 11.9 percent in 2000. The age groups following, from 55 to 84 have decreased in population from 1990 to 2000. The 85+ cohort has remained same.

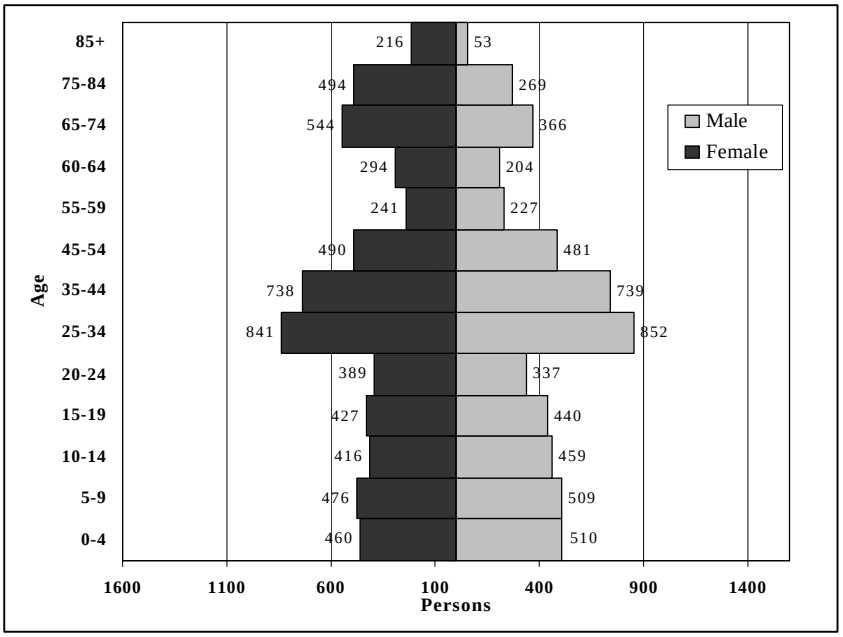
TABLE 3.4
POPULATION BY AGE TAYLOR 1990 - 2000

Age	1990		2000	
0-4	970	8.5%	1,075	7.9%
5-9	985	8.5%	1,132	8.3%
10-14	875	7.6%	1,076	7.9%
15-19	867	7.6%	955	7.0%
20-24	726	6.3%	875	6.4%
25-34	1,693	14.8%	1,964	14.5%
35-44	1,477	12.9%	1,984	14.6%
45-54	971	8.5%	1,622	11.9%
55-59	468	4.1%	528	3.9%
60-64	498	4.3%	454	3.3%
65-74	910	7.9%	904	6.7%
75-84	763	6.6%	687	5.1%
85+	269	2.3%	319	2.3%
Total	**11,472**	**100.0%**	**13,575**	**100.0%**

Source: U.S. Census Bureau 1990 and 2000

The distribution by age and gender is displayed in **Figures 3.5 and 3.6 - Age and Gender Population Pyramid for 1990 and 2000**. Taylor's population in 1990 was concentrated in the 25-44 age cohort as is represented in the above table.

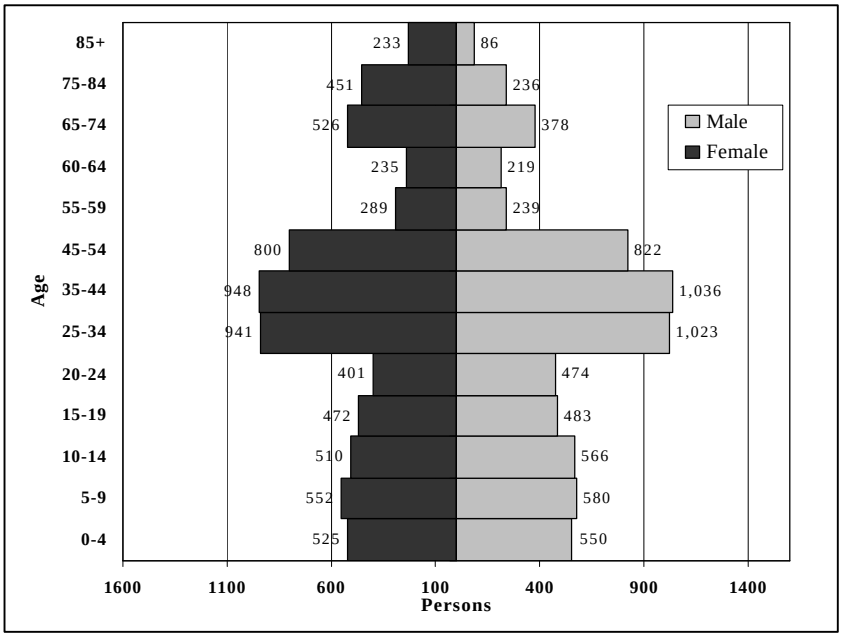
FIGURE 3.5
AGE AND GENDER POPULATION PYRAMID
TAYLOR - 1990



Source: U.S. Census Bureau, 1990

Taylor's distribution by age for 2000 is represented in the following figure. Compared to the 1990 data, Taylor's largest population also lies within the 25-54 age cohort, but includes the 45-54 cohort as well.

FIGURE 3.6
AGE AND GENDER POPULATION PYRAMID
TAYLOR - 2000



Source: U.S. Census Bureau, 2000

Household Composition

Household trends are illustrated in **Table 3.5 – Household Composition** 1990 and 2000. The table shows that there have not been any outstanding differences in family composition between the two years, however, it is interesting to note that the percentage of families without children, either married couple of just female householder, had decreased from 1990 to 2000. In 1990, almost 55 percent of households were married couple households, and almost 32 percent were non-family households. In 2000, these figures were 53% and 28% respectively. In both years, the split between married couples with children and married couples without children were nearly equal.

TABLE 3.5
HOUSEHOLD COMPOSITION 2000

	Number of Households 1990	Percentage of Households 1990	Number of Households 2000	Percentage of Households 2000
Family Households:				
Married Couple, With Children	1,186	28.7%	1,192	25.2%
Married Couple, No Children	1,076	26.0%	1,294	27.4%
Female Householder, With Children	384	9.3%	420	8.9%
Female Householder, No Children	175	4.2%	261	5.5%
Non-Family Households	1,316	31.8%	1,301	27.5
TOTAL	**4,137**	**100%**	**4,730**	**100%**

Source: U.S. Census 1990, 2000

Housing Characteristics

A preliminary step in determining housing needs is to analyze current conditions. As shown in **Table 3.6 – Housing Characteristics – 2000**, a total of 5,079 housing units were reported for the City in the 2000 Census. Most of the homes in Taylor were built between 1940 and 1959. Nearly 67 percent of the occupied housing units are owner occupied, and over 80 percent of all housing units in the City are single-family detached residences.

TABLE 3.6
HOUSING CHARACTERISTICS 2000

	Taylor	Williamson County
Total Number of Housing Units	5,079	90,325
Year Most Structures Built	1940-1959	1980-1989
Total Occupied	4,730	86,766
Owner-Occupied	3,152	64,380
Renter-Occupied	1,578	22,386
Single-Family – Detached	4,127	70,786
Duplex	223	2,565
Triplex and Quadruplex	210	2,425
Apartment Units	348	9,876
Mobile Home	160	4,575
Median Value	$78,700	$125,800

Source: U.S. Census Bureau, 2000

Employment and Unemployment

Taylor's civilian employment characteristics for 1990 and 2000 are displayed in **Table 3.7** and **3.8.** These figures do not include people in the Armed Forces. The sample of Taylor's population used for employment data was 16 years of age and over. The 1990 Census data divides occupations into more detailed categories, whereas the 2000 Census data combines related fields into single occupation categories. If the number of employed in Exec/Admin and Professional specialty categories in 1990 are combined, they can be compared to the labor force in Professional occupations in 2000. In this case, there were more people professionally employed in 2000 compared to 1990. This can be supported by the steady increase in enrollment in Temple College over the years. As the college produces more and more graduates, they may be occupying more professional type jobs.

TABLE 3.7
CIVILIAN EMPLOYMENT- 1990

Occupation	Taylor	Percent of Work Force	Williamson County	Percent of Work Force	Texas	Percent of Work Force
Executive/Administrative.	483	10.0%	10,874	15.3%	938,354	12.3%
Professional/ Specialty	457	9.5%	9,776	13.7%	1,051,909	13.8%
Technical/Support	96	2.0%	4,128	5.8%%	298,039	3.9%
Sales	494	10.3%	8,337	11.7%	954,611	12.5%
Administrative. Support	734	15.3%	12,848	18.0%	1,232,384	16.1%
Private Household Occ.	43	0.9%	299	0.4%	50,387	0.7%
Protective Services	87	1.8%	1,358	1.9%	130,999	1.7%
Service.	687	14.3%	6,591	9.3%	848,940	11.1%
Farm/Forest/Fishing	134	2.8%	1,537	2.1%	196,624	2.6%
Production/Craft/Repair	605	12.6%	7,832	11.1%	896,290	11.7%
Machine operator	532	11.0%	3,539	4.9%	412,571	5.4%
Transport/Material moving	174	3.6%	2,042	2.9%	320,773	4.2%
Handlers/Laborers	285	5.9%	2,082	2.9%	302,393	4.0%
Total Labor Force	**4,811**	**100.00%**	**71,243**	**100.00%**	**7,634,279**	**100.00%**

TABLE 3.8
CIVILIAN EMPLOYMENT- 2000

Occupation	Taylor	Percent of Work Force	Williamson County	Percent of Work Force	Texas	Percent of Work Force
Professional	1,574	27.0%	54,842	42.4%	3,078,757	33.3%
Service	837	14.4%	12,916	10.0%	1,351,270	14.6%
Sales	1,479	25.4%	36,431	28.2%	2,515,596	27.2%
Farming	24	0.4%	293	0.2%	61,486	0.7%
Construction	787	13.5%	12,089	9.4%	1,008,353	10.9%
Production	1,128	19.4%	12,621	9.8%	1,218,910	13.2%
Total Labor Force	**5,829**	**100.0%**	**129,192**	**100.0%**	**9,234,372**	**100.0%**

Source: U.S. Census Bureau 1990, 2000

Unemployment figures for Taylor, Williamson County and Texas for 1990 and 2000 are illustrated in the following table.

TABLE 3.9
CIVILIAN UNEMPLOYMENT- 1990 2000

Taylor 1990	Percent of Work Force	Williamson County 1990	Percent of Work Force	Texas 1990	Percent of Work Force
387	7.4%	3,260	4.4%	584,749	7.1%
Taylor 2000	**Percent of Work Force**	**Williamson County 2000**	**Percent of Work Force**	**Texas 2000**	**Percent of Work Force**
216	3.6%	3,703	2.8%	596,187	6.1%

Unemployment overall has decreased for city, county and state from 1990 to 2000. Taylor's unemployment rate decreased by more than half from 7.4 percent in 1990 to 3.6 percent in 2000. County and state rates also decreased, but not as significantly as Taylor's. Again, the increase in college enrollment and acquiring professional skills may support the decrease in unemployment

Income

According to the 2000 Census, Texas' median household income ranked 30th among the 50 states and the District of Columbia. The median household income for Taylor was lower than that of Williamson County, but comparable to that of Texas. The median household income for Taylor was $38,549; Williamson County was $60,642; Texas was $39,927. The United States median household income was $41,994.

Taylor's per capita personal income was also lower than both that of Texas and Williamson County. In 1999, Taylor's per capita personal income was $16,683; Williamson County's was $24,547 and Texas' was $17,261.

In 1999, the median family income in Taylor was $46,604. This is considerably lower than Williamson County, $66,208 but only slightly higher than that of Texas, $45,861.

In comparing 1990 income data with 2000, it can be seen that for city, county and state, there were increases in median household income, per capita income as well as median family income. Income for Taylor, Williamson County and Texas for both 1990 and 2000 are displayed in **Table 3.10 - Income – 1990 and 2000**.

TABLE 3.10
INCOME – 1990 AND 2000

Category	Taylor 1990	Taylor 2000	Williamson County 1990	Williamson County 2000	Texas 1990	Texas 2000
Median Household Income	$21,160	$38,549	$33,695	$60,642	$27,016	$39,927
Per Capita Personal Income	$10,197	$16,683	$13,490	$24,547	$12,904	$17,261
Median Family Income	$28,458	$46,604	$38,428	$66,208	$31,553	$45,861

Source: U.S. Census Bureau, 2000

Education

Public Schools

The City of Taylor is served by the Taylor Independent School District. **Table 3.11 – Education Statistics**, displays information about Taylor ISD and six nearby school districts, Thrall, Hutto, Bartlett, Granger, Georgetown and Round Rock ISD. Taylor ISD is comprised of six schools, including Northside Elementary School, Taylor High School, Taylor Middle School, TH Johnson Elementary School, Naomi Pasemann Elementary School, and Even Start. Taylor's Private schools include St. Mary's School and St. Paul Lutheran School.

TABLE 3.11
EDUCATION STATISTICS
2001-2002

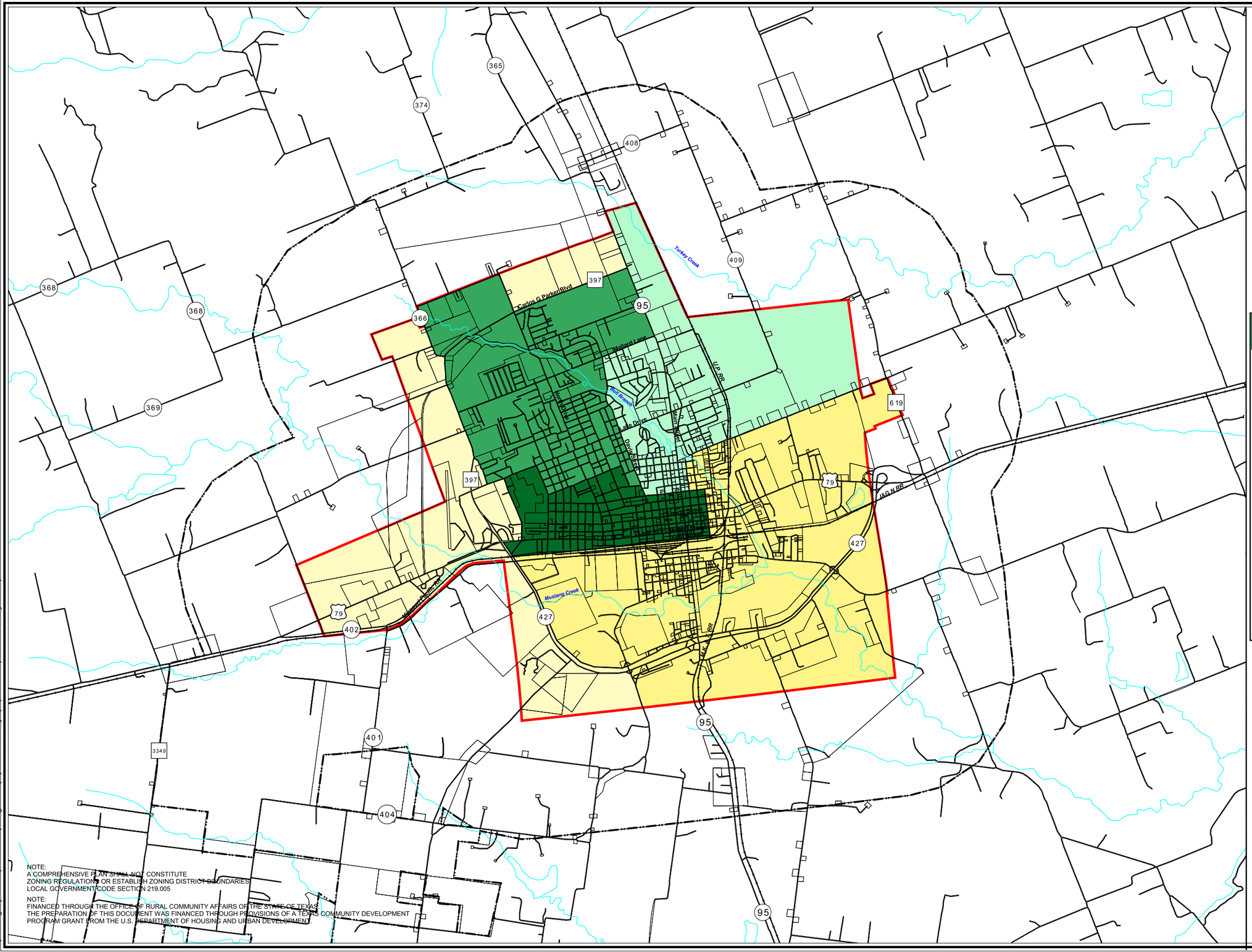
School District	Enrollment	Attendance Rate	Student/ Teacher Ratio	Number of Graduates	SAT Mean Total Score	ACT Composite Score	% Passing TAAS
Taylor	**3,122**	**96.3**	**14.1**	**174**	**939**	**19.1**	**94.4**
Thrall	540	96.2	13.3	25	958	-	100.0
Hutto	1638	98.6	14.2	70	1020	19.6	98.6
Bartlett	506	95.8	12.3	34	908	18.4	87.5
Granger	461	96.0	11.9	35	939	18.3	90.9
Georgetown	8,511	96.0	12.6	530	1086	21.4	97.4
Round Rock	34,029	96.2	14.7	1,977	1058	22.4	97.6

Source: Texas Education Agency, 2000

In 2000, 32 percent of persons twenty five years and older have at most a high school diploma in Taylor. At the County level, it is just over 22 percent and for the State, this figure is 24.8 percent. The percentage of the population twenty five

years and older graduating with an associate, bachelor's or graduate degree in Texas and Taylor equaled 28.4 percent and 17.4 percent respectively, which were both considerably lower than the County average of 40.2 percent.

Temple College in Taylor has experienced steady increases in enrollment over the years. In the 2000-2001 school year, which includes the fall, spring and summer semesters, there were 898 students, in 2001-2002 there were 1,068 students, and in 2002-2003 there were 1,172 students. These are non-duplicated figures, a student taking courses in both the fall and spring semesters are not double counted. At present, there are 1,007 students enrolled in the fall and spring semesters, there are no enrollments for the summer as yet. These figures show how the college is expanding and its importance in the community. At present there are approximately 25-30 faculty members of which only three are full time faculty.



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City of Taylor, Texas
Figure 3.3
2000 Population Distribution
December 2004

Legend

- Railroad
- Extraterritorial Jurisdiction
- Corporate Limit

Population Distribution

- 52-52 persons/sq. mile
- 457-457 persons/sq. mile
- 607-607 persons/sq. mile
- 1589-2131 persons/sq. mile
- 3196-3196 persons/sq. mile

N

0 0.5 Miles

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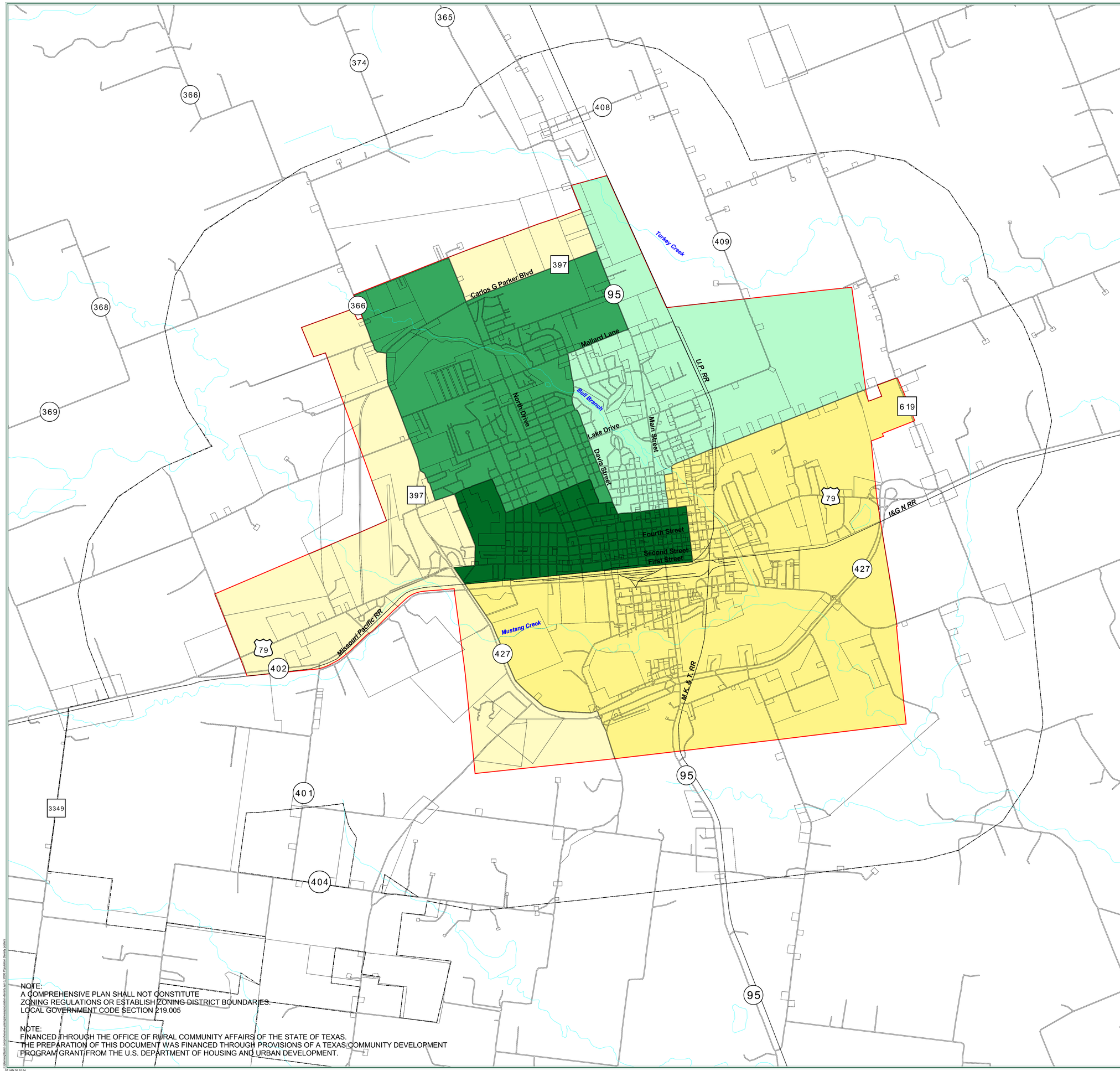
City of Taylor, Texas
Figure 3.3
2000 Population Distribution
December 2004



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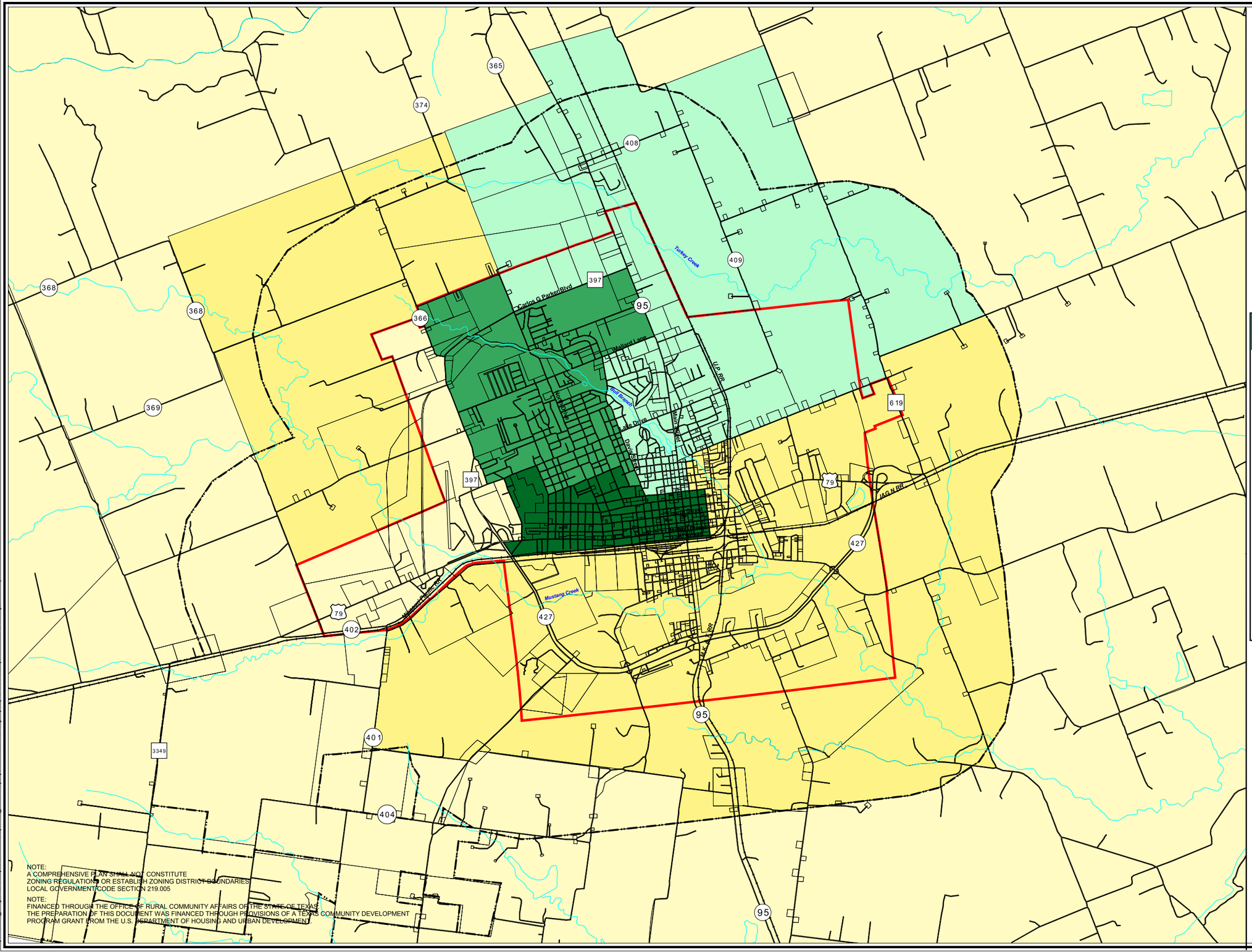

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City of Taylor, Texas
Figure 3.4
2030 Population Distribution
December 2004

Legend

- Railroad
- Extraterritorial Jurisdiction
- Corporate Limit

Population Distribution

- 52-52 persons/sq. mile
- 457-457 persons/sq. mile
- 607-607 persons/sq. mile
- 1589-2131 persons/sq. mile
- 3196-3196 persons/sq. mile

N

0 0.5 Miles

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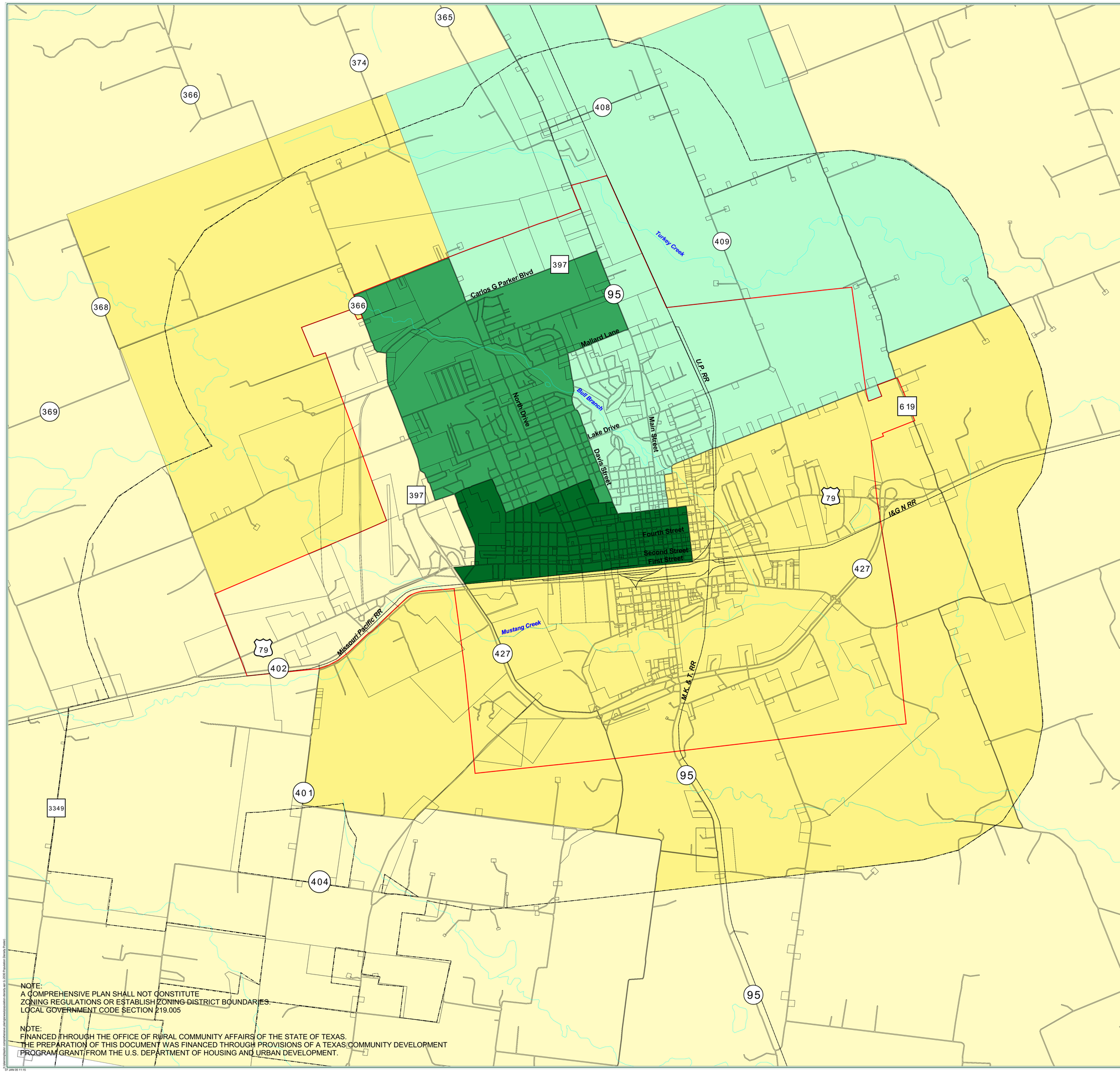
City of Taylor, Texas
Figure 3.4
2030 Population Distribution
December 2004



Legend

- Railroad
- Extraterritorial Jurisdiction
- Corporate Limit

Population Distribution

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N

0 0.5 Miles

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Chapter 4 – Land Use

The purpose of this chapter is to address the current and future use of land in the City of Taylor and its Extraterritorial Jurisdiction (ETJ). Through effective land use planning, the City can provide the framework for managing the future growth and redevelopment to ensure a vital and attractive community with a strong tax base, quality neighborhoods, and efficient street and utility systems.

True comprehensive planning recognizes the linkages between land use, transportation, utilities, parks, community facilities and the capital improvements. Residences require access to these facilities, but protection from incompatible uses. Different types of residential uses require different types of city services. Commercial and industrial uses should be convenient both for inter-city and intra-city traffic. Topographical constraints and land ownership status must also be considered as impacts that limit development opportunities.

In considering current and future land uses in the City of Taylor, key issues were identified based on community input. Goals, objectives and actions were then developed to address those issues. Beginning with documentation and mapping of the existing land uses, a new future land use plan was developed. This Plan, in map format, and its associated policies should provide guidance for ongoing land development and redevelopment in the City and its ETJ over the next 20 to 25 years.

Key Issues

A Town Meeting was held on January 26, 2004 to provide the citizens of Taylor with the opportunity to share their perceptions and concerns. Through a series of group discussions, they talked about the strengths and weaknesses of the City, as well as the opportunities that exist, and the threats that would impede development. These issues appear as a continuing thread or themes in all chapters of the Plan. Key land use issues identified are:

- **Desire for a variety of quality new homes** - As Central Texas continues to experience phenomenal growth, Taylor is in the position to provide a variety of new and restored housing opportunities. *Envision Central Texas*, the regional planning effort, recommends additional higher density multifamily and infill projects to curb sprawl. These types of residences must be balanced with the increasing desire for single-family residential developments.
- **Need for commercial and residential development in the south and west portion of the City** - Recently, most of the growth has been on the north side of the City. However, as was discussed in the Town Meeting, there is increasing interest in new residential and commercial development in the southern portion of the City and along the Loop.
- **Preservation of historic structures and areas** - Taylor has many historic homes and commercial buildings. These are assets of the community, but restoration and rehabilitation are complex processes

often resulting in higher taxes, thus discouraging any type of improvements. Incentives for improvements such as a residential tax abatement and architectural assistance should be considered along with addendums to the building codes that specifically address the restoration of older and historic structures.

- **Substandard housing conditions in parts of the City -** There are declining housing units that could be available for improvements that would make them livable and marketable. There is also space for infill or new housing in existing neighborhoods. Affordable rehabilitation and new construction should continued to be encouraged through various current City programs and creative new programs such as Community Development Corporations (CDCs), and Community Housing Development Organizations (CHODOs).
- **Desire for mixed used development in the Downtown area -** Taylor's Downtown, although filled with beautiful historic buildings, has lost many of its businesses and older buildings declining into disrepair. If mixed residential (upstairs) and commercial uses (ground floor) or home/office combinations are allowed and encouraged in the Downtown and surrounding neighborhoods these areas could see increased revitalization and renewed economic viability.
- **Appropriate commercial activity along Highway 79 and Loop 427 -** The areas along the Loop are ideally situated for new retail and other commercial development as the Loop intersects many of the major entries into the City. Appropriate and desired commercial and industrial locations at intersections have the potential for positive economic development.
- **Locations for new businesses and industries that will employ current residents and attract new residents to Taylor** – Given Taylor's location in the Central Texas region, providing adequate areas, utilities and streets are important factors in attracting new businesses and industries to Taylor
- **Desire for City to be more pedestrian friendly** – "Walkability", "connectivity", and linkages are terms that denote the desire for all areas of a community to accessible without the use of a car. When residents and visitors can walk, jog or ride a bike in a safe, comfortable and secure environment they will feel that they can travel conveniently from residence to places work, school, recreation, and shopping.

Role of City Government

The City's role in land use planning is a combination of policy development and implementation. The City Council is responsible for adopting a comprehensive plan that guides both growth and redevelopment and following through on the proposed actions. The Planning and Zoning Commission will use the Comprehensive Plan in conjunction with the implementation tools—the

subdivision regulations, zoning ordinance, capital improvements program, construction standards and code enforcement—to evaluate and recommend new developments, redevelopment, and use changes to continue to ensure the health, safety, welfare, orderly growth, and quality of life in Taylor.

Existing Land Use

The Comprehensive Plan update begins with current conditions. In December 2003 and January 2004, an Existing Land Use inventory was conducted for the City. Existing land uses were surveyed by driving the City streets and ETJ and noting on City base maps how land was used. It should be noted that the Existing Land Use Map is not a Zoning Map, and that the categories shown on a Land Use Map indicate how the land is currently used and not necessarily how it is zoned. This map is a generalized map and is not intended to be parcel specific.

The categories used on the **Existing Land Use Map** are:

- **Agricultural/Vacant** (Light Green): Farmland, open space and single-family residential uses.
- **Single Family** (Yellow): Single-family houses.
- **Multi Family** (Orange): Duplex, triplex, quadruplex, and apartment homes.
- **Manufactured Homes** (Brown): All manufactured homes located within a designated mobile home park.
- **Commercial** (Red): Retail and commercial businesses.
- **Industrial** (Purple): Manufacturing, warehousing or distribution land uses.
- **Institutional** (Blue): Taylor Independent School District schools and offices, churches, cemeteries, VFW and SPJST buildings.
- **Public** (Light Blue): City (City Hall, Library, Airport, Fire and Police stations, Public Works), Post Office, State and Federal, and Williamson County facilities.
- **Park** (Green): All dedicated City park facilities, private parks, and golf courses.

The resulting map, **Figure 4.1 A/B - Existing Land Use** shows the distribution of land in the City and ETJ based on these land use categories. The map includes areas that have recently been annexed. Over fifty percent of the land within the city limits is agricultural. Single-family residential uses occupy just over 20 percent of the land, and are mostly concentrated in the middle and northwest quadrant of the City. Industrial and vacant land occupies much of the southwest and southeast parts of the City. The main commercial corridors of the City are Main Street (SH95) and Second (US 79), Third and Fourth Streets. Taylor's downtown is mainly comprised of small shops, antique stores, and small office buildings. Most of the City's vacant buildings are in the Downtown area, and these offer opportunities for historic preservation, economic development and

revitalization. Parks and trails in the City are along Bull Branch Creek. Murphy Park and Bull Branch Park comprise most of the City's parkland.

Taylor has an extensive ETJ to the southwest in additions to the statutory one-mile ETJ on the North, West, and East sides of the City. This area is beyond the normal one-mile limit. It is predominately agricultural with a number of single-family residences

The following, **Table 4.1 - Existing Land Use Map Acreage** shows the acreage for each land use category on the Existing Land Use Plan. As the City has an extensive petitioned ETJ, acreages for both the city limits and the area including the petitioned ETJ.

TABLE 4.1
EXISTING LAND USE MAP ACREAGE*

Category	City Limit	Percent	City Limit + Petitioned ETJ	Percent
Agricultural/Open Space	4,520.3	51.6%	25,728.7	84.1%
Single Family	1,818.5	20.7%	2,037.1	6.7%
Multi Family	83.7	0.9%	83.7	0.3%
Manufactured Home	22.7	0.2%	47.0	0.2%
Commercial	286.8	3.3%	323.2	1.0%
Industrial	378.4	4.4%	397.5	1.3%
Semi-Public/Institutional	303.8	3.5%	311.0	1.0%
Public	440.3	5.1%	448.9	1.5%
Park	363.6	4.2%	393.6	1.3%
Vacant Building	7.6	0.1%	7.6	0.0%
ROW	529.0	6.0%	808.8	2.6%
TOTAL	**8,754.7**	**100.00%**	**30,587.1**	**100.00%**

Source: Wilbur Smith Associates
* Acreages are approximate
** Petitioned ETJ to be added

2025 Future Land Use Plan

The Future Land Use Plan is the City's general guide for managing growth in terms of the location, type, scale and density of land development and redevelopment. One purpose of the Future Land Use Plan is to capture and build into City policies and regulations the community's values regarding how, when and where Taylor should develop in the future. This is significant since the findings and recommendations contained in this Comprehensive Plan provide the legal basis for the development ordinances—the major tools available for implementing the City's plan and achieving an efficient and desirable land use pattern.

Future Land Use Classifications

The Future Land Use Plan is not the Zoning Map, nor does it constitute zoning regulations nor establish zoning districts. It is intended as a guide for the future

and eventual use of land in the City and ETJ. It is not to be viewed as parcel specific, but as generalized land use patterns.

The following classifications define the various types of land illustrated in **Figure 4.2 A/B – 2025 Future Land Use Plan**.

- **Agriculture and Open Space** (Light Green): Sparsely populated areas with limited development that are still distinct from more urbanized areas. This typically encompasses relatively large tracts of land used for agriculture, forestry, resource extraction, widely scattered single-family home sites and business establishments, natural open space, or activities not requiring permanent structures or improvements. Also includes areas that are gradually transitioning into urban uses and development.
- **Single Family Residential** (Yellow): Residential development, including conventional detached homes, as well as patio homes, zero lot-line homes and cluster units.
- **Downtown Neighborhood** (Beige): Older areas of the City where rehabilitation, repair and infill (new) housing should be encouraged. Small-scale neighborhood businesses (restaurants, small stores, personal services) are also encouraged.
- **Multi-Family Residential** (Orange): Multi-family residential dwellings, typically identified as duplexes, triplexes, quadruplex, and apartments. Unlike the other residential categories, this classification generates sufficient traffic and utility impacts to be treated as nonresidential uses and is best located at the intersections of major arterials.
- **Manufactured Home** (Brown): Factory built single-family structures.
- **Downtown** (Peach): Area of the downtown consisting of the Central Business District and some new "infill" business and residences, upper story residential use with ground floor retail or professional use. Mixed use, a combination of residential and retail provides the opportunity of living and working in close proximity. This concept fosters business that is open later, ones that can attract residents and visitors to a safe "walkable" shopping and entertainment environment. Economic development is then encouraged while preserving the unique identity and historic significance of the area.
- **Commercial** (Red): Includes operations involving sales, repair and/or storage of goods, services and equipment. Examples of these include retail centers, supermarkets, restaurants and entertainment facilities automobile repair, contractor sales and

storage, home furnishings, showrooms, truck rentals and self-storage facilities. These uses are best located along major arterials in conjunction with other more intense uses such as industry.

- **Gateway Commercial** –This purpose of this proposed land use is to enhance the entrances into the City—to give an attractive, yet commercially viable, sense of arrival in Taylor and to have the ability to regulate development, land use, signage and landscaping.
- **Industrial** (Purple): Low-intensity manufacturing and/or assembly/ware-housing/distribution/maintenance of products. Also larger-scale manufacturing and/or processing/distribution activities, often accompanied by outdoor activity areas or storage. Also rail and other transport facilities.
- **Institutional** (Blue): This includes Taylor Independent School District schools and offices, churches, cemeteries, VFW and SPJST buildings.
- **Public** (Light Blue): This includes City (City Hall, Library, Airport, Fire and Police stations, Public Works and other City owned facilities), Post Office, State and Federal, and Williamson County facilities.
- **Public** (Light Blue): Includes all City and County owned facilities other governmental facilities such as, libraries, fire stations, landfills and post offices, as well as utility facilities such as water storage facilities, electrical substations and telephone facilities.
- **Parks and Recreation** (Green): Public parks and trails, other public and private recreation areas and facilities, golf courses, and undeveloped reserves and greenways.
- **Business or Technology Park** (Pink): Campus setting for office buildings and light/high technology manufacturing. Includes hotel, motel, and restaurant uses.

In addition to the general residential and commercial land uses currently in use in Taylor the Future Land Use Plan recommends several new uses.

Downtown Neighborhood encompasses the areas in the central part of the City. These areas have a variety of housing styles and conditions that need to be retained, preserved and rehabilitated. Small neighborhood businesses should be encouraged. Both single and multi-family uses should be permitted, but one should not have a negative impact on the other. New infill housing should be encouraged and the City should continue to support the expanded areas with reduced permit fees and code considerations.

A Business or Technology Park would provide for office buildings, light and high technology and manufacturing in a campus type atmosphere. Typically buildings are no more than two to three stories and specific design and landscaping standards are established to create an attractive campus like environment. Business parks can be compatible adjacent uses to residential areas serving as buffers between higher intensity industrial uses and residential areas. In Taylor, the Business Park land use provides a buffer between the airport and surrounding residential development, and an attractive entry area into the City.

The Downtown land use is intended to protect and strengthen the Central Business District, both function and character. Chapter 9 – Central Business District provides details on economic incentives, architectural preservation and development policies to make the CBD a vibrant part of the City.

With the continued growth in Central Texas new residential development is to be expected. Higher density multifamily located a convenient to transportation and shopping should be encouraged to reduce sprawl. Single-family residential will most likely occur on the west and south sides of the City; however it will be dependent upon the provision of utilities and infrastructure.

Planning Principles and Policy Guides

When determining specific land use locations, the following planning principles and policy guides should be referred to in order to ensure the least negative impact on any land use, but in particular, to residential land uses. Incompatible land uses should not be placed adjacent to each other. There should be adequate public facilities and pedestrian access in all areas

In General

- Neighboring land uses should not detract from the enjoyment or value of properties.
- Potential negative land use impacts (noise, odor, pollution, excessive light, traffic, etc.) should be considered and minimized.
- Transportation access and circulation should be provided for uses that generate large numbers of trips. Pedestrian and bicycle access should be addressed where appropriate.
- Compatibility with existing uses should be maintained. Well-planned, mixed uses that are compatible are to be encouraged.
- Floodplain areas should not be encroached upon by future development unless there is compliance with stringent floodplain management practices. These areas should be used for parks or recreational or related purposes, or for agricultural uses.
- Environmentally sensitive areas should be protected, including wildlife habitat areas and topographically constrained areas within the floodplain.
- Adequate public infrastructure and facilities should be provided to support development, thereby encouraging prudent growth management.

- Parking, both on and off street, should be located to provide accessibility in safe and attractive ways

Residential

- Schools, parks and community facilities should be located close to or within residential neighborhoods.
- Residential areas should not be next to industrial areas.
- Residential and commercial areas may be adjacent if separated by a buffer.
- Houses should have direct access to residential streets but not to arterials or major collector streets.
- Houses should not be adjacent to major highways.
- Neighborhoods should be buffered from arterials or major collector streets.
- Residential developments should include adequate area for parks and recreation facilities, schools and churches, and other public facilities.
- Manufactured homes should be located at appropriate sites within the City where there are similar homes.
- Housing should be available for all income levels.
- There should be a variety of housing types on a variety of lot sizes in create complementary neighborhoods.
- Construction standards should promote durability, value and quality of homes.

Last year the Planning and Zoning Commission developed a series of *Residential Zoning Policies* to specifically guide the application of the Zoning Ordinance with respect to new development and redevelopment of residential areas. The general planning policies stated herein are not intended to replace, but to supplement and support the *Residential Zoning Policies*, an implementation tool of this Plan.

Retail/Office

- Neighborhood retail and service uses should be located at intersections of arterial or collector streets or at the edge of neighborhood areas unless appropriately placed within a planned development.
- Retail development should be clustered throughout the City and convenient to residential areas.
- Buffers should separate retail/office uses and residential areas.
- Downtown should be the major location for office, retail, service institutions and public use activities, particularly focusing on adaptive reuse of existing structures or redevelopment of vacant or industrial parcels.
- Office and professional uses should be compatible with nearby residential areas and other uses through appropriate building height

limitations and adequate buffering and landscaping that encourage pedestrian access.

- Low-intensity office and professional uses should provide a transition between more intense uses and residential areas.
- Parking should be well labeled and adequate for the retail and office needs. Requiring more parking than is needed may discourage redevelopment and can create unnecessarily large parking lots.

Commercial

- Commercial areas should include a range of development types to serve regional as well as local needs, from large commercial developments to smaller, freestanding commercial sites.
- Commercial development should be concentrated in nodes at intersections and along major arterials and collectors that are designed and constructed to accommodate heavy traffic.
- Parcels should be large enough to accommodate commercial use.
- Commercial uses with more intensive operational or traffic service characteristics should be located away from most residential areas.
- Buffers should separate commercial uses from residential areas, especially where the commercial use involves visible storage or display of merchandise or materials.
- Landscaping should be included in all commercial development for screening as well as to provide visual continuity and compatibility with adjacent uses while encouraging pedestrian access or use.

Industrial

- Industrial development should have direct access to truck routes, hazardous material routes and railroads.
- Industrial uses should be targeted in selected industrial development areas.
- Industrial development should have good access to primary streets and major highways.
- Industrial development should be separated from other uses by buffers.
- Industrial development should not be directly adjacent to residential areas.
- Landscaping should be included in all industrial development for screening as well as to provide visual continuity and compatibility with adjacent uses.

Parks and Open Space

- Parks should be evenly distributed throughout the City and include larger community parks, smaller neighborhood parks, and pocket parks.
- There should be linkages between parks, schools, employment centers and residential areas.
- Parks are a desirable use for floodplain as well as non-floodplain areas.
- Parks and open space may be used to buffer incompatible land uses.
- Natural features should be used as buffers or open space between or around developed areas.

Community Facilities

- Combining community facilities to take advantage of location and construction costs.
- Community facilities should be located to accommodate vehicular as well as pedestrian/bike traffic.
- Community facilities should be centrally located in easily accessible locations.
- Community facilities should be well buffered from nearby residential areas.
- Landscaping should be included in all community facilities development for screening as well as to provide visual continuity and compatibility with adjacent uses while encouraging pedestrian access or use.

Projected Future Land Use Allocation

With the 2002 population of the City estimated at 14,062. The projected 2025 population of the City is 27,872. Based on the additional population, the following land use requirements were developed for the Future Land Use Plan. Residential requirements are based upon the assumption that the current residential density of overall average of 7.2 persons per acre is desirable. For commercial and industrial uses projections, the standard of a minimum of one acre per 100 residents is used, balanced with existing land use and appropriate locations for new commercial, business park, and industrial uses. The estimated land use requirements necessary to accommodate Taylor's projected growth to the year 2025 are identified in **Table 4.2 – Future Land Use Map Acreage**.

TABLE 4.2
FUTURE LAND USE MAP ACREAGE *

Category	City Limits	Percent	City Limit + Petitioned ETJ	Percent
Agricultural/Open Space	996.5	11.4%	15,394.7	50.3%
Single Family	3,588.6	41.0%	10,026.3	32.8%
Downtown Residential	411.5	4.7%	411.5	1.3%
Multi Family	234.6	2.7%	246.5	0.8%
Manufactured Home	91.0	1.0%	102.8	0.3%
Downtown	81.1	0.9%	81.1	0.3%
Commercial	516.8	5.9%	660.2	2.2%
Industrial	703.4	8.0%	706.3	2.3%
Institutional	297.7	3.4%	305.0	1.0%
Public	452.6	5.3%	461.3	1.5%
Park	369.4	4.2%	399.3	1.3%
Business Park	482.4	5.5%	980.3	3.3%
ROW	529.1	6.0%	808.9	2.6%
TOTAL	**8,754.7**	**100.00%**	**30,584.2**	**100.00%**

Source: Wilbur Smith Associates
- Acreages are approximate

Proposed Annexation Strategies

One way of addressing future land use needs and directing growth is through annexation areas that are contiguous to the City. Strategic areas are identified to assure that tracts important to Taylor are not negatively impacted by the expansion of neighboring cities. The extension of Chandler Road on the north side of the City will require appropriate land uses to guide and protect the entrances, provide adequate public facilities, and ensure quality construction. The areas that have been identified for future annexation within the timeframe of this Plan are shown on **Figure 4.3 – Proposed Annexation Strategy**. These strategic areas do not always coincide with the City's annexation abilities in terms of acreage and percentages. As with any annexations there are state mandated procedures to follow in an actual Annexation Plan.

Goal, Objectives and Actions

Goals, with their accompanying objectives and proposed actions for future land use, will point the community toward a more orderly and efficient growth scenario. The desired future arrangement of land use is developed based on physical characteristics in terms of the type, density, and location of residential, commercial, industrial, and other public and private land use types.

The following goal, objectives, and action are based on traditional urban planning principles and input from community residents and leaders during the planning process and their desire to preserve the small town atmosphere. These principles establish a framework in which land development and redevelopment practices are more likely to result in an economically vital, fiscally responsible, environmentally aware, and more livable community. The desired result is well-managed, orderly growth that enhances residents' quality of life. The goal, objectives and actions do not appear in a particular priority order.

Land Use Goal: A variety of safe, attractive, accessible, high quality residential, commercial, industrial, and recreational land to meet the needs of Taylor's current and future population while preserving the historical structures and small town atmosphere of the City.

Objective L1: Provide suitable areas for a variety of residential types and densities.

- **Action L1.1**: Identify appropriate residential development areas on Future Land Use Plan (site suitability, access, utilities).
- **Action L1.2**: Develop neighborhood conservation provisions in zoning ordinance to include landscaping and buffering as protection against encroaching incompatible uses.
- **Action L1.3**: Establish open space easements, linear parks, and trails in and around residential areas for accessibility and "walkability." Require dedication or provision of land in the Subdivision Regulations platting process.
- **Action L1.4**: Coordinate, through interlocal agreement, partnerships and action committees, City, County and school district

facilities planning and land acquisition that will create joint usage school and park facilities.

Action L1.5: Take advantage of the conceptual design phase of the platting process to encourage and require effective and creative development planning taking advantage of good urban design on a human scale.

Action L1.6 Establish new criteria for street and lot layout to achieve desirable neighborhoods that are pedestrian and park oriented.

Action L1.7: Extend existing trail systems to create linear park linkages through new developments. Require inclusion of trails in the platting process through design and park dedication

Action L1.8: Ensure that streets, sidewalks, neighborhood parks, street lighting, drainage, and traffic control through design standard requirements.

Action L1.9: Require and/or install appropriate landscaping along major arterials and local streets. Develop requirements and list of approved plants and materials

Action L1.10: Screen residential areas along major arterials with landscaping

Action L1.11: Permit, through the zoning ordinance, second story residential uses in the downtown area.

Action L1.12: Support the continued rehabilitation and restoration of the Downtown Neighborhoods through appropriate, but considerate code enforcement.

Objective L2: Protect areas of historical and architectural significance in the City.

Action L2.1: Identify areas and structures of historical and architectural significance.

Action L2.2: Adopt additional codes and regulations that would encourage renovation, rehabilitation and restoration of historic (older than 50 years) and older (less than 50 years but worthy of repair).

Objective L3: Provide viable retail, office and industrial areas that support opportunities for economic development.

Action L3.1 Designate areas that can support industrial development in the Future Land Use Plan and zoning map that require transportation access, adequate utilities, and protection of residential areas.

Action L3.2: Concentrate industrial activities along the railroad corridor.

Action L3.3: Upgrade utilities and roadways, as needed, in areas designated for commercial, business park and industrial uses on the Future Land Use Plan to attract new and expanding development.

Action L3.4 Create Business Park (particularly around the Airport), Downtown Neighborhood, and Gateway Zoning Districts that encourages attractive, quality development in a campus setting.

Action L3.5: Locate large commercial and industrial activities along the more accessible roadways, ones that can handle truck traffic without negatively impacting adjacent residential land uses—the Loop, appropriate portions of Business 79, FM 397 FM 973.

Action L3.6: Guide new commercial development to clusters (shown on the Future land Use Plan instead of scattered and/or "strip" development.

Action L3.7: Coordinate with the Economic Development plan to attract specific desired uses (retail, cinema, entertainment, etc.) through targeted recruiting and incentives.

Action L3.8: Provide existing businesses economic development programs, incentives, and assistance for expansion/relocation to areas designated on the Future Land Use Plan.

Action L3.9: Review and monitor zoning and other development ordinances to achieve appropriate regulations and district designations to keep commercial areas viable, encourage redevelopment, and ensure quality new development.

Objective L4: Preserve and enhance Downtown and Downtown Neighborhoods character and economic investment.

Action L4.1: Amend appropriate codes to allow more mixed-use, live/work development opportunities Downtown and Downtown Neighborhoods.

Action L4.2 Adopt restoration building code addendums that will encourage rehabilitation of declining properties.

Action L4.3 Create a Community Development Corporations (CDCs), and Community Housing Development Organizations (CHODOs) to address redevelopment and new housing.

Action L4.4 Direct compatible new construction (infill) on vacant lots or as replacement of deteriorated structures through CDCs, CHODO, reduced development fees, low interest bank loans, City acquisition and resale.

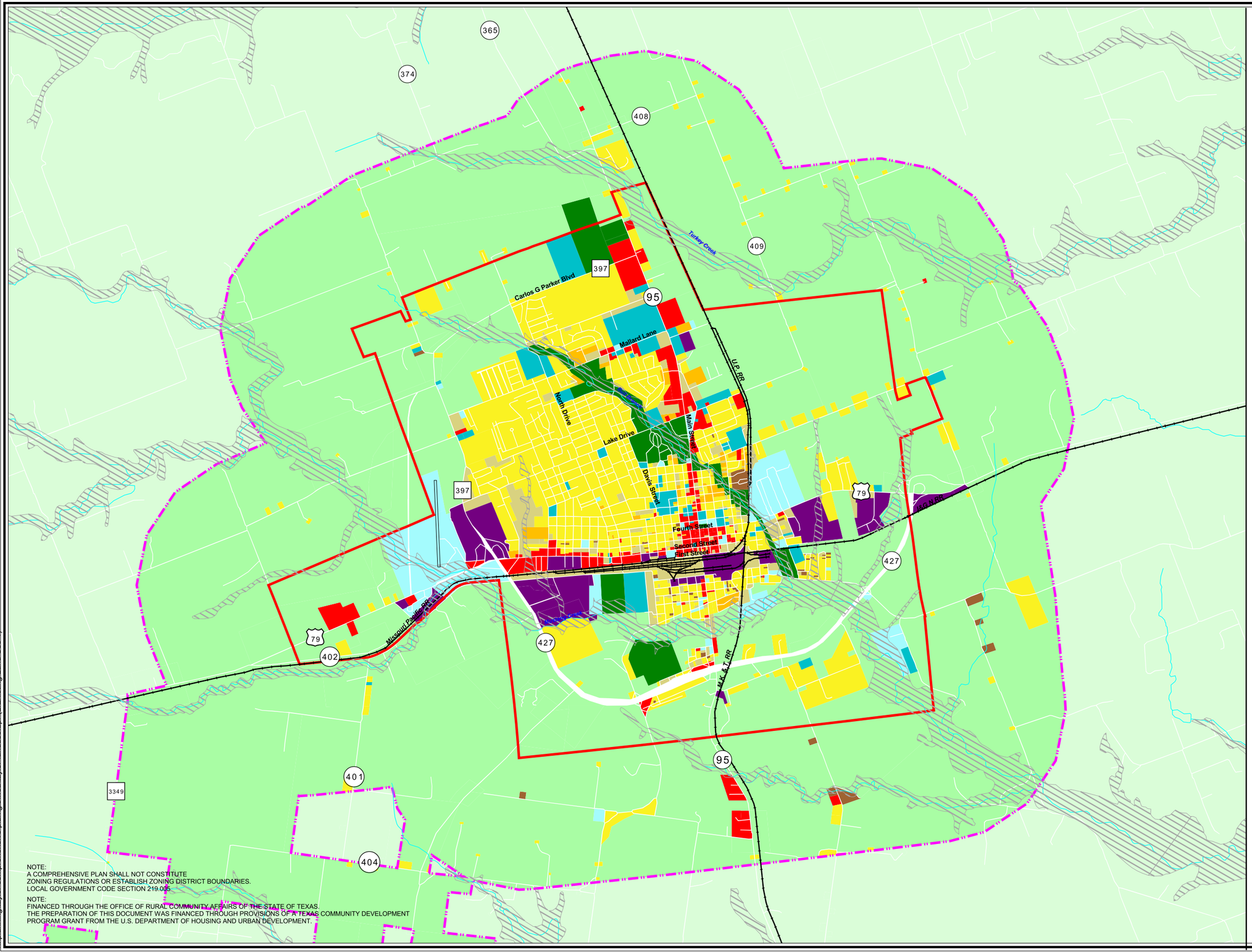
Use of the Future Land Use Plan

The Future Land Use Plan map does not constitute zoning regulations nor establish zoning districts. The graphic representation on the Future Land Use Plan map is intended only to help the City's elected officials, appointed boards and commissions, and residents visualize the desired future land development pattern in the community. It is not a rigid, parcel-specific mandate for how land shall be developed. When proposed development differs somewhat from the generalized land use pattern depicted for an area, it is the responsibility of the Planning and Zoning Commission, supported by City staff, to determine whether the development will otherwise be in keeping with the goals and objectives of the City's Comprehensive Plan, as well as the Land Use Policies included in this chapter.

Plan Amendment

In considering potential changes or amendments to the Future Land Use Plan, evaluation factors should be a public process that considers the appropriateness of the site use in terms of compatibility with surrounding uses, utility availability and system impacts, drainage concerns and traffic implications. There needs to be justification for "changed conditions" since adoption that would warrant changes to the Plan.

Managing the growth, balancing the desires of the community and addressing residential and commercial demands are challenges that can be best addressed through comprehensive and consistent consideration of the issues. The Future Land Use Plan gives the City the tools to contemplate and decide on what is best for the community and its residents.



CITY OF TAYLOR
FOUNDED 1876

City of Taylor, Texas
Figure 4.1 A
December 2004

Legend

Existing Land Use
- Agriculture
- Single Family
- Multi Family
- Manufactured Home
- Commercial
- Industrial
- Institutional
- Public
- Park
- Vacant
- Right-of-Way
- 100 Year Flood Plain
- Outside Extraterritorial Jurisdiction
- Corporate Limit
- Extraterritorial Jurisdiction

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Wilbur Smith Associates

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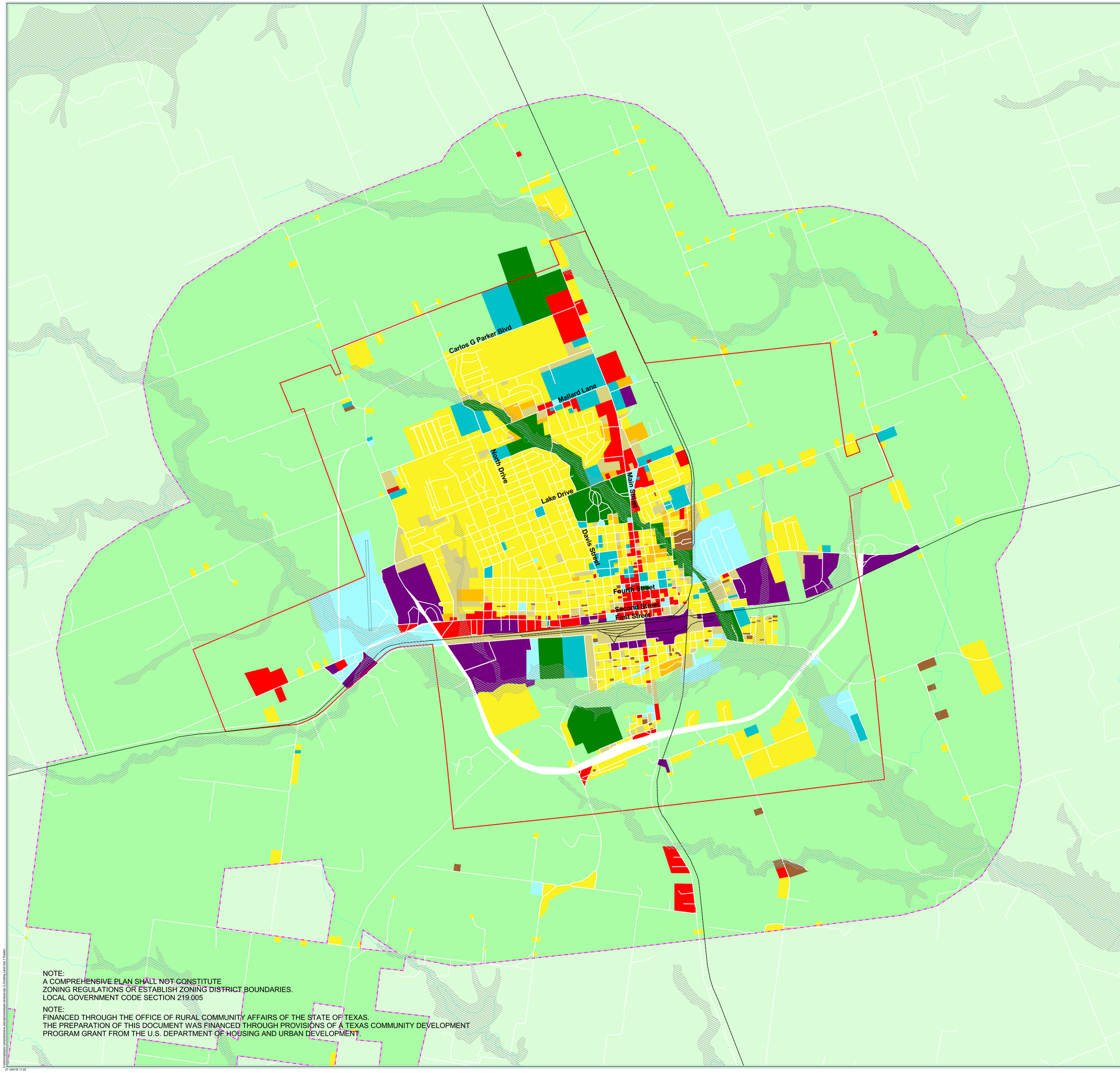

City of Taylor, Texas
Figure 4.1 A
December 2004

Legend

Existing Land Use
- Agriculture
- Single Family
- Multi Family
- Manufactured Home
- Commercial
- Industrial
- Institutional
- Public
- Park
- Vacant
- Right-of-Way
- 100 Year Flood Plain
- Outside Extraterritorial Jurisdiction
- Corporate Limit
- Extraterritorial Jurisdiction

N

0 0.5 Miles

Wilbur Smith Associates
ENGINEERS
PLANNERS
ECONOMISTS

NOTE:
A COMPREHENSIVE PLAN SHALL NOT CONSTITUTE
ZONING REGULATIONS OR ESTABLISH ZONING DISTRICT BOUNDARIES.
LOCAL GOVERNMENT CODE SECTION 219.005

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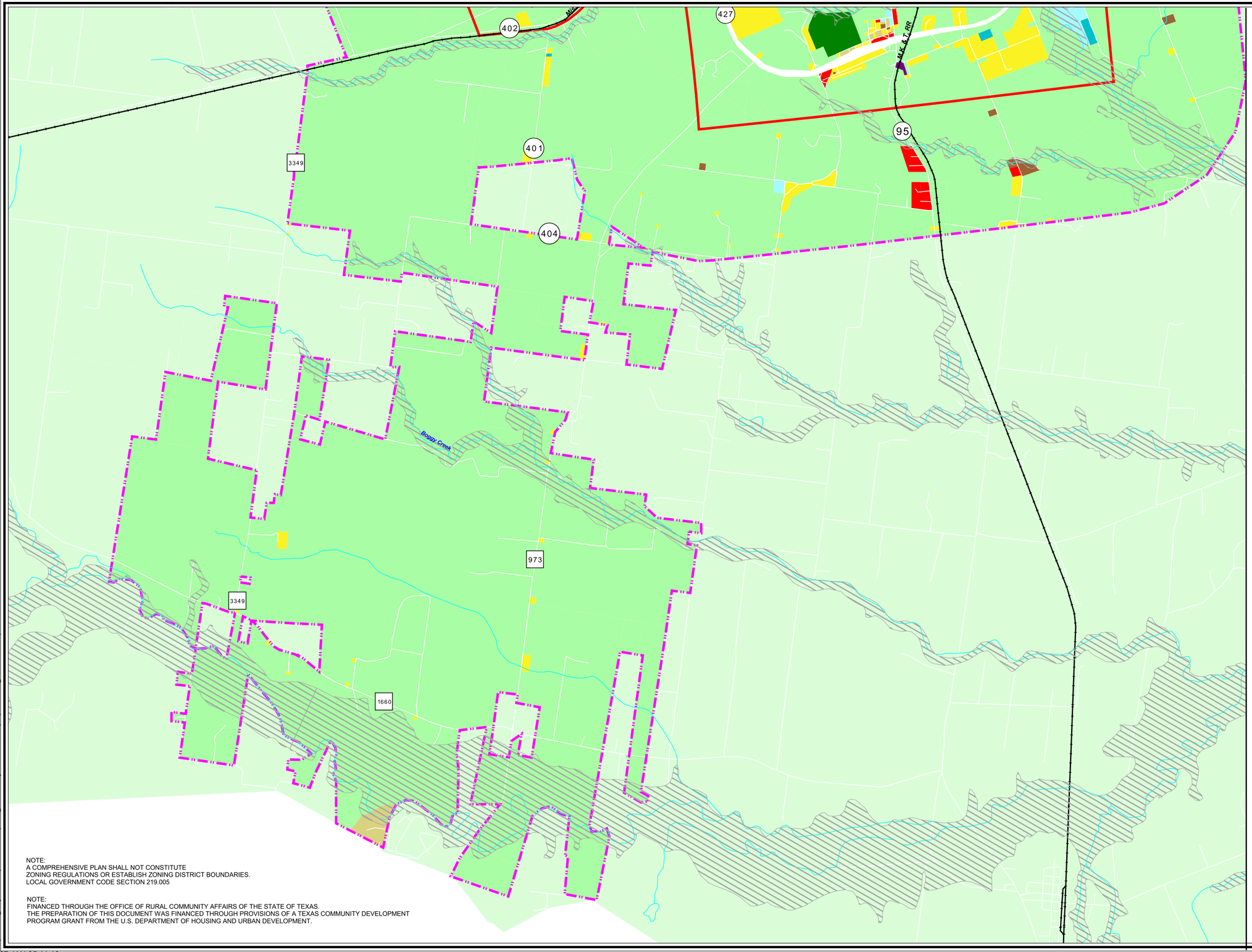

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CITY OF TAYLOR
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City of Taylor, Texas
Figure 4.1 B
Existing Land Use
December 2004

Legend

Existing Land Use
- Agriculture
- Single Family
- Multi Family
- Manufactured Home
- Commercial
- Industrial
- Institutional
- Public
- Park
- Vacant
- Right-of-Way
- 100 Year Flood Plain
- Outside Extraterritorial Jurisdiction
- Corporate Limit
- Extraterritorial Jurisdiction

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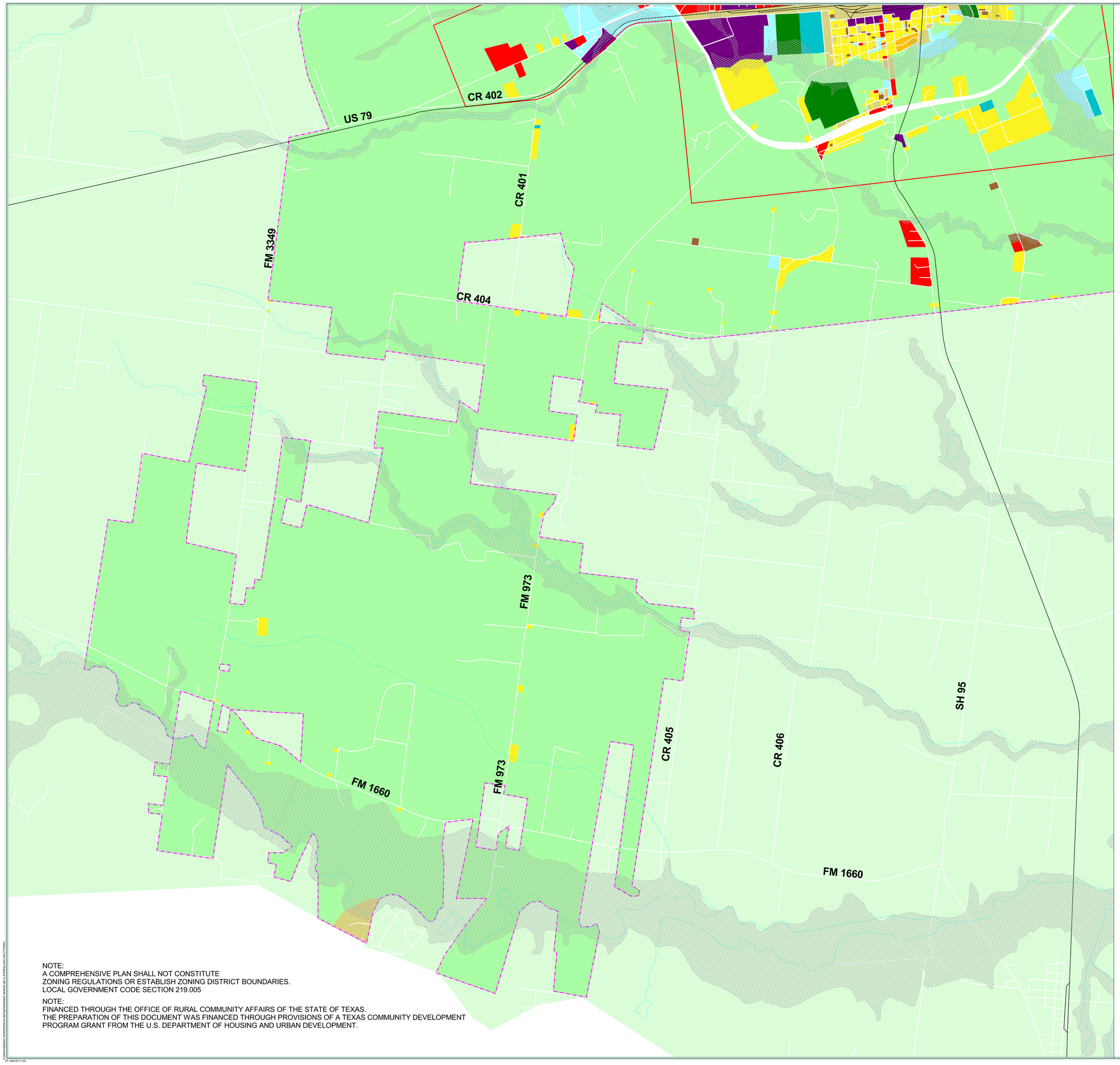

City of Taylor, Texas
Figure 4.1 B
Existing Land Use
December 2004

Legend

Existing Land Use
- Agriculture
- Single Family
- Multi Family
- Manufactured Home
- Commercial
- Industrial
- Institutional
- Public
- Park
- Vacant
- Right-of-Way
- 100 Year Flood Plain
- Outside Extraterritorial Jurisdiction
- Corporate Limit
- Extraterritorial Jurisdiction

N

0 0.5 Miles

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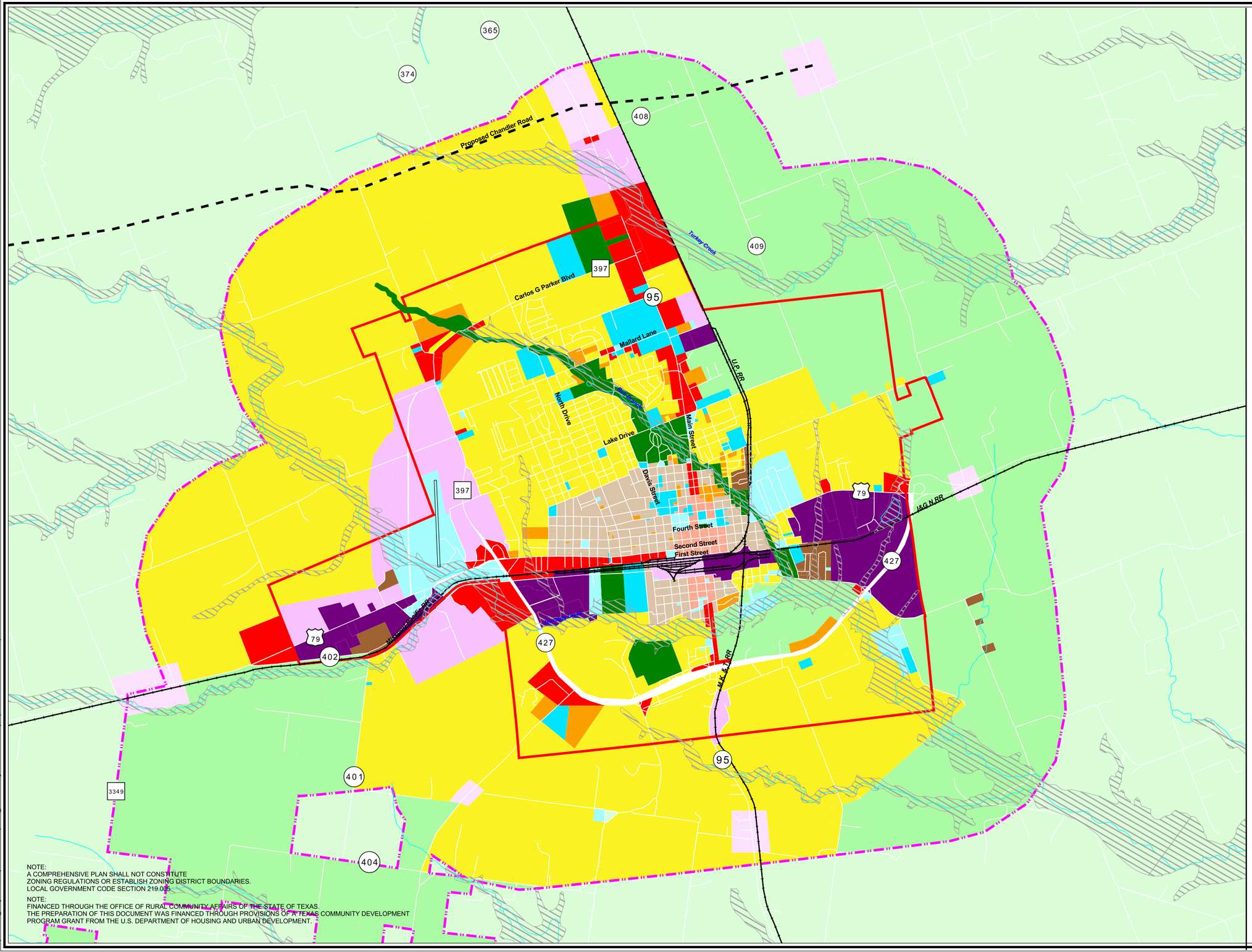

CITY OF TAYLOR
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City of Taylor, Texas
Figure 4.2 A
2025 Future Land Use Plan
December 2004

Legend

Future Land Use
- Agriculture/Open Space
- Single Family
- Multi Family
- Manufactured Home
- Commercial
- Industrial
- Institutional
- Public
- Park
- Downtown
- Downtown Neighborhood
- Business Park
- Gateway Commercial
- Right Of Way
- 100 Year Flood Plain
- Outside Extraterritorial Jurisdiction
- Corporate Limit
- Extraterritorial Jurisdiction

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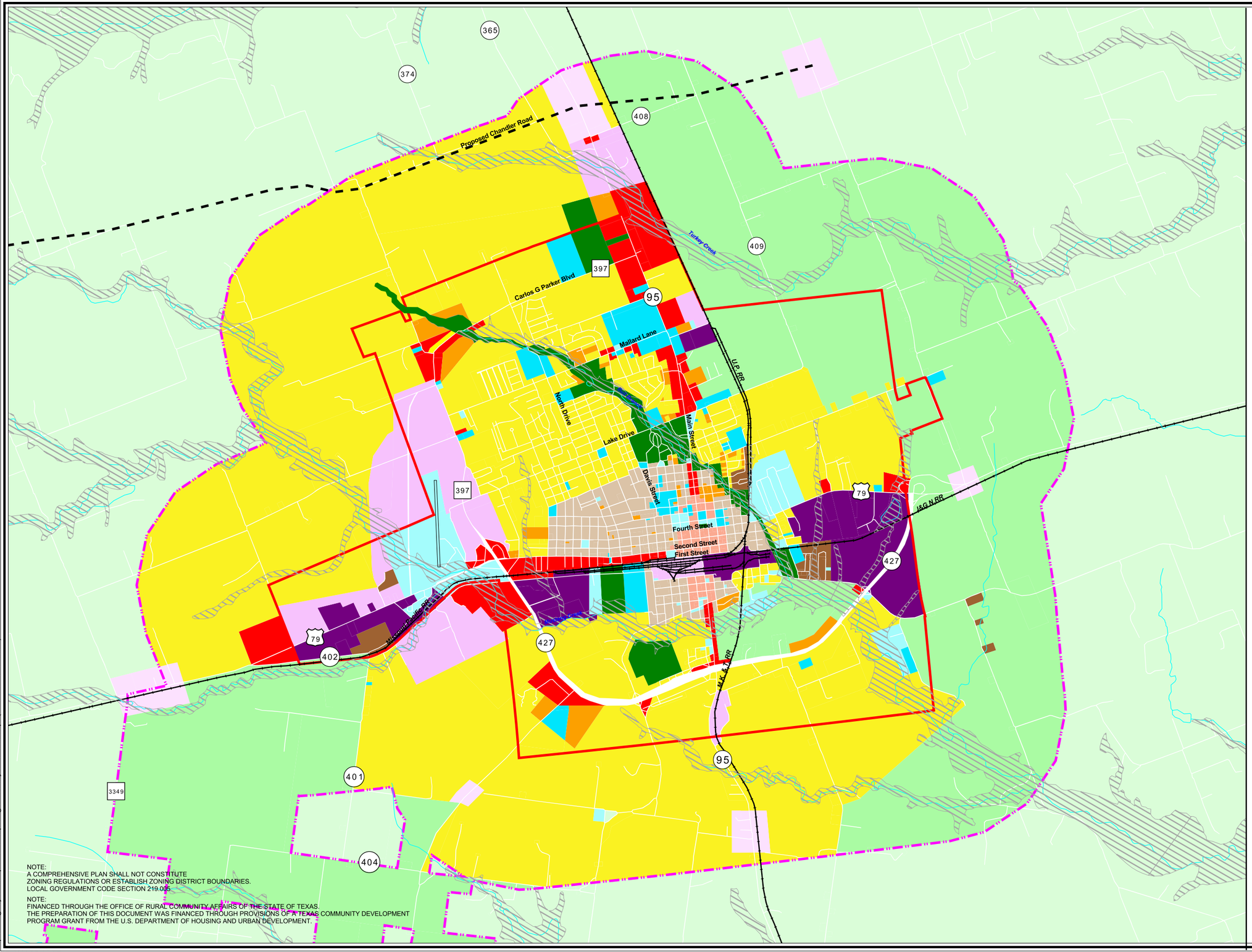

CITY OF TAYLOR
FOUNDED 1876

City of Taylor, Texas
Figure 4.2 A
2025 Future Land Use Plan
December 2004

Legend

Future Land Use
- Agriculture/Open Space
- Single Family
- Multi Family
- Manufactured Home
- Commercial
- Industrial
- Institutional
- Public
- Park
- Downtown
- Downtown Neighborhood
- Business Park
- Gateway Commercial
- Right Of Way
- 100 Year Flood Plain
- Outside Extraterritorial Jurisdiction
- Corporate Limit
- Extraterritorial Jurisdiction

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ECONOMISTS
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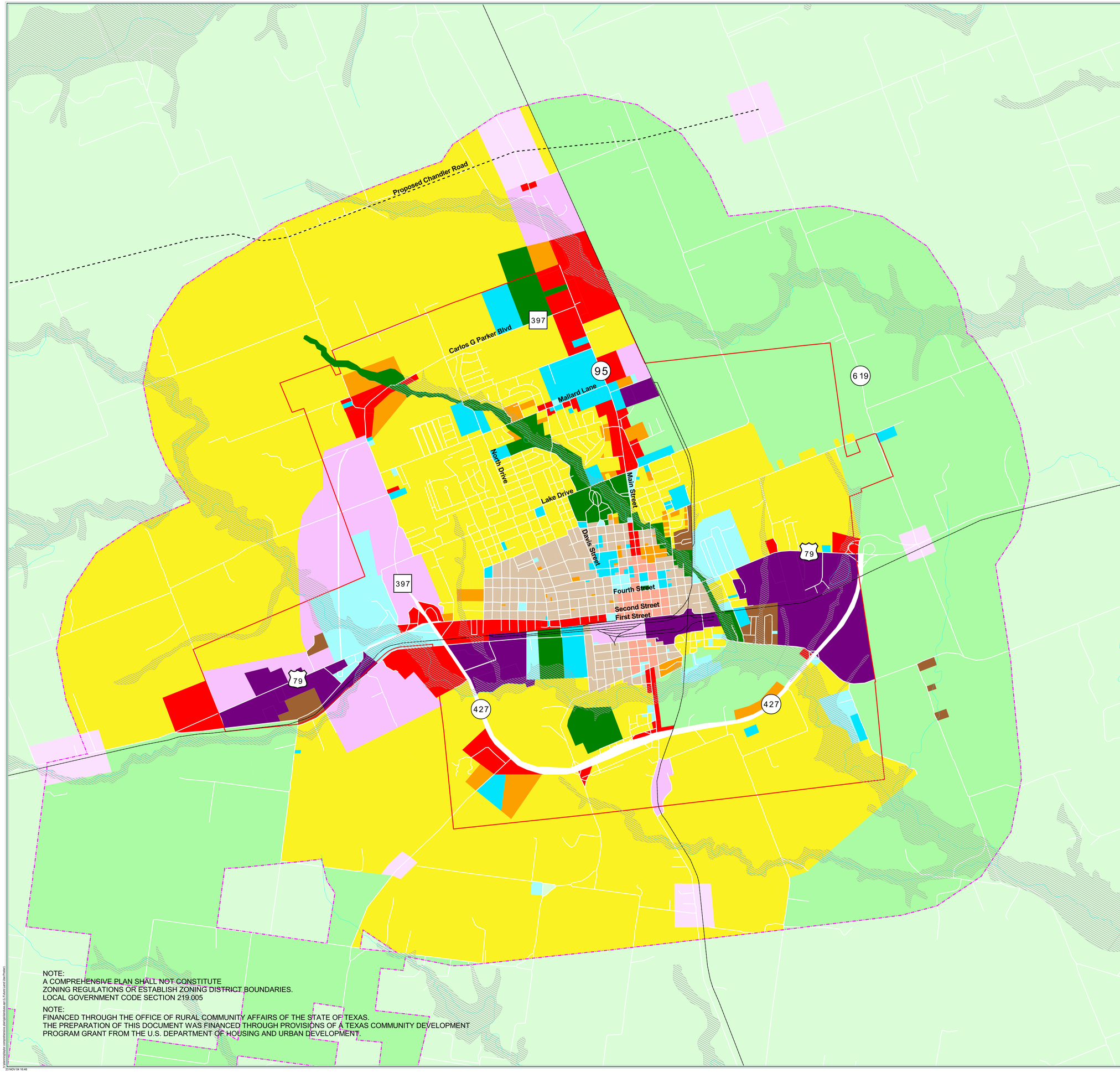
City of Taylor, Texas
Figure 4.2 A
2025 Future Land Use Plan
December 2004



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Future Land Use

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LOCAL GOVERNMENT CODE SECTION 219.005

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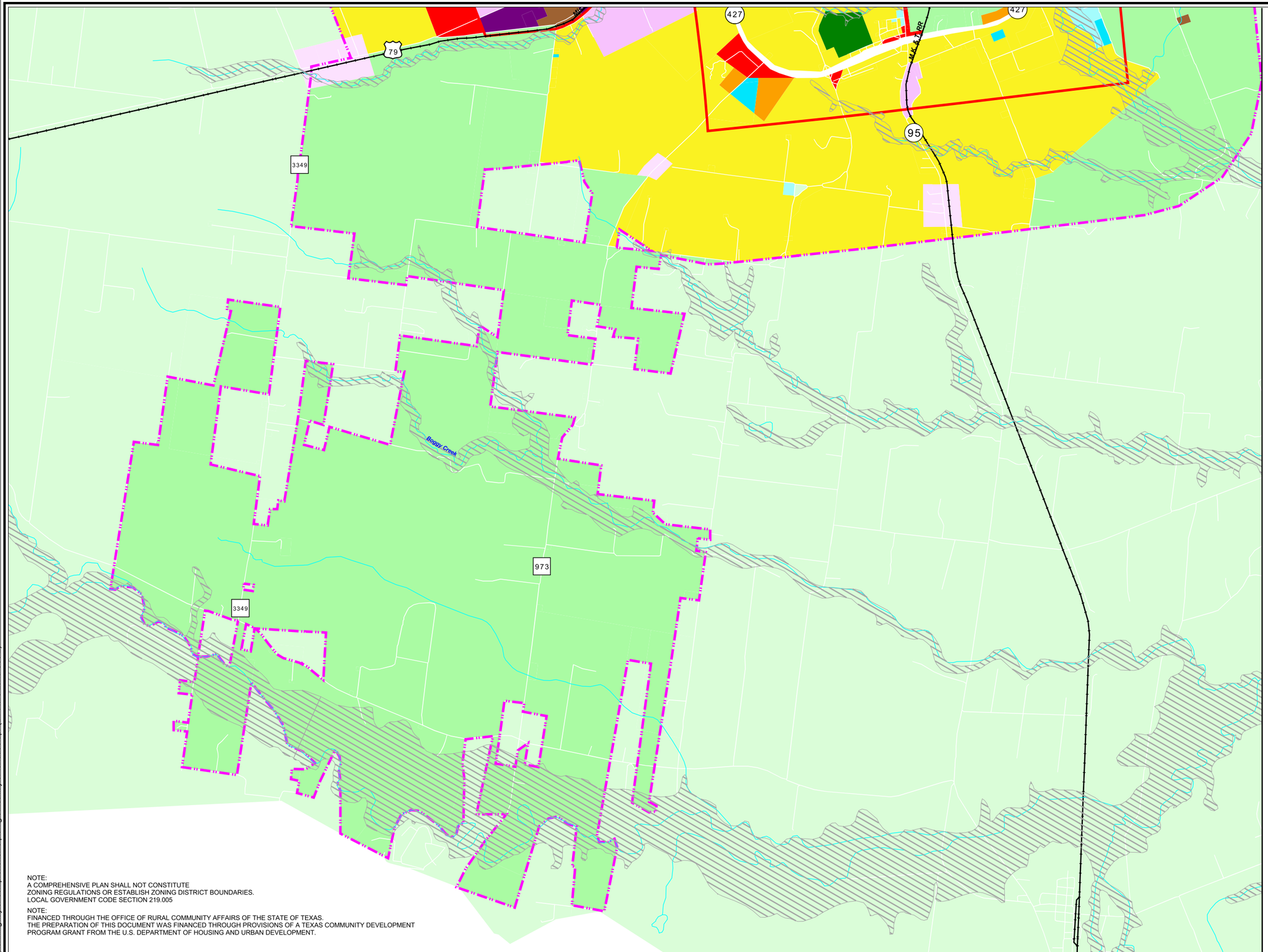

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CITY OF TAYLOR FOUNDED 1876

City of Taylor, Texas
Figure 4.2 B
2025 Future Land Use Plan
December 2004

Legend

Future Land Use
- Agriculture/Open Space
- Single Family
- Multi Family
- Manufactured Home
- Commercial
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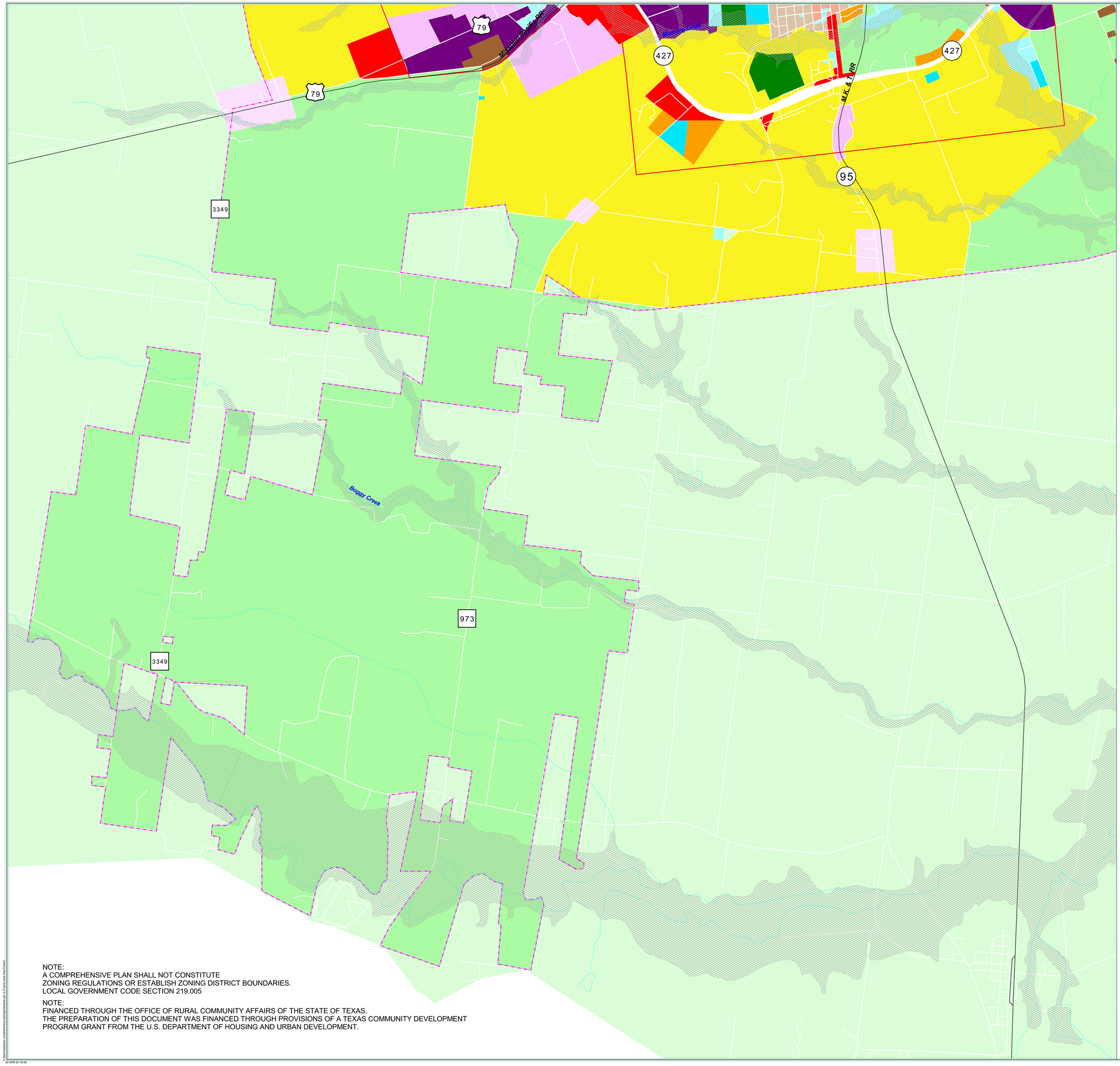

City of Taylor, Texas
Figure 4.2 B
2025 Future Land Use Plan
December 2004

Legend

Future Land Use
- Agriculture/Open Space
- Single Family
- Multi Family
- Manufactured Home
- Commercial
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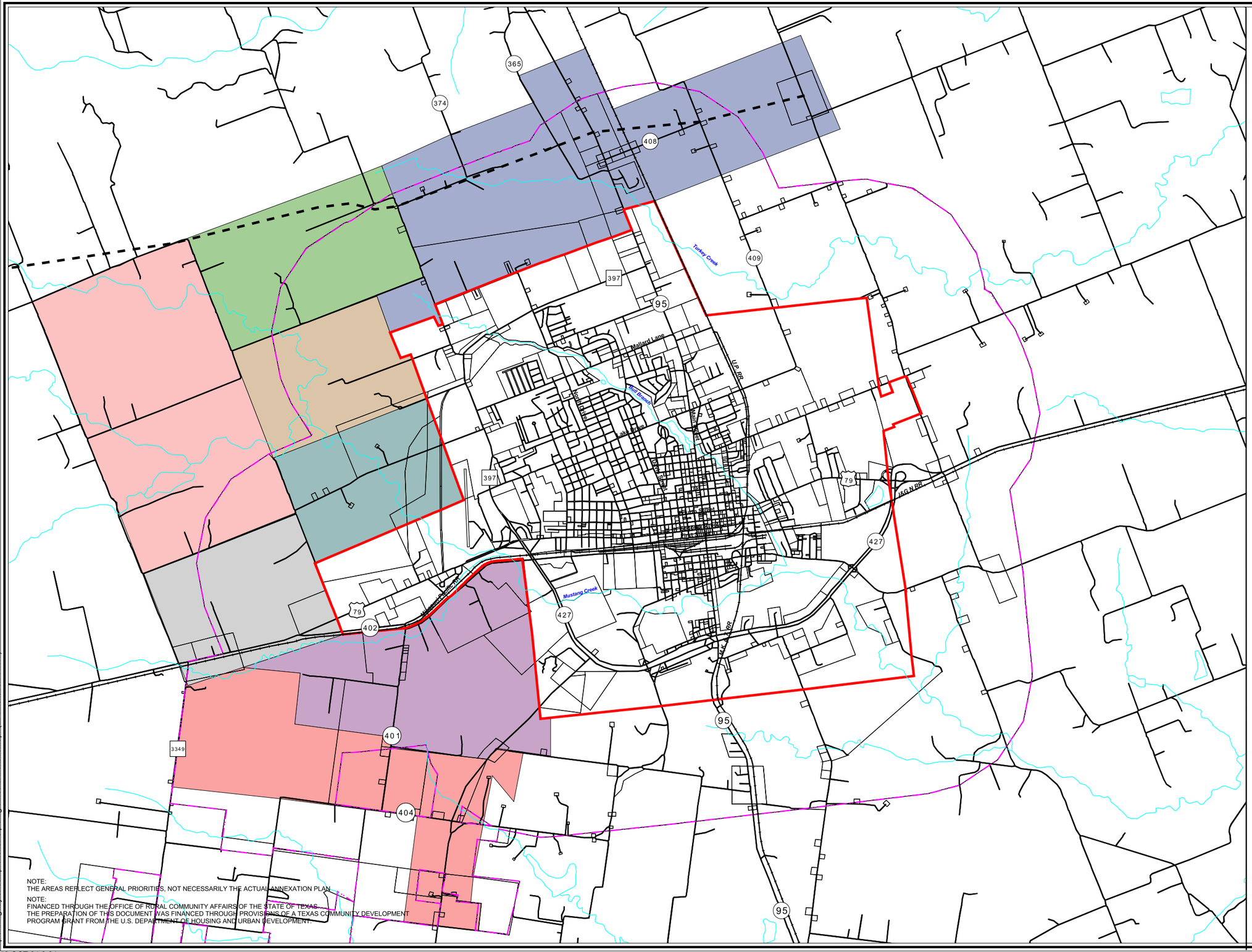

NOTE:
THE AREAS REFLECT GENERAL PRIORITIES, NOT NECESSARILY THE ACTUAL ANNEXATION PLAN

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CITY OF TAYLOR
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City of Taylor, Texas
Figure 4.3
Proposed Annexation Strategy
December 2004

Legend

Annexation
- Area 1
- Area 2A
- Area 2B
- Area 3A
- Area 3B
- Area 3C
- Area 4A
- Area 4B

- Proposed Chandler Rd
- Corporate Limit
- Extraterritorial Jurisdiction

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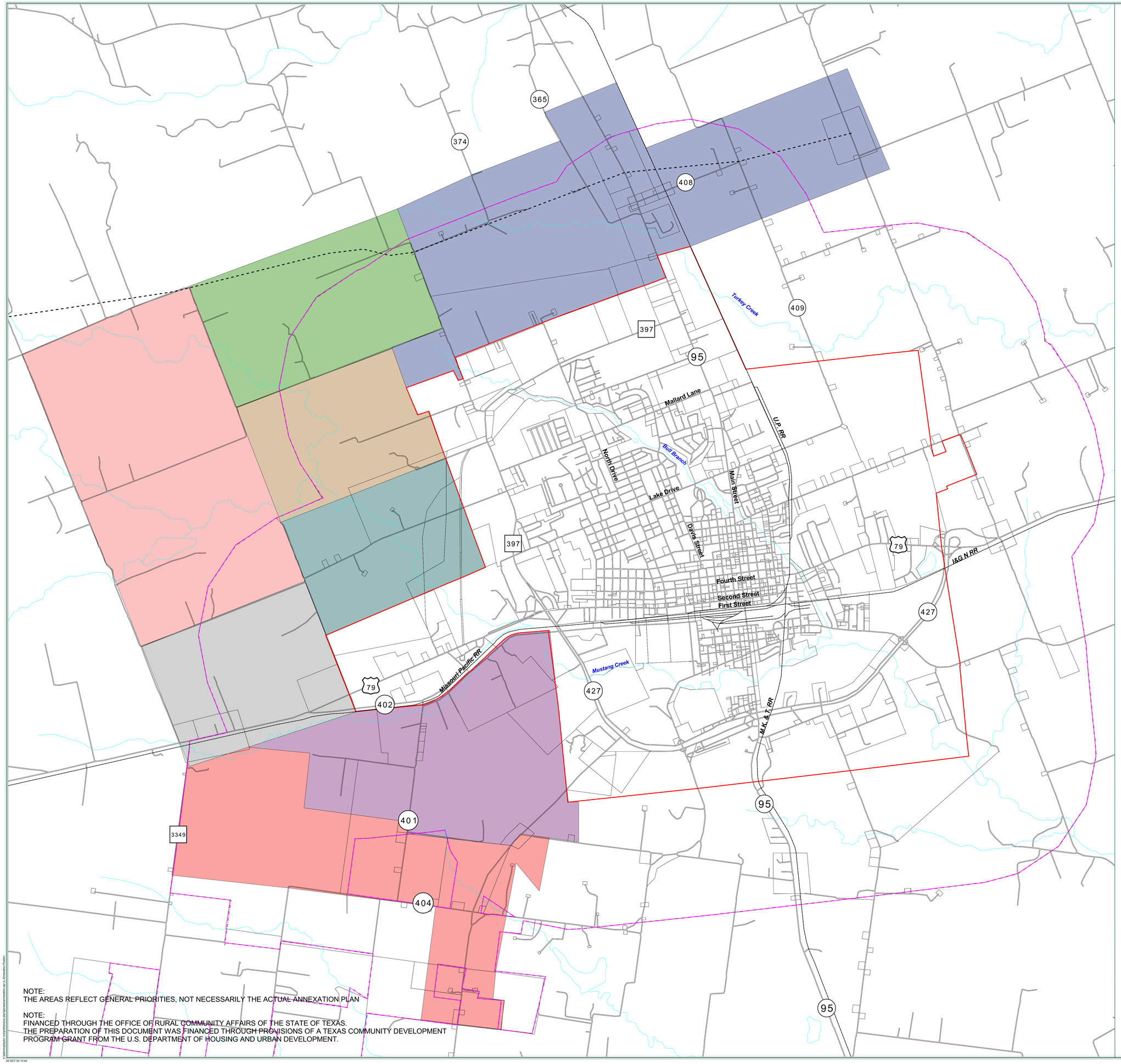
City of Taylor, Texas
Figure 4.3
Proposed Annexation Strategy
December 2004



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Annexation
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Chapter 5 – Housing

Housing is the factor that links physical planning with social planning—the City's landscape with the City's population. This chapter looks at the physical quality of the housing stock in Taylor and its implications for both the physical and social health of the City. Housing quality impacts affordability and livability in a city. Housing choice is reliant on the quantity and quality of the housing as well as the demographic and economic state of the City. The marketplace, driven by availability, affordability and population change has led to new developments, in-fill housing, housing rehabilitation/reclamation as well as housing deterioration and demolition. The quality of the housing and surrounding neighborhoods play a large role in determining future housing needs. Housing quality also plays a large role in attracting new businesses to Taylor, as the workers will need a decent place to live.

For the most part, land, utility availability and affordability coupled with demand are determinates of new developments. However, the demand for inner-city housing is based on a number of divergent factors. Aging/deteriorating housing units in older neighborhoods either serve the needs of the lower income or become the target of middle- and upper-income gentrification. Substandard and dilapidated housing is more affordable for the low income than newer developments on the fringes of the City. Conversely, major rehabilitation and historic preservation as well as vacant in-fill lots are more costly than new suburban housing. Therefore, the older areas of Taylor are becoming somewhat polarized between low- and upper-income residents.

Taylor is located within a reasonable commute to Austin, Bastrop, Elgin and other larger cities that currently have higher costs for housing. This positions Taylor developers to be able to produce quality suburban housing for the middle- and upper-income households willing to commute from the area to larger employment centers. Development to the far southwest end of Taylor and its ETJ should be encouraged for larger suburban and country club housing. In addition, the area is prime for retirement communities centered on a country club or other amenities. The City should encourage such development on the fringe of the City Limits or in the ETJ.

Conversely, new construction in the entire Austin MSA, which includes Taylor and Williamson County, is currently outpacing housing sales. As in other major Texas markets, 2003 and 2004 is showing the Austin MSA as having significantly more new housing starts than housing sales. According to the Texas A&M Real Estate Center, the inventory of homes – including model homes, finished vacant homes and homes under construction – was 5,352 at the end of the first quarter or 2004, up nearly 23 percent from 2003. New housing starts for the first quarter of 2004 were up over 13 percent from 2003 while closings were up only 4.6 percent. In reviewing the types of housing requested by potential buyers, it appears that retirement housing – smaller, upscale units surrounding

recreational amenities such as private country clubs – and larger homes on more affordable lots are in demand.

Key Issues

- Number of dilapidated and substandard housing in immediate need of demolition or reclamation/renovation.
- Number of families/households that will be displaced by demolition or renovation.
- Historic housing in need of special building codes to make reclamation and preservation affordable and feasible.
- Revitalization of entire neighborhoods.
- Land availability for future new developments.
- Access of County and State CDBG and HOME funds for housing rehabilitation and code enforcement.
- Identification of current efforts being undertaken by state, county and private developers in developing new housing and rehabilitating, renovating and restoring older housing.

Population/Housing Connection

In analyzing the housing conditions, the team used data from the 2000 Census, provided at the Census Block Group Level as the smallest geographic unit available. The housing stock was then surveyed, with housing by condition aggregated to the Census Block as the smallest geographic unit available with total housing unit counts from the 2000 Census. Subareas were then developed based on whole Block Groups with the most homogeneous housing stock.

Figure 5.1 – Subareas for Housing Analysis in Taylor on the following page illustrates the Subareas used for analysis and reporting.

It should be noted that the subareas were developed by aggregating Census Block Groups, the smallest geographic units for which all economic and most housing data are reported. Two Block Groups – 21201-2 and 21202-3 straddle Lake Drive and are the least homogeneous in the City. The area north of Lake is significantly more affluent with virtually no substandard or dilapidated housing. When data is reported by subarea or Block Group, the diversity of these two groups, which make up Subarea C must be kept in mind.

The issue of housing cannot be separated from the population. The age, income and family structure of the population helps to dictate housing needs and, thus, housing availability. When comparing the basic housing data over time and across Texas, we see that Taylor is keeping pace with the rest of the state. **Tables 5.1 – Selected Housing/Household Characteristics** and **5.2 – Housing by Type** show basic housing and household information for Taylor. All of the data are from the decennial Censuses.

TABLE 5.1
SELECTED HOUSING/HOUSEHOLD CHARACTERISTICS

Census Year	Total Units	Vacancy Rate	Owner Occupancy Rate	Average Persons per Household	Median Housing Value	Median Rent
1980	4,183	8.4%	64.9%	2.68		
1990	4,727	12.5%	66.2%	2.69	$42,000	$395
2000	5,068	6.9%	66.6%	2.74	$60,500	$574

TABLE 5.2
HOUSING BY TYPE

Census Year	Single Family	Multi-family	Mobile Home	Other
1990	3,757	832	72	66
2000	4,127	781	160	0

While the multi-family building boom has slowed in most areas of Texas, the State has seen an increase of nearly 200,000 new apartment units between 1990 and 2000. Taylor showed a reverse in this trend by losing 51 multi-family units. However, the number of mobile homes inside the City more than doubled.

Income plays an important role in housing choice as well as the ability to maintain the dwelling. The U.S. Department of Housing and Urban Development has designated incomes near or below the $20,000 mark as "very low" and those near or below the $30,000 mark as "low" for Taylor and Williamson County. HUD designated "moderate" income is $47,600 for 2004. Any Block Group with more than 47% moderate-income or lower qualifies for Williamson County's upcoming Community Development Block Grant funds. Likewise, any household earning less than $47,600, regardless of the neighborhood/Block Group, is eligible for assistance. These funds can be used for rehabilitation of individual owner-occupied homes, code enforcement for rental property, demolition or major rehabilitation and/or infrastructure improvements in eligible neighborhoods.

TABLE 5.3
HOUSEHOLDS IN 2000 BY INCOME RANGE

Subarea	Less Than $20,000	$20,000-$29,999	$30,000-$34,999	$35,000-$39,999	$40,000-$44,999	$45,000-$49,999	$50,000-$59,999	$60,000-$74,999	$75,000+
A	68	8	0	0	0	13	0	0	33
B	295	56	59	75	63	43	172	183	367
C	122	91	47	44	51	57	98	60	210
D	47	58	15	5	12	26	12	46	26
E	220	158	91	85	63	62	81	110	69
F	97	27	7	27	15	27	34	37	36
G	164	50	52	27	21	0	35	22	22
H	206	114	86	27	31	17	18	44	75

Source: U.S. Department of Commerce, Bureau of the Census, Census 2000, Summary File 3.

Figure 5.2 – Block Groups Eligible for Williamson County CDBG Funds on the following page illustrates the location of the HUD CDBG-eligible Block Groups based on the 47% low-moderate income threshold for household incomes.

Housing Cost Burden

Affordable housing is defined by HUD as that rental unit or owned home which costs less than 30% of the household's income to support. Any home that costs 30% or more in rent mortgage, insurance, taxes and the like is considered to be a cost burden to the resident. In 1990, the average owner had monthly housing expenses of $606 compared to $889 in 2000. Of the 521 owners earning $20,000 or less in 2000, 47.8% were paying more than 30% of their income for housing. Conversely, of the 697 renters earning $20,000 or less in 2000, 79.8% were paying more than 20% of their income for housing. While the number of renters paying 30% or more of their income for housing increased between 1990 and 2000–from 502 to 531–the actual percent decreased significantly – from 36.2% to 33.8%. At the state level the percent decreased much less from 34.7% to 34.3%. **Figure 5.3** illustrates **Housing Cost Burden by Subarea**.

As can be seen in Subareas E, F, G and H half or more of the residents have a housing cost burden. As will be seen later in this chapter, these are also some of the areas with the highest number of dilapidated and substandard housing.

The City of Taylor's Public Housing Agency provides 120 low-income housing units in two developments, 66 Section 8 vouchers for the very low-income renters, 12 Section 8 homeownership vouchers and 64 Section 8 units of new construction for low-income residents of Taylor. Currently, there is approximately a year waiting time for public housing units. **Table 5.4 – Public Housing Units and Waiting List** shows the number of units by size and the waiting list by unit size. All units are occupied and there is currently a waiting list of 294.

TABLE 5.4
PUBLIC HOUSING UNITS AND WAITING LIST

Unit Size	Available Units	Waiting List
Efficiency	20	24
1-bedroom	29	86
2-bedroom	34	103
3-bedroom	27	61
4-bedroom	8	18
5-bedroom	2	2

The Section 8 Department of the Taylor Public Housing Agency provides three types of assistance. A new 64-unit apartment complex was built by a private developer using HUD funds for Section 8 tenants. These are reserved for families and the elderly earning 40 percent or below the area's median income. The remaining 78 Section 8 vouchers are currently divided between 66 rental and

12 homeowner vouchers. The PHA is authorized to move vouchers from rental to ownership and back within the 78 total. To qualify for these vouchers, the individual or family must earn 30 percent or less of the area's median income. Currently there are 112 on the waiting list for the new construction program and 108 on the waiting list for the rental and homeownership program. The wait for the new construction unit is 3 to 6 months. The wait for a rental voucher or for an ownership voucher for a new applicant is 12 to 18 months. For those currently receiving a rental voucher, the wait to convert it to an ownership voucher is 2 to 4 months.

Housing Conditions

A windshield survey of all housing in Taylor was conducted during January and February of 2004 in order to assess the condition of housing units and determine key areas for redevelopment or stabilization. The housing conditions were clustered into four categories:

Very Good/Excellent: Needing no repair. The housing in this category is less than 5 years old or has been rehabilitated or maintained in excellent condition.

Good: Needing very minor repairs, primarily minor exterior painting or having other minor maintenance needs. The houses in this category may need new gutters, minor exterior painting, minor work on the porch or the flashings around the piers. Normally, one would think of a good house as that which needs less than $2,500 in total exterior repairs/maintenance.

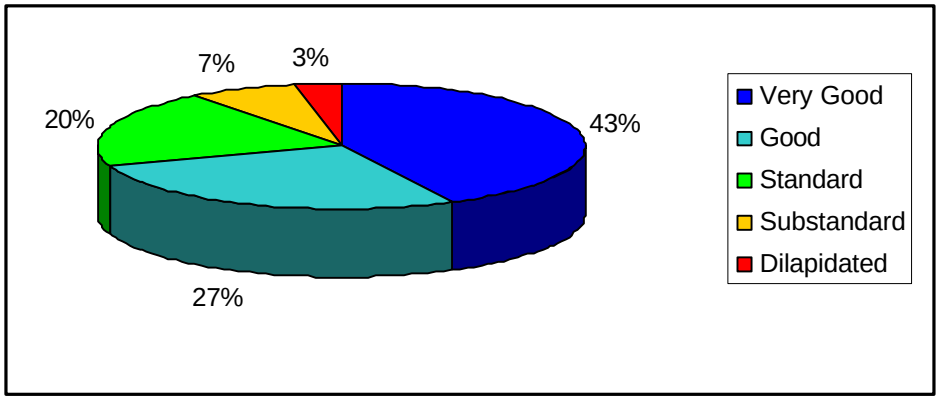
Standard: Needing significant non-structural repairs, such as a new roof, new siding, new porch, very minor leveling and the like. The housing in this category is certainly livable, but has not been well maintained and needs immediate stabilization in the way of repairing or replacing window/door frames and/or siding and doing minor repairs on the roof and/or porch. Minor leveling of pier and beam houses might be needed in this category. However, the deficiencies are not such as to have caused interior damage or irreparable exterior damage. Most standard houses will require $2,500 - $10,000 in exterior repairs.

Substandard: Needing significant structural repairs and rehabilitation. However, these houses are worth repairing rather than demolishing. Minor roof collapses, major foundation problems, broken windows or holes in the siding letting in the elements. Most substandard houses need major leveling, however the basic structure can be salvaged. Significant interior damage may be assumed due to exposure to the elements. Most substandard houses will require more than $10,000 to repair.

Dilapidated: Needing to be demolished. These houses are in such disrepair that rehabilitation is not recommended. Most are abandoned and are too small for habitation, some have been gutted by fire and others are housing the very poorest of Taylor.

The following graph, **Figure 5.4 – Housing Conditions**, shows the distribution of housing by condition for the City of Taylor. As can be seen, 70% of the housing stock is in good or better condition. However, the 10% in substandard or dilapidated condition needs immediate attention.

FIGURE 5.4
HOUSING CONDITIONS IN TAYLOR



The majority of the very good/excellent housing is north of Lake Drive in the newer subdivisions and scattered throughout the areas west of Main that are seeing some revitalization with major rehabilitation and historic preservation. Substandard and dilapidated housing is intermingled with the rehabilitated units in Subareas D and E particularly. Areas G and H have the highest proportion of substandard and dilapidated housing. Below is a map of the general location of the dilapidated units. Each dot represents a unit and is positioned on the map within the Census Block in which the house is situated. As would be expected, the areas with the oldest housing are the ones with the greatest number of substandard units. Unfortunately, the areas of highest housing cost burden are also the areas of highest rates of dilapidated units. **Figures 5.5** through **5.9** on the following pages illustrate the locations of substandard and dilapidated units by percent of housing built before 1960 and by cost burden. The third map shows the location of the substandard and dilapidated housing by the percent of renter occupancy. This map indicates that the distribution of poor-quality housing is rather uniform between owner-occupied and renter-occupied units.

Analysis and Conclusions

The City of Taylor is growing along with the rest of the Austin/San Marcos Metropolitan Area. With growth come the issues of housing. The majority of the housing stock in Taylor is more than 25 years old and, while many units are still in good condition, remediation is needed to stem the deterioration and stabilize the neighborhoods. Subareas **A and B** have only seven substandard units and no dilapidated units. The substandard are older rural homes that have been abutted by new subdivisions and on the southern edge of the areas. Nearly all of Areas A and B are in very good/excellent or good condition – 95%. The ETJ areas adjacent to Subareas **A, B and H** are prime for new higher-cost

development, particularly with future annexation in mind. The two primary types of development would be larger homes for commuters and smaller but upscale homes – possibly patio homes – as part of a retirement community. The developments should include park space and, for the retirement community, a recreational center such as a country club or golf course.

It is apparent that **Subareas C and D** are seeing some new in-fill housing, some historic preservation/renovation and some rehabilitation of older brick and stone homes. These new and renovated units are, for the most part, owner occupied and valued higher than the majority of Taylor's housing. Subarea C encompasses two Block Groups that straddle Lake Drive. The areas north of Lake are virtually 100% very good/excellent or good. There are only a few standard homes in Subarea C north of Lake and no substandard or dilapidated. Within Subarea C as a whole, however, there are 18 houses in need of major repair. Likewise, in Subarea D, there are 17 houses in need of major repair. There are 168 in C and D that are Standard and need maintenance and repair to stabilize them before they fall to the substandard category. These are the homes that could benefit from a volunteer repair program.

Subareas C and D are also seeing a number of new small apartment complexes. 4 to 12 units, and some subsidized multi-family units. The rents seem to be aimed at the moderate-income families. These areas have a mixture of owner and renter occupancy. The housing in disrepair is occupied by owners and renters almost equally. It appears that the elderly owners are not able to maintain their older homes while some of the substandard housing is being rented. The rehabilitated housing appears to be almost exclusively owner-occupied or used for commercial purposes, such as bed and breakfasts and the like.

Subarea E, south of C and D, north of Second and west of Main, has a great mix of homes than A, B, C or D. While there are a number of very good/excellent homes – again, predominately rehabilitated historic homes or new brick/stone homes on in-fill lots – only half of the housing is very good/excellent or good. Within Subarea E there are 119 houses that are either substandard or dilapidated. A number of these are between Second and Third and could be either demolished or rehabilitated for conversion to commercial properties. One third, 384, of the units are categorized as "standard" and are in need of remediation before they become substandard.

Subarea F, east of Main and north of Thorndale is a large geographic area with few houses. None of the housing is dilapidated, only two are substandard and 85% are very good/excellent or good. This is the area with subdivisions built in the 1960s. The majority of the subdivision tract homes are small starter homes. These houses are, for the most part, in good or standard condition though half of the houses are renter-occupied. There are a number of vacant houses in the area also – some for rent, some for sale and some with no signs in the yard. While the houses are in standard-to-good condition, many of the yards are in disrepair, indicating that general maintenance is being neglected in the area. More than

one-fourth of the renters and more than one-fifth of the owners earned less than $20,000 as reported in the 2000 Census. Virtually all of the renters and two-thirds of the owners earning less than $20,000 have a housing cost burden in Subarea F. This will hinder their ability to maintain their homes.

Subarea G, east of Main and south of Thorndale, is a very mixed area. Slightly fewer than half of the units are very good/excellent or good, but more than 27% are substandard or dilapidated. The area between Main and the railroad tracks is in the greatest need for major rehabilitation. The highest concentration of the worst dilapidated and substandard housing in the City is in this area. The area is predominately renter-occupied and many of the rental units are not fit for habitation. Others are deteriorated but could be rehabilitated. Overall, Subarea G has 28 dilapidated and 52 substandard houses. These are in need of demolition or major renovation. With two-thirds of the area being renter-occupied, it can be assumed that the majority of the substandard and dilapidated units are renter-occupied. More than half of both renters and owners reported incomes of less than $20,000 in the 2000 Census. Of those with very low incomes, 95% of the renters and 67% of the owners have a housing cost burden, paying over 30% of their incomes in housing. Any demolition or major renovation of the substandard and dilapidated rental housing will result in the displacement of the tenants and likely increased rents for the rehabilitated housing. As a result, those renters in Subarea G with a housing cost burden will find their housing costs even greater as they are either forced to move to better housing or return to the rehabilitated/higher cost units in which they now live.

Subarea H is experiencing the development of new low- to moderate-income homes that can serve to stabilize and revitalize the area. The new development in Area H is making first-time homebuyers assistance available and is assisting the low-income in purchasing their first home. On the other hand, one third of the housing is substandard or dilapidated in Subarea H. This area, west of Main and south of Second, has some of the worst housing in Taylor, including one-room shacks that are dilapidated but occupied. Though, strides are being made to introduce affordable in-fill housing and new single-family housing on the southwest edge of the area, the 87 dilapidated units need immediate attention. Another 143 units are substandard and in need of major repair. While the new housing in the areas north of Second are, for the most part, valued above the City average, the new units south of Second are affordable for first-time homebuyers. This type of development, along with some of the newer affordable multi-family rental units in Subareas C and D are stabilizing influences in Taylor.

The dilemma facing the City of Taylor with regards to its rental housing is two-fold: the City could exercise code enforcement ordinances to force improvements on the rental units in need of major repair or demolition. However, in complying with ordinances, the owners will most assuredly (1) have to relocate their tenants during renovation and (2) raise the rents to a level that is not affordable by current tenants. The owner occupied housing poses a different set of issues.

Without active deed restrictions it is not easy to require owners to maintain and/or repair their homes. The majority of the substandard owner-occupied homes are owned by the elderly who are no longer able to do the repairs themselves and are not financially able to hire contractors. Those opting to purchase historic homes are faced with rehabilitation costs that often exceed the value of the property.

As stated above, the area outside of Subarea **H** within the ETJ would be prime for upscale development – either larger homes for commuters or smaller homes for retirees.

Goal, Objectives and Actions

A goal with its associated objectives and actions will guide Taylor's growth and direct all future housing initiatives. Affordability, based on the U.S. Department of Housing and Urban Development, is a housing cost of no more than 30% of the household's income. Sound housing is that which needs only minor repairs and is classified as "standard" or above in this chapter. Attractive housing is that which encourages new buyers and renters to move to Taylor because of the quality and affordability of the housing. In addition, attractiveness should include the ability to bring new housing developers to the area to provide subdivisions and support amenities to prospective new residents.

Housing Goal: Attractive, affordable and sound housing available to all residents.

Objective H1: Stabilize neighborhoods with sound, but aging housing through requiring and assisting in the rehabilitation of substandard housing and the demolition of dilapidated housing throughout Taylor.

Action H1.1: Work with Williamson County in the development of their 5-Year HUD Consolidated Plan for use of CDBG funds. This will help ensure that the City will get its fair share of CDBG funds for housing rehabilitation and infrastructure repairs.

Action H1.2: Invest in road repairs in the declining residential areas, particularly Subareas C, D and G. The poor street conditions lead to lowered property values, poor navigation, poor drainage and general decay of the neighborhoods.

Action H1.3: Work to assist non-profits in acquiring a state CHDO (Community Housing Development Organization) status and apply for state HOME funds for new low-income housing and housing rehabilitation.

Action H1.4: Revisit the housing code regarding historic preservation and rehabilitation. Investigate the use of alternative or

sub codes for rehabilitation of older buildings. Currently the cost to bring historic homes up to the current building code and to the codes of historic preservation make the investment too costly.

Action H1.5: Seek partnerships with public and private entities to eliminated dilapidated housing.

Objective H2: Assist in the relocation of displaced tenants due to the demolition or renovation of rental housing.

Action H2.1: Work with non-profits, church and community groups to help provide assistance to displaced tenants by providing temporary shelter

Objective H3: Assist in the provision of new low-income rental and ownership units, and a variety of housing to meet the needs of Taylor's growing and changing population.

Action H3.1: Provide appropriate land use designations, zoning if applicable, and development guidelines for a senior housing complex with independent living, assisted living and nursing home care for the aging population who are no longer able to care for their homes.

Action H3.2: Support the development of a volunteer home repair service for the elderly and disabled.

Action H3.3: Investigate mechanisms to stem the tide of mobile homes moving into residential neighborhoods and to ensure that those already in on residential lots are safe.

Objective H4: Assist in the preservation and rehabilitation of historic housing units.

Action H4.1: Revisit the housing code regarding historic preservation and rehabilitation. Investigate the use of alternative or sub codes for rehabilitation of older buildings. Currently the cost to bring historic homes up to the current building code and to the codes of historic preservation make the investment too costly.

Objective H5: Encourage the development of new larger homes and high-end retirement developments in Taylor and its ETJ.

Action H5.1: Provide appropriate land use designations, zoning if applicable, and development guidelines for a new community for retirees, centered on a recreational facility. (Such a development is not dependent on the employment climate and could be sustained in the ETJ,

while bringing more retail and support dollars to City businesses).

Action H5.2: Provide appropriate land use designations, zoning if applicable, and development guidelines for new subdivisions of larger homes for professionals commuting to surrounding employment centers. (Currently, the entire Austin MSA is overbuilt with single-family houses, however the lower cost of land and assistance in lowering fees and development costs can mean attractive developments in the Taylor area).

Potential Strategies for Funding Housing Programs

The City of Taylor is in need of funds to assist in the rehabilitation of dilapidated housing, the development of new housing and financial housing assistance to low-income residents. There are a variety of funding programs that could benefit the City of Taylor, however a number of them are complex and require a sophisticated developer. Below is a list of some of the potential funding mechanisms for providing sound, safe and affordable housing to residents of Taylor.

1. Community Development Block Grant (CDBG): Beginning in 2004, Williamson County will get approximately $1,250,000 each year in Community Development Block Grant funds to provide a variety of programs within the county, including Taylor. CDBG is U.S. Department of Housing and Urban Development's funding programs for all states, cities with more than 50,000 population and counties with more than 200,000. Williamson County became eligible in 2004 and will begin receiving the funds in October. Prior to Williamson becoming an Entitlement Community, the county and cities could apply to the State of Texas' CDBG program for project grants. The City of Taylor and other jurisdictions in Williamson County are no longer eligible for State of Texas CDBG funds, but can now compete for Williamson County's allocated funds. The application is a competitive one and the applicants must be seeking funding for projects the County has determined to be of high priority. These funds can be used for public/social services (15% maximum), infrastructure, public facilities, program administration (20% maximum) and housing – rehabilitation, code enforcement, new construction.

HUD allows CDBG dollars to be spent on any housing unit owned and occupied by low- to moderate-income residents and in any neighborhood where the percent low-mod is 47 or greater. Based on the percent of residents living in census block groups that qualify under HUD CDBG allocations and who have low- to moderate-income, 13.75% of the low- to moderate-income households or of Williamson County live in Taylor. In addition, of the block groups that qualify for neighborhood revitalization or new housing, 31.2% of the low-mod residents live in Taylor.

Therefore, the City of Taylor should make every effort to ensure that 14% of all CDBG money allocated by Williamson County for housing be spent in Taylor and 31% of all CDBG money allocated by Williamson County for public facilities, infrastructure, new housing, neighborhood revitalization be spent in eligible Taylor block groups. Assuming Williamson County allocates the maximum to public services and administration, there would be $812,500 in CDBG funds that could be allocated to housing and/or neighborhood revitalization. Taylor's share of that amount would be $111,718 for housing rehabilitation or $253,500 for neighborhood revitalization efforts. The City should ensure that they are well represented on the County's community development advisory committees and enlist the Mayor and Council in advocating for the City's fair share of CDBG dollars.

2. HOME Investment Partnership Program (HOME): Williamson County does not receive HUD HOME funds as of yet, however, the State of Texas does and the State funds are available to projects in the City of Taylor. The State of Texas will receive approximately $45,261,052 in HOME funds for Project Year 2004 (October 2004-September 2005). The HOME Investment Partnerships Program (HOME) provides grants and loans to help local governments, nonprofit agencies, for-profit entities, and public housing agencies provide safe, decent, affordable housing to extremely low-, very low- and low-income families. HOME allocates funds through four basic activities: Homebuyer Assistance, Rental Housing Development, Owner-Occupied Housing Assistance, and Tenant-Based Rental Assistance. The program has a 15 percent set-aside for Community Housing Development Organizations (CHDOs) and a 10 percent set-aside for special needs, including the homeless, the elderly, persons with disabilities, and persons with AIDS. This is a competitive program and the PY 2004 funds have been allocated, however, the City of Taylor can qualify for the funds or assist nonprofits or for-profit developers in accessing the funds for PY 2005. The development of owner-occupied housing or rental housing for low- to moderate-income households along with application to the State for HOME funds should be encouraged. Local nonprofit organizations will need assistance in applying for recognition by the State as a Community Housing Development Organization (CHDO). This gives the organizations access to the competitive process for the 15% set-aside. Likewise, any nonprofit or for-profit entity with a plan to house the homeless, elderly, persons with disabilities or persons with AIDS can apply for the 10% set-aside. The HOME program is similar to the CDBG program, and while it is a State allocation, access to the funds is not complex or overwhelming for cities or private entities.

3. Housing Trust Fund Program: The State of Texas manages the Housing Trust Fund dedicated to increasing the state's supply of affordable housing. The program awards funds on a competitive basis to nonprofit and for-profit organizations, local governments, public housing authorities, CHDOs (Community Housing Development Organizations), and income eligible individuals and families for the acquisition, rehabilitation, and new construction

of affordable housing. The Housing Trust Fund also sets aside 10 percent of each annual allocation for Capacity Building Activities, including technical assistance to nonprofits and CHDOs engaged in developing affordable housing. In addition, another 10 percent is set aside for the Pre-development Revolving Loan Program to assist with the pre-development costs for housing construction. The Housing Trust Fund Program is a rather competitive and sophisticated program that requires significant technical resources to be successful. This program is best used by regional developers or nonprofits that have had prior success in accessing the funds.

4. Housing Tax Credit Program: The Housing Tax Credit Program is the primary means of directing private capital towards the creation of affordable rental housing. Developers of low-income rental housing use the tax credit to offset a portion of their federal tax liability in exchange for the production of affordable rental housing. The Housing Tax Credit (HTC) Program was created by the Tax Reform Act of 1986, and was first utilized by the real estate development community during calendar year 1987. Section 42 of the Internal Revenue Code of 1986, as amended (the Code), is the federal law that governs the HTC program. Effective 2002, it authorizes tax credits in the amount of $1.75 per capita for each state. This amount equates to an annual award of approximately $36 million in tax credits. The Texas Department of Housing and Community Affairs (TDHCA) is the only entity in the state of Texas with the authority to allocate tax credits under this program.

Since 1987, the HTC Program has provided for the construction or renovation of over 96,000 units of affordable multifamily housing throughout Texas, and is generally recognized as the single most effective incentive for the development of new and affordable multifamily housing. tax credit program is the primary means of directing private capital towards the creation of affordable rental housing. The tax credits provide developers of low income rental housing with a benefit that is used to offset a portion of their federal tax liability in exchange for the production of affordable rental housing. The value associated with the tax credits allows residences in HTC developments to be leased to qualified families at below market rate rents.

To qualify for tax credits, the proposed development must involve new construction or substantial rehabilitation of existing residential units (at least $6,000/unit in direct hard costs). The amount of tax credits that may be applied for depends on: the amount and type of additional funding sources, the total amount of qualified development costs to be incurred, and the percentage of units set aside in the development for eligible low income tenants.

Each qualified tax credit development must include a minimum percentage of units to be set aside for eligible low income tenants. The rent charged for these set-aside units must be restricted.

Tax credits may only be claimed on the units that have been set-aside for participation under this program. It is possible for development owners to set aside one hundred percent (100%) of any development for consideration under the tax credit program and in doing so claim the maximum amount of tax credits eligible for the development.

Tax credits are very complex and require a developer who is an expert in applying and administering them. However, there are some good developers in Texas who are looking for new markets and might be interested in Taylor.

5. Multifamily Bond Program: The Texas Department of Housing and Community Affairs issues tax-exempt and taxable multifamily revenue bonds to fund loans to for-profit and qualifying nonprofit 501(c)(3) organizations for the acquisition or development of affordable rental units. Applications for financing may be submitted to the Multifamily Finance section of the Housing Finance Division for review. A recommendation is made to the TDHCA governing board and, if approved, additional approval is required by the Texas Bond Review Board. Properties financed through the programs are subject to unit set aside restrictions for lower income tenants and persons with special needs, tenant program initiatives, maximum rent limitations, and other requirements as determined by TDHCA and its board.

As with the tax credit program, this program is for the more sophisticated developer. However, the City of Taylor is in a prime position to identify and solicit developers to come to the City and build housing using these programs.

6. Federal Home Loan Bank Grants: The Dallas Federal Home Loan Bank has a number of grants that it awards to member banks on behalf of developers of affordable housing projects. This year $2,723,000 for 589 units was awarded in Texas. The Affordable Housing Program (AHP) was designed to help member institutions and housing developers (usually nonprofit CHDOs) develop affordable owner-occupied and rental housing for very low- to moderate-income families and individuals. The program provides direct grants and subsidized loans to assist member banks in meeting their community's affordable housing needs. Members partner with local housing organizations (project sponsors) to develop AHP projects.

The funds are intended for gap financing, such as pre-development costs. FHLB encourages the innovative use of other funds to leverage AHP subsidies.

AHP funds are intended to assist members in financing the purchase, construction, and/or rehabilitation of single-family, rental, transitional, and single-room housing in their community. Funds must be used to benefit households with incomes at or below 80 percent of the median income for the area.

- AHP funds may also be used to:
- pay closing costs or down payments
- buy down principal amounts or interest rates

- refinance an existing loan (provided that the equity proceeds are used for the development of AHP-eligible housing)
- assist with rehabilitation or construction costs
- homebuyer education and counseling

7. Community Investment Program (CIP): The CIP funds are another vehicle through the Federal Home Loan Bank and are available throughout the year to support lending for housing related programs targeted to households earning up to 115 percent of the area median income. These programs include single family housing and multi-family or rental projects. The CIP advance (loan) program is a specially priced advance program established to help member institutions finance community oriented mortgage lending. The funds are loans that can be used for:

- for single family housing purposes (rental or home ownership). To qualify, the single family project must benefit low to moderate income households whose incomes are at or below 115 percent of the area median. Housing construction projects as well as refinancing of existing homes are eligible.
- for the purchase, construction or rehabilitation of multi-family or rental projects, where at least 51 percent of all tenants have incomes at or below 115 percent of the area median. Such projects may include assisted living facilities.
- for refinancing multi-family housing (provided equity proceeds are used to rehabilitate the units or maintain affordability for current residents).
- in conjunction with HUD, FHA, state and local governments, and secondary market agency programs.
- to purchase state housing finance agency bonds or mortgage-backed securities representing pools of loans that could be funded directly with CIP advances.
- to fund investments in lender consortia or low-income housing tax credits as long as the underlying mortgages could be funded directly with CIP advances.
- to make loans to entities that in turn lend for eligible housing projects.

8. Other HUD programs for Special Populations: HUD has a number of other nationally competitive programs to provide affordable supportive housing to special populations. These include:

- **McKinney-Vento Continuum of Care for the Homeless:** An area must submit a consolidated application of all applicant projects to provide supportive transitional housing, supportive services or permanent housing to the homeless. In order to apply, the area must have an established coalition for the homeless that meets regularly, conducts an enumeration of the homeless, conducts a needs assessment and determines area priorities for funding. Then each agency applies to the coalition and the group ranks the applications and sends a single package to HUD. The coalition does not need to be a formal organization, but can be a group of agency directors or board members.

- **Section 202:** HUD provides competitive funds for housing and supportive services for the elderly. Only private nonprofits can apply for funds. These funds provide interest-free capital advances to private nonprofit sponsors to finance the development of supportive housing for the elderly. The capital advance does not have to be repaid as long as the project serves very low-income elderly persons for 40 years. Project rental assistance funds are provided to cover the difference between the HUD-approved operating cost for the project and the tenants' contribution towards rent. Project rental assistance contracts are approved initially for 5 years and are renewable based on the availability of funds.
- **Section 811:** Similar to Section 202, the Section 811 program provides funds to private nonprofits for the development of housing and supportive services for the disabled.
- **HOPE VI:** Public Housing Authorities are eligible to apply and compete for funding under the HOPE VI program. The program is very flexible, but key elements that HUD funds include:
  - Revitalization grants to cover:
  - Capital costs of major rehabilitation, new construction and other physical improvements
  - Demolition of severely distressed public housing
  - Acquisition of sites for off-site construction
  - Community and supportive service programs for residents, including those relocated as a result of revitalization efforts
  - Demolition grants to fund the demolition of severely distressed public housing, relocation of residents and supportive services for the relocated residents.

The City of Taylor's Public Housing Authority would most likely be eligible only for new construction as their projects are in decent condition. However, another element of HOPE VI is family self sufficiency and grants to provide job training, education, parenting classes, and the like to move residents into self sufficiency are areas that could benefit the economic climate and thus the level of affordability for housing.

9. Historic Preservation Funding: There are a number of programs that provide assistance in restoring historic homes. Among these are:

- **National Park Service's Historic Preservation Fund:** This fund is small and is awarded to states and the money is administered by the State. It provides dollars for historic preservation of housing owned and occupied by low- to moderate-income residents. Texas receives about $900,000, which it then matches with about $450,000.

- **National Trust for Historic Preservation:** Grants from the NTHP include the **Preservation Services Fund** to nonprofit organizations and public agencies (typically from $1,000 to $1,500) for preservation

planning and education efforts. There is a 1:1 match requirement. Funds may be used to obtain professional expertise in areas such as architecture, archeology, engineering, preservation planning, land-use planning, fund raising, organizational development and law as well as preservation education activities to educate the public. In addition, the **Johanna Favrot Fund for Historic Preservation** provides nonprofit organizations and public agencies grants ranging from $2,500 to $10,000 for projects that contribute to the preservation or the recapture of an authentic sense of place. Individuals and for-profit businesses may apply only if the project for which funding is requested involves a National Historic Landmark. The **Cynthia Woods Mitchell Fund for Historic Interiors** provides nonprofit organizations and public agencies grants ranging from $2,500 to $10,000 to assist in the preservation, restoration, and interpretation of historic interiors. Individuals and for-profit businesses may apply only if the project for which funding is requested involves a National Historic Landmark.

In addition, the NTHP provides a number of loans. The National Trust's **Community Partners** administers the loan programs described below. Eligible applicants are tax-exempt nonprofit organizations and local governments; organizations may enter into partnerships or joint ventures, provided the applicant is pivotal to project execution. Eligible properties are certified local, state, or nationally designated historic resources, a contributing resources certified local, state, or national historic district, or resources eligible for listing in local, state, or national historic district. Eligible projects involve the stabilization of historic properties in conformance with the Secretary of Interior's Standards.

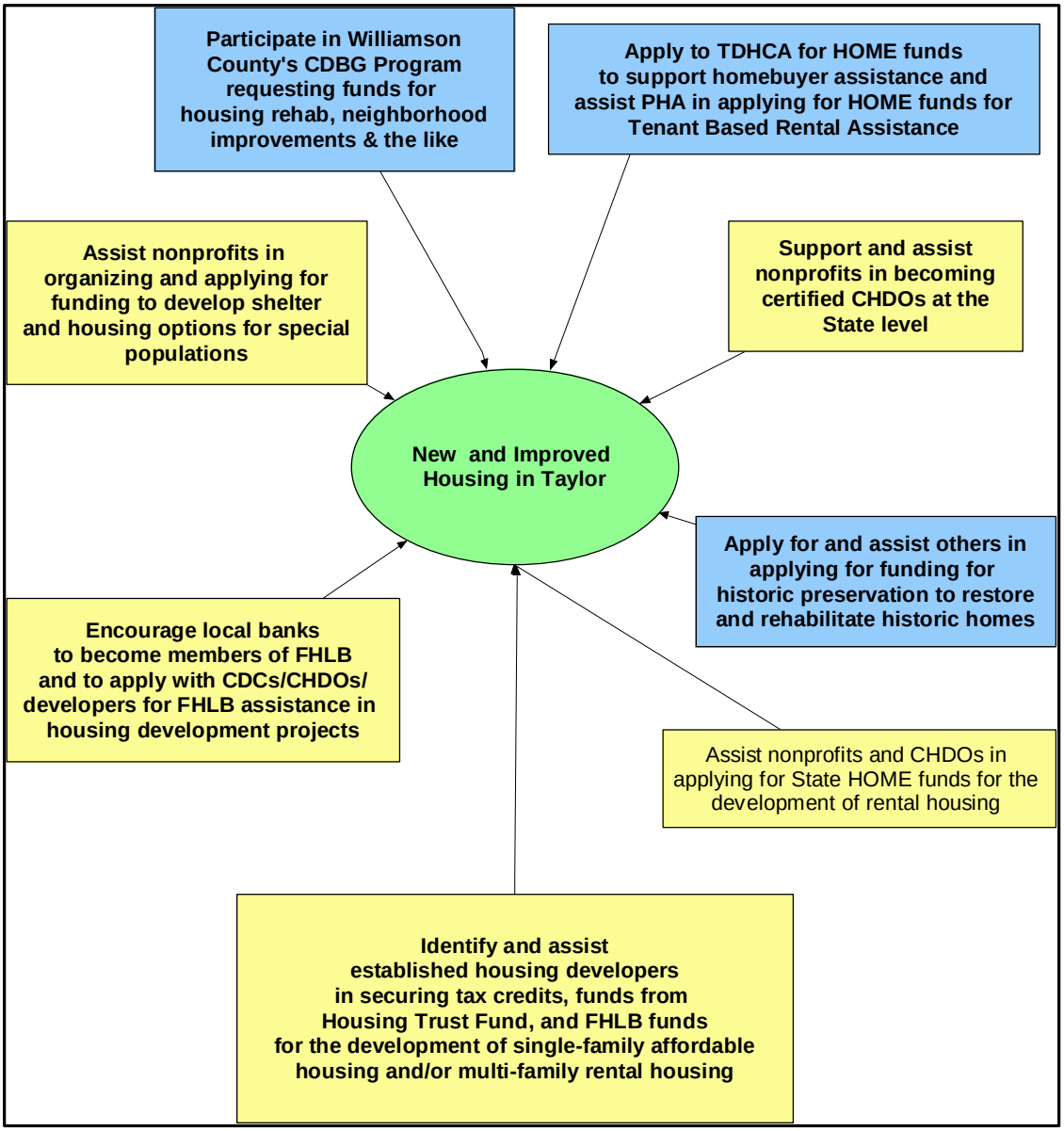
- The **National Preservation Loan Fund** provides loans to establish or expand local and statewide preservation revolving funds; to acquire and/or rehabilitate historic buildings, sites, structures and districts; to purchase easements; and to preserve National Historic Landmarks.
- **The Inner-City Ventures Fund** finances the rehabilitation of historic buildings that serve the economic and community development needs of low-, moderate-, or mixed-income neighborhoods.

Federal Government Tax Credits for Historic Buildings: The Federal Government provides up to a 20% tax credit for historic buildings. The tax credit is for income-producing properties, including bed & breakfasts, rental housing units, hotels and the like. The program is for properties requiring substantial rehabilitation/restoration.

Mortgage Program Tailored for Rehabilitation: The Department of Housing and Urban Development's Federal Housing Administration (FHA) has a flexible loan program that helps developers, investors, and

families at all income levels to buy and restore properties in urban and rural historic districts. The program operates through FHA approved lending institutions with the loans are insured by FHA. The 203(k) Mortgage Rehabilitation Insurance Program helps preservationists deal with problems such as appraisal barriers, the high cost of second mortgages, and prohibitive down payment and closing costs. Unlike most mortgage programs, the 203(k) is available to potential homeowners before restorations are completed.

FIGURE 5.10
RECOMMENDED FUNDING STRATEGIES FOR DEVELOPMENT AND REHABILITATION OFAFFORDABLE HOUSING



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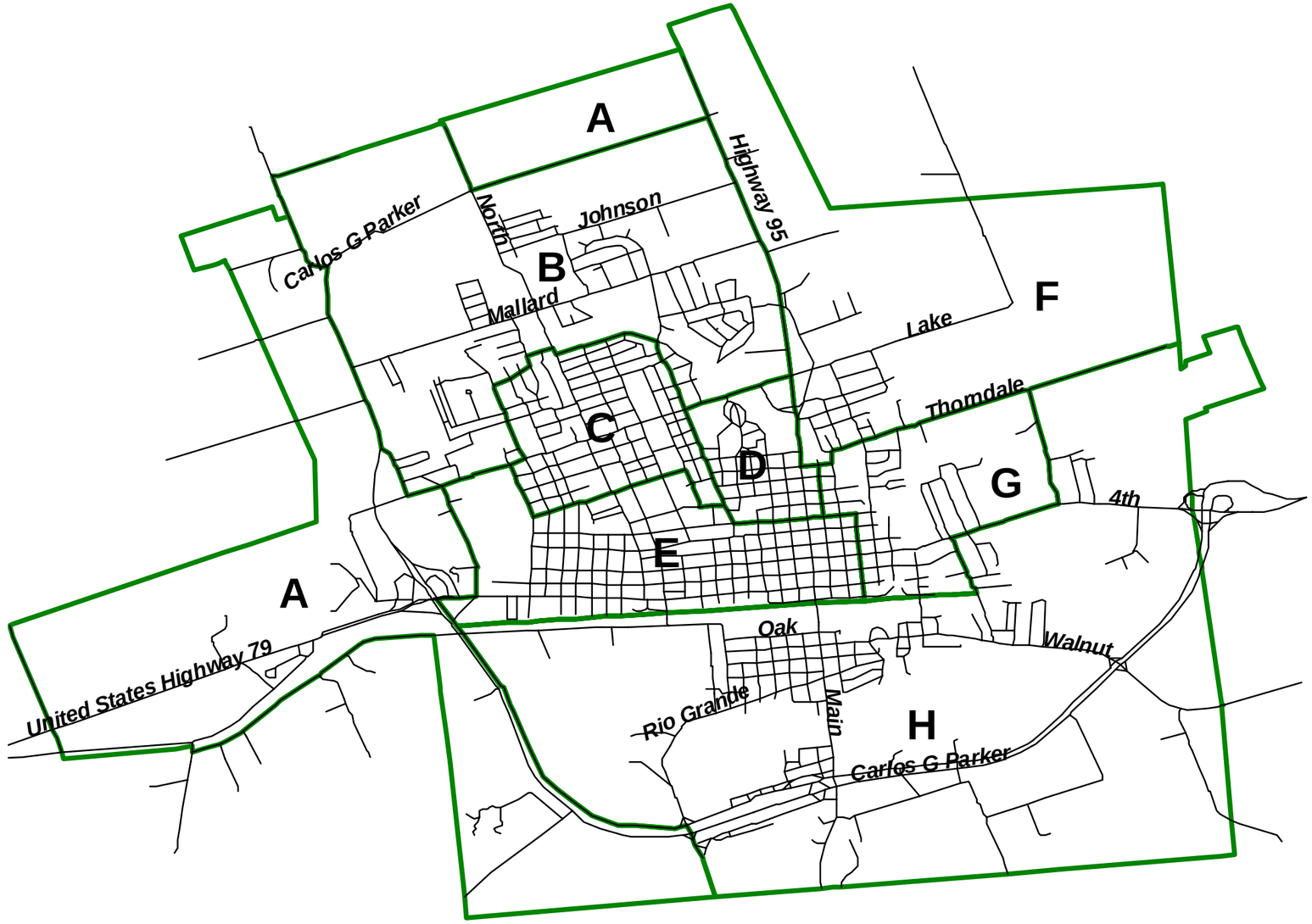

Streets within Taylor
Housing Subareas

Subareas consist of Census Block Groups within City Limits
Therefore, Subareas may be split, such as Subarea A

City of Taylor, Texas
Figure 5.1
Subareas for Housing Analysis in Taylor
December 2004

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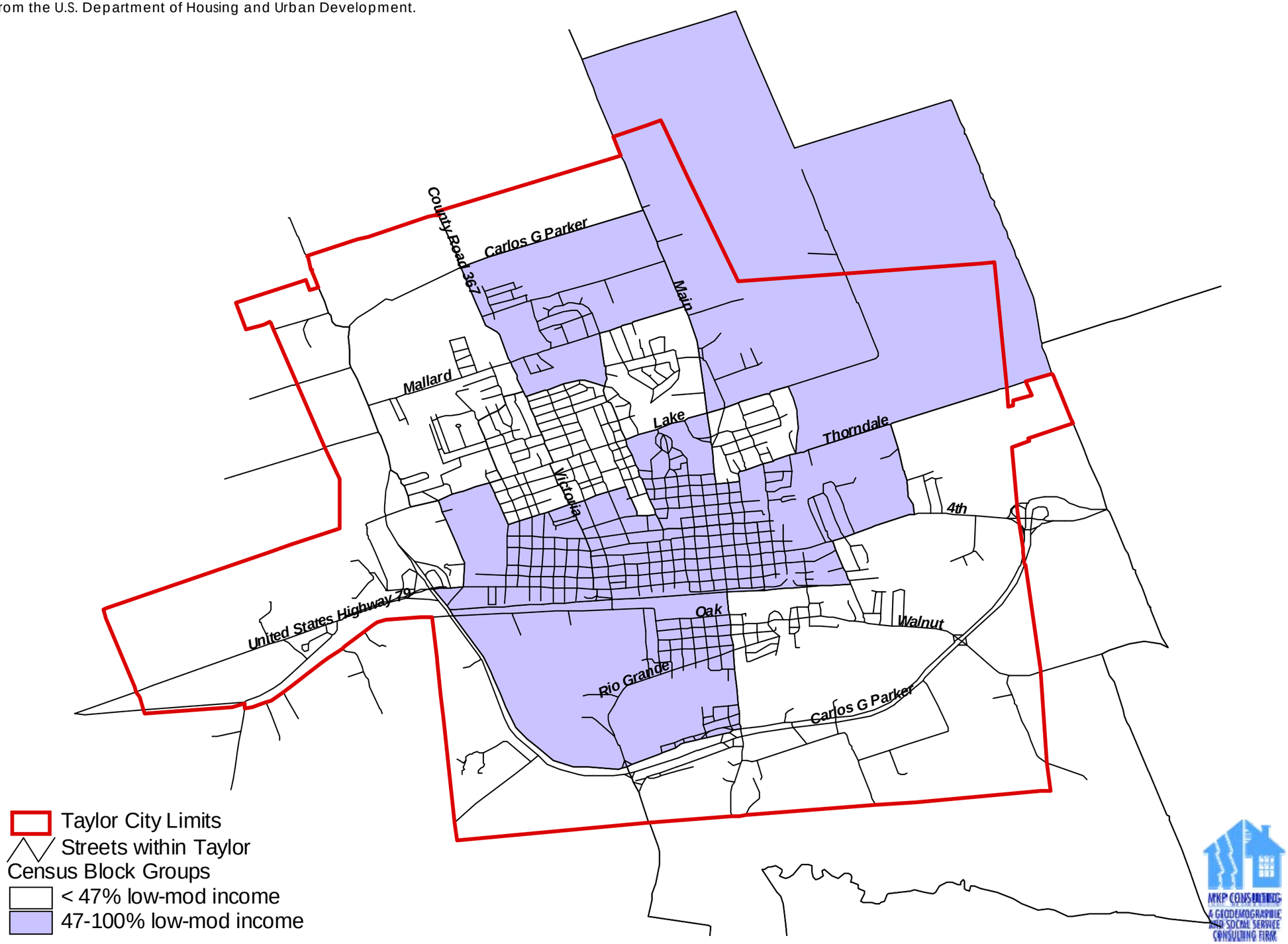

City of Taylor, Texas
Figure 5.2
Block Groups Eligible for Williamson County CDBG Funds
December 2004

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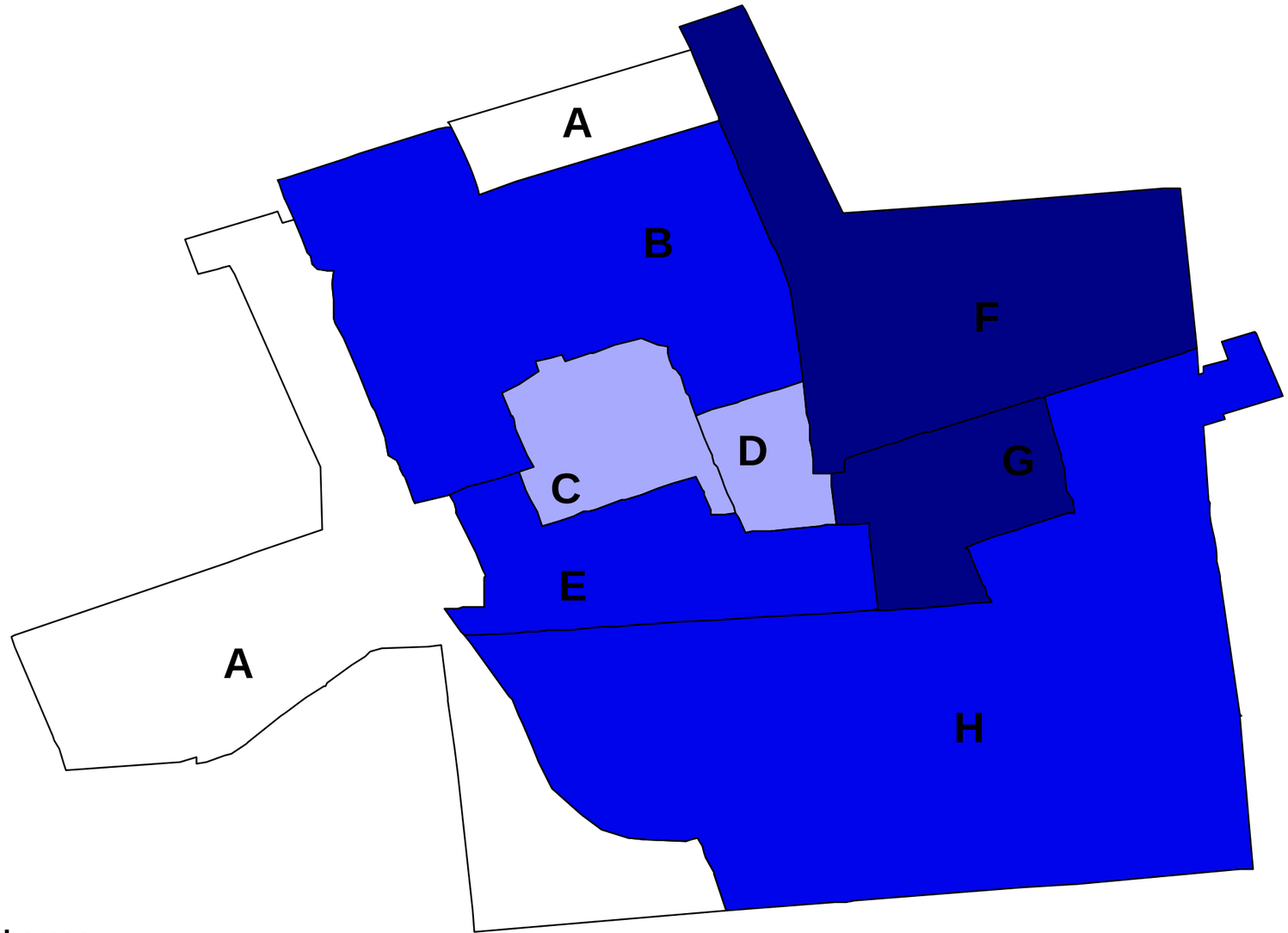

Housing Subareas

- Less than 25% with Housing Cost Burden
- 25-49.9%
- 50-74.9%
- 75-90.2%

City of Taylor, Texas
Figure 5.3
Housing Cost Burden by Subarea
December 2004

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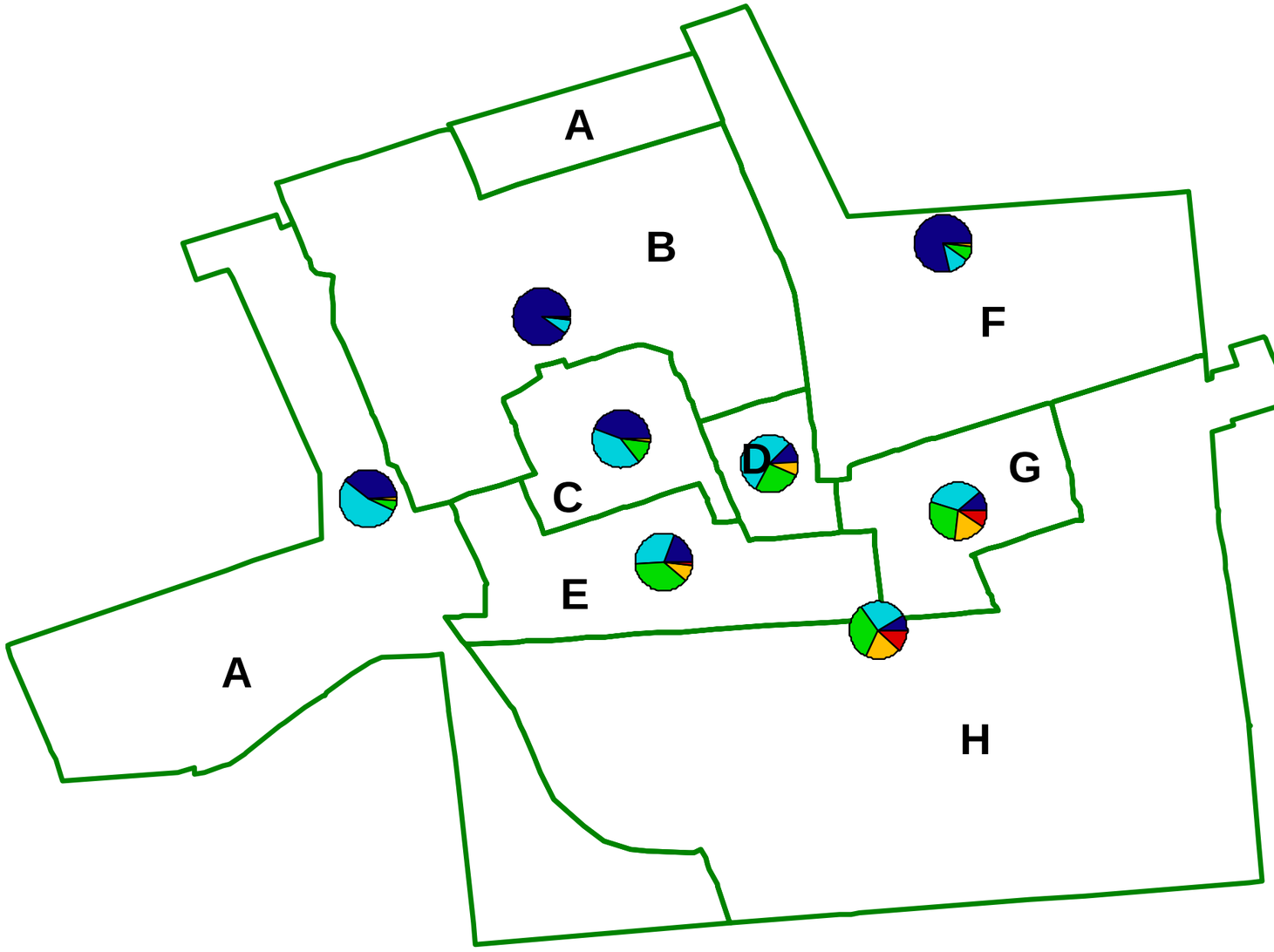

Housing Subareas

- Very good/Excellent
- Good
- Standard
- Substandard
- Dilapidated

Subareas consist of whole Census Block Groups which have been split by the City Limits. Therefore, Subarea "A" is in two non-adjacent locations.

City of Taylor, Texas
Figure 5.5
Housing Conditions by Subarea
(Jan.-Feb. 2004 Based on Windshield Survey)
December 2004

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City of Taylor, Texas
Figure 5.6
Location of Dilapidated Housing
December 2004

Housing Subareas

1 Dot = 1 Dilapidated House

Subareas consist of whole Census Block Groups which have been split by the City Limits. Therefore, Subarea "A" is in two non-adjacent locations.

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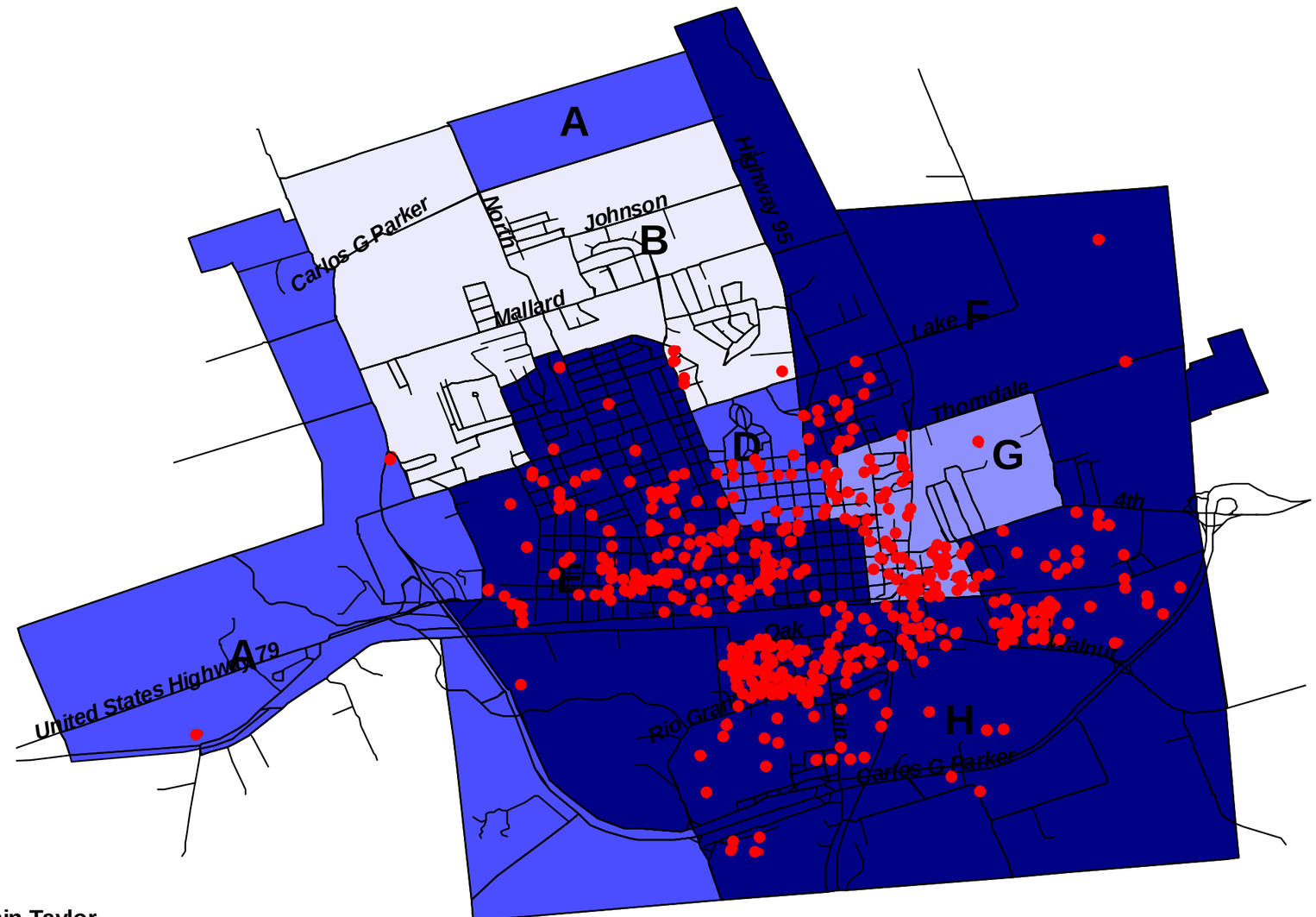

Streets within Taylor
Census Blocks
1 Dot = 1 Substandard or Dilapidated House
Housing Subareas
Less than 15%
15 - 29.9%
30 - 44.9%
45 - 69.0%

Subareas consist of whole Census Block Groups which have been split by the City Limits. Therefore, Subarea "A" is in two non-adjacent locations.

City of Taylor, Texas
Figure 5.7
Location of Substandard and Dilapidated Housing
December 2004

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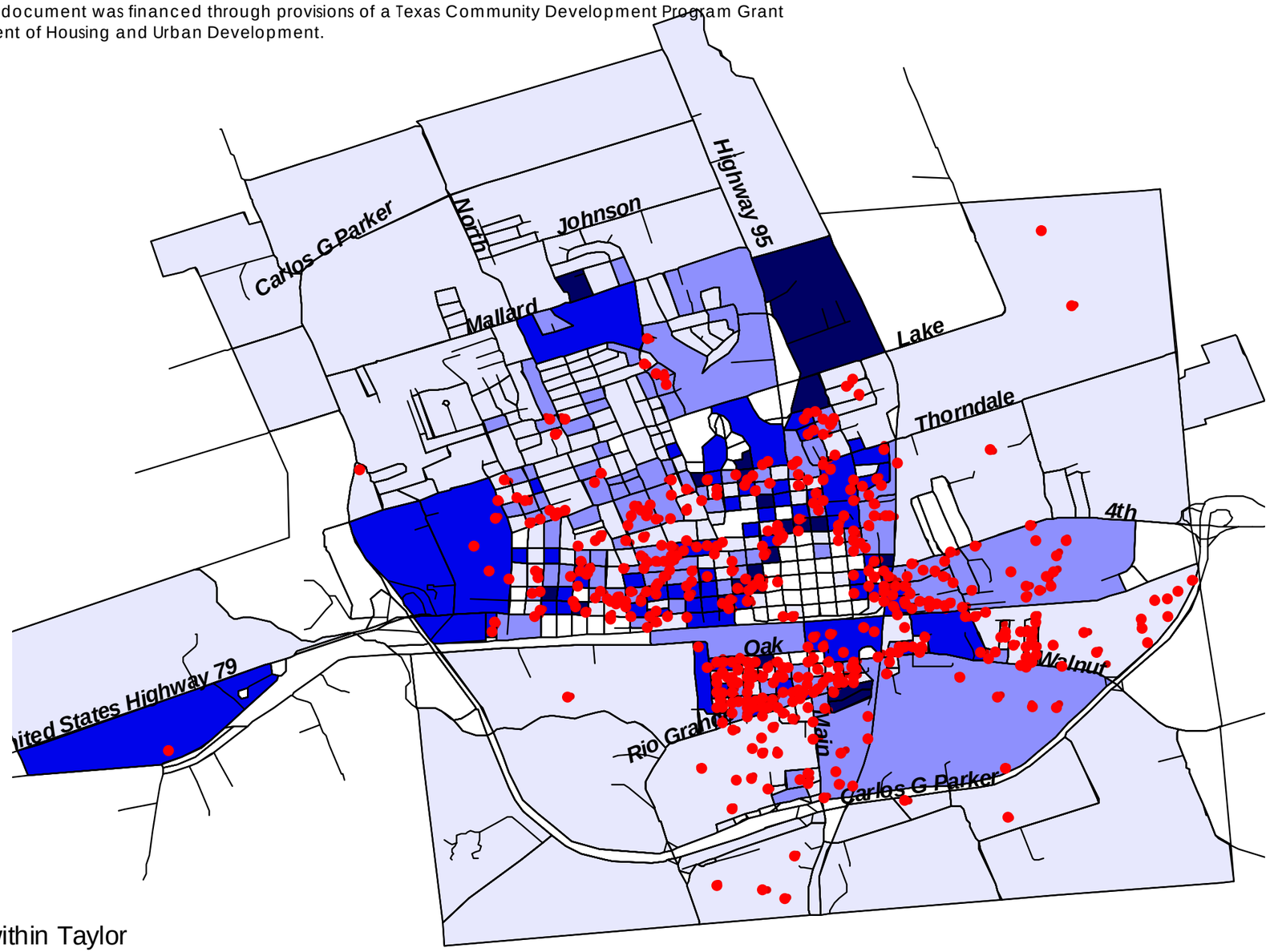

Streets within Taylor

1 Dot = 1 Substandard or Dilapidated Housing Unit

Census Blocks by Percent Renter Occupied

- Less than 25%
- 25-49.9%
- 50-74.9%
- 75-100%

Subareas consist of whole Census Block Groups which have been split by the City Limits. Therefore, Subarea "A" is in two non-adjacent locations.

City of Taylor, Texas
Figure 5.8
Location of Substandard and Dilapidated Housing by Percent Renter Occupied
December 2004

Note:
Financed through the Office of Rural Community Affairs of the State of Texas.
The preparation of this document was financed through provisions of a Texas Community Development Program Grant from the U.S. Department of Housing and Urban Development.

Streets within Taylor
Census Blocks
1 Dot = 1 Substandard or Dilapidated House
Housing Subareas by Percent Cost Burden
Less than 25%
25-49.9%
50-74.9%
75-90.2%

Subareas consist of whole Census Block Groups which have been split by the City Limits Therefore, Subarea A is in two non-adjacent locations.

City of Taylor, Texas
Figure 5.9
Location of Substandard and Dilapidated Housing by Percent with Housing Cost Burden
December 2004

TABLE 9.1
CBD PARCELS

NUMBER	PROP ID	OWNER NAME	DOING BUSINESS AS	PARCEL ADDRESS	YEAR BUILT	IMPROVEMENTS SQ FT	LOT SIZE	2003 MKT VALUE	2002 MKT VALUE
1	R014898	S R SCOTT FAMILY LTD PARTNERSHIP	VACANT	104 ELLIOTT ST	1920	7320	19825	37881	44607
2	R014899	CROMWELL HOWARD & FRANK	WAREHOUSE	313 FIRST ST E	1900	9840	13983	71834	77900
3	R014900	HALL BILL R		FIRST ST	2001	0	12372	9898	11898
4	R014901	HUFF LOUIS	CITY AUTO SERVICE	300 SECOND ST E	1993	4500	10890	87451	75807
5	R014902	S R SCOTT FAMILY LTD PARTNERSHIP		304 SECOND ST E	N/A	0	10890	8712	8712
6	R014903	CHALUPA WILLIAM		209 FIRST ST E	1900	11750	13500	30095	52383
7	R330996	HALL BILL R	MEL FENCE	211 FIRST ST E	N/A	0	6747	5398	5698
8	R014904	HALL BILL R	WESTERN FREIGHT	106 PORTER ST	1900	13020	13068	77942	112616
9	R014905	LONE SR LINEN INC	LONE SR LINEN	120 PORTER ST	1965	11684	28677	121643	137442
10	R014908	MALISH ANTON F		218 SECOND ST E	N/A	2790	3049	51655	72240
11	R014909	DRAYER JOSEPH L & ANNA L	VACANT HOTEL	101 PORTER ST	1900	6122	13068	202711	172562
12	R014910	DRAYER JOSEPH L & ANNA L		108 FIRST ST E	N/A	0	3047	2438	2438
13	R014911	TOBAK JIM & ACE DAWSON-TOBAK		111 FIRST ST E	N/A	0	3047	3047	3047
14	R014912	BACHMAYER JOANN E	VACANT	109 FIRST ST E	1920	3360	6967	23318	30277
15	R014914	TOBAK JIM & ACE	GRAPHICS DESIGN	100 SECOND ST E	1900	16886	13937	154542	127231
16	R014916	KOENIG MAURICE & CATHY	KING VENDING	106 SECOND ST E	1900	5670	3482	88339	44623
17	R014917	S R SCOTT FAMILY LTD PARTNERSHIP		108 SECOND ST E	1970	2400	3482	60456	44140
18	R014918	S R SCOTT FAMILY LTD PARTNERSHIP		112 SECOND ST E	1970	2210	10890	68739	36465
19	R014919	S R SCOTT FAMILY LTD PARTNERSHIP	MCGEES SPORTING GOODS	116 SECOND ST E	N/A	0	3482	4701	4701
20	R014920	DAVID VICTOR JR	VIC'S HEAT & AIR	103 MAIN ST	1900	3245	3049	33623	38225
21	R014921	MARES VENCIL	VENCILS B-BQ	101 MAIN ST	1920	4200	7405	47302	43801
22	R014922	DAVID VICTOR JR		107 MAIN ST	1900	4784	4553	27423	36057
23	R014923	DAILY CHARLES F JR		110 FIRST ST W	1900	4825	3006	19283	17959
24	R014924	PARKER WILLIAM H & CAROL F		112 FIRST ST W	1900	3750	3049	14018	16572
25	R014925	PARKER WILLIAM H & CAROL F		114 FIRST ST W	1900	3000	3049	15613	13867
26	R014926	ROEGLIN BILLY RAY	TAYLOR FEED & SUPP	102 TALBOT ST N	1900	7350	6098	90000	85918
27	R014927	WILER HOLLAND	DANCE STUDIO	119 SECOND ST W	1970	7980	7405	118668	88398
28	R014928	SCHWENKER SNLEY R & FRANCES	DAVIDS TV	115 SECOND ST W	1970	3750	3484	53921	39340
29	R014929	WOLBRUECK DONALD & CHRYLENE	PAPERBACKS ETS	113 SECOND ST W	1970	2940	3484	61805	55212
30	R014932	OTTO MAX LP	REIL STORE	109 MAIN ST	1915	2250	2500	40164	36572
31	R014933	OTTO MAX LP	IRON HORSE ANTIQUES	115 MAIN ST	1980	4618	5000	129549	118425
32	R014934	OTTO MAX LP	REIL STORE	111 MAIN ST	1900	2275	2500	48121	23296
33	R014935	OTTO MAX LP	FACADE ONLY	113 MAIN ST	1900	2275	2500	8000	8000
34	R014936	THOMPSON J A & SONS INC	TEXACO	205/209 SECOND ST W	1941	1776	67954	124586	119249
35	R327813	MCNABB JIM & RANDY MEEKS	ART OFFICE SIGNS	201 SECOND ST W	1975	11550	4796	129660	141571
36	R014937	LIME PEAK DEV LLC		105 VANCE ST	1977	32376	20037	410622	318651

TABLE 9.1
CBD PARCELS

NUMBER	PROP ID	OWNER NAME	DOING BUSINESS AS	PARCEL ADDRESS	YEAR BUILT	IMPROVEMENTS SQ FT	LOT SIZE	2003 MKT VALUE	2002 MKT VALUE
37	R014939	TEGGEMANN ERWIN		301 SECOND ST W	1935	22484	33541	102968	117617
38	R014940	MIKESKA JOY A &	MIKESKA B-B-Q	300 SECOND ST W	1900	14317	10890	252897	284927
39	R014941	MIKESKA JOY A &		209 VANCE ST	N/A	0	5228	7842	7842
40	R014942	MIKESKA JOY A &		211 VANCE ST	N/A	0	5228	7842	7842
41	R014943	MIKESKA JOY A &	WAREHOUSE	309 THIRD ST W	1980	4000	10890	47540	63264
42	R014944	OLGUIN MARCUS JR &		212 FOWZER ST	1920	1551	N/A	43902	47223
43	R014945	MIKESKA JOY A &		216 FOWZER ST	N/A	0	25147	50294	37721
44	R014947	CAVAZOS ARNALDO N	TAYLOR BARGAINS	200 SECOND ST W	1900	15400	7497	139469	82491
45	R014948	BACHMAYER JOANN E	EL VAQUERO	204 SECOND ST W	1900	8070	3746	86248	77063
46	R014949	LOUIE MUELLER BARBECUE, INC	LOUIE MUELLER BBQ	206 SECOND ST W	1900	5700	7492	156717	144407
47	R383523	TIMMERMAN TAYLOR PROP LLC		SECOND ST W	1990	14941	14941	31750	31750
48	R014951	BLACKLANDS PUBLICATIONS INC	TAYLOR DAILY PRESS	211 THIRD ST W	1980	29830	14183	250026	307767
49	R014952	MUCHA DAVID N SR	ED'S PLACE	209 THIRD ST W	1920	1850	4000	65405	47099
50	R014953	HYVL DELORA E		THIRD ST W	N/A	0	7998	21995	21995
51	R014954	CAVAZOS ARNALDO N		219 TALBOT ST	N/A	0	7998	17996	17996
52	R014955	ST VINCENT DE PAUL THRIFT ST	THRIFT STORE	209 MAIN ST N	1900	5450	5660	113123	134079
53	R014956	TIMMERMAN TAYLOR PROP LLC	FURNITURE, LAWYER'S OFF	201 MAIN ST N	1900	19180	16500	246554	228875
54	R014957	RO-LAINE INC	RO-LAINE INTERIORS	120 SECOND ST W	1985	12090	10890	209582	192593
55	R014958	RICHTER RANDALL	RICHTER FURNITURE	111/119 THIRD ST W	1900	16758	15681	298727	250926
56	R014959	GOMES MANUEL ANTONIO	TEXAS HISTORIC CAFE	219/221 MAIN ST N	1970	15264	7840	246393	170737
57	R014960	ZUNIGA RICARDO	LEADERS IN LEATHER	211/215 MAIN ST N	1975	10400	7840	173766	173552
58	R014961	VIE DANSANTE BROADCASTING INC	KE STION	121/122 SECOND ST E	1900	16002	7838	195669	268749
59	R014964	JONES JOHN N & STEFANIE M	I&M VIDEO	204 MAIN ST N	1970	2304	2984	49808	63461
60	R014965	BRASFIELD DEWARD & DONNA	ALL AMERICAN SIGNS & BA	202 MAIN ST N	1970	2304	2875	67106	64068
61	R014966	QUINN PATRICK J & SHANNON B	WORLD FINANCE CORP	206 MAIN ST N	1970	1900	2997	72356	66183
62	R327464	JONES JOHN N & STEFANIE M	MINERAL CONNECTION	208 MAIN N ST	1970	3650	3027	108318	82215
63	R014967	PIERCE ETHEL MICHELLE P	OLD BANK	SECOND/MAIN ST E	1970	7020	2291	164868	195573
64	R014968	CITY NATIONAL BANK TAYLOR	CIVIC ROOM/OFF/OLD BK	210 MAIN ST N	1985	2816	4000	95632	99151
65	R014969	CITY NATIONAL BANK TAYLOR	CITY NATIONAL BANK	212 MAIN ST N	1978	23224	39762	1142733	1019674
66	R014971	HAGLER RICHARD K & MARCIA H		200 PORTER	N/A	0	10890	13613	13613
67	R014972	JEZEK SARAH ANN	TAYLOR OFF EQUIP CO/J & M	210 THIRD ST E	1977	12000	14810	89645	119863
68	R014973	ROEPKE JIMMIE LEE		204 WASHBURN ST	N/A	0	11326	10968	11368
69	R014974	WILLIAMSON COUNTY EQUIPMENT	EQUIPMENT STORAGE	218 PORTER ST E	1941	7040	9583	32883	35874
70	R014975	HAGLER RICHARD K & MARCIA H	TAYLOR MOTOR CO.	200 PORTER ST	1946	19718	23522	203574	228785
71	R014976	HAGLER RICHARD K & MARCIA		203 ELLIOTT ST	1940	5780	16553	48570	37731
72	R014977	YORKTOWN CONSTRUCTION INC		213 ELLIOTT ST	N/A	0	0	2000	2000

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CBD PARCELS

NUMBER	PROP ID	OWNER NAME	DOING BUSINESS AS	PARCEL ADDRESS	YEAR BUILT	IMPROVEMENTS SQ FT	LOT SIZE	2003 MKT VALUE	2002 MKT VALUE
73	R014978	YORKTOWN CONSTRUCTION INC		215 ELLIOTT ST	N/A	0	0	2000	2000
74	R014979	YORKTOWN CONSTRUCTION INC		219 ELLIOTT ST	2002	4000	5227	62844	2000
75	R014980	MENDEKE NORM		204 WASHBURN ST	1989	4500	16989	112349	133772
76	R048826	HAGLER RICHARD K & MARCIA H		203 WASHBURN ST	N/A	0	16989	26136	26136
77	R014981	ROEPKE JIMMIE & GENE		THIRD ST E	1978	2400	5663	29083	40189
78	R014982	RAESZ EUGENE JR	LYDIA'S BAR & GRILL	301 ELLIOTT ST	1960	5325	6970	65003	63542
79	R014983	HAGLER KEITH & MARCIA		311 ELLIOTT ST	1950	1880	0	30634	25512
80	R014984	GONZALES GENARO SR &		315 ELLIOTT ST	1920	1700	0	29893	26378
81	R014985	HUGHES DANNY W & KATHRYN A	THE REAL ESTE STORE	304 FOURTH ST E	1980	5182	5227	66542	60256
82	R014986	CERVENKA CHARLES A & RUBY J	CERVENKAS TEXACO	300/302 FOURTH ST E	1935	5571	5227	29444	34454
83	R014987	CERVENKA RUBY		306 WASHBURN ST	1996	1328	0	21341	19243
84	R014988	PIERCE T F		304 WASHBURN ST	N/A	0	0	2000	2000
85	R014988	PIERCE T F		304 WASHBURN ST	N/A	0	0	2000	2000
86	R085979	OZUNA ISIDORE & OLIVIA M		303 THIRD ST E	1920	4579	0	76123	77559
87	R014990	PREUSS JIMMIE L & CAROLE ANN	TAYLOR AUTO ELECTRIC &	300 WASHBURN ST	1980	4100	5225	49542	46801
88	R014991	PIERCE T F	CASE TRACTORS	200 FOURTH ST E	1948	25233	61885	215752	228945
89	R014992	PETRUS THOMAS M	PORTER STREET SHOPS	119 THIRD ST E	1900	10400	6747	134713	110000
90	R014993	BAHRAMI ALI	HISPANIC ASSEMBLY OF GO	117 THIRD ST E	1955	2500	3287	58258	78048
91	R302566	FORD TOMMY M & SANDRA K	L & L FOOD SALVAGE	115 THIRD ST E	1970	8932	6837	186419	139330
92	R014994	PREWITT RENEE Z		313 PORTER ST N	N/A	0	5227	11761	11761
93	R014997	NBC BANK-ROCKDALE	NBC-TAYLOR	316 MAIN ST N	1900	27636	24300	435410	754900
94	R014998	SCHWENKER SNLEY R & FRANCES	TAYLOR OFC PRODS	314 MAIN ST N	1900	3215	2614	110319	61646
95	R014999	GARRETT JADE & DAVID	TAYLOR FITNESS	310 MAIN ST N	1900	6255	5625	126080	103673
96	R015000	TAYLOR AMUSEMENT CO	HOWARD MOVIE THEATER	306 MAIN ST N	1985	5940	5225	130917	100548
97	R015001	TRUITT TONY & JENNIFER	GOURMET CAFE	105 THIRD ST E	1990	3840	3916	84833	151755
98	R015003	CNB FINANCIAL CORP INC	INVESTMENT CENTERS	301 MAIN ST N	1990	3375	3049	107699	175438
99	R015004	JAYROE CALVIN W & ANNA T	COPIER STORE	303 MAIN ST N	1980	3220	2178	109624	74967
100	R015005	STEGER NELL	ANTIQUE MALL	305 MAIN ST N	1970	5774	5423	138586	83425
101	R015007	HIGHWAY 95	HIGHWAY 95 CAFE	311 MAIN ST N	1970	2770	2813	85705	69438
102	R015008	TITLE MANUFACTURERS INC &	VACANT-M0VED	309 MAIN ST N	1970	2954	2614	80850	63805
103	R015009	PETERS AMOS III & PAULA	RIVERAS BRIDAL	313 MAIN ST N	1970	3466	2614	81684	63650
104	R015010	KIM YOUNG CHONG &	YOUNGS STEVE	315 MAIN ST N	1980	3278	2614	74544	59810
105	R015011	RIVERA FRANK ETUX	BIENVENIDOS MEXICAN RES	319 MAIN ST N	1970	2838	2614	63486	59075
106	R015012	KIM YOUNG CHONG &	ONE SPUR	317 MAIN ST N	1970	3427	2614	79913	64136
107	R015013	JONES JOHN N & STEFANIE M	DISCOTECA MONTERREY	105 FOURTH ST W	1970	3120	2691	71044	67535
108	R015014	JAYROE CALVIN W & ANNA T	COTTON SEED	321/323 MAIN ST N	1900	3144	1450	100423	182979

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109	R015015	PFEIL RICHARD P & DELMA FAY	OFFICE/REIL	117 FOURTH ST W	1900	4060	3049	82008	84692
110	R015015	PFEIL RICHARD P & DELMA FAY	OFFICE/REIL	117 FOURTH ST W	1900	4060	3049	82008	84692
111	R015016	PFEIL RICHARD P & DELMA FAY	HEART OF TEXAS INC	111 FOURTH ST W	1990	3596	3049	84042	72675
112	R015017	CITY NATIONAL BANK OF TAYLOR	CITY NATIONAL BANK	116 THIRD ST W	1965	19440	24829	598708	566073
113	R015018	CITY NATIONAL BANK OF TAYLOR	BANK DRIVE-THRU	216 THIRD ST W	1978	19060	22216	213673	204606
114	R015019	HEJL TED W & KAY E	HEJL LAW OFFICE	311 TALBOT ST N	1970	2250	3920	71128	71376
115	R015020	HEJL TED W & KAY E	LENZ LAW OFFICE	315 TALBOT ST	1970	3654	7231	65669	77861
116	R015021	HAYS HARLAN	HAYS HALLMARK/FRILLS	201/203 FOURTH ST W	1980	8420	10890	153110	164424
117	R015022	MCCOY CHARLES W	P & R COUNTRY STORE	221 FOURTH ST W	1985	7605	16553	78304	45000
118	R015023	KREITZ LILLY		308 VANCE ST	1929	1204	0	36423	34394
119	R015024	GROBA MARK D & SNLEY		310 THIRD ST W	1925	1514	0	31896	23000
120	R015025	SALAZAR JUANI M ESTE		309 VANCE ST	1955	1776	0	56532	43701
121	R015026	BAILEY JULIE	COMMERCIAL	311 VANCE ST	1920	3104	0	7935	9000
122	R015027	SNDIFORD JEFF		315 VANCE ST	1929	1851	0	16818	16388
123	R015028	ROJAS RAY & PAMELA		319 VANCE ST	1939	2163	0	55936	60813
124	R015036	MARUSKA GARY & ANNETTE	PAUL'S POOL/ALADDIN	300/306 FOURTH ST W	1930	14532	13068	88465	45000
125	R015037	OCHOA ALBERT &		411 VANCE ST	1920	1375	0	57478	54888
126	R015038	SALAZAR JUANI M ESTE		415 VANCE ST	1970	1784	0	69517	65667
127	R015039	AJLOUNY EDWARD A		311 FIFTH ST W	1997	3168	0	23106	25008
128	R369073	UNITED STES GOVERNMENT	POST OFFICE/TAYLOR	202 WEST FOURTH ST	1945	11000	24500	287000	287000
129	R015044	DOWDY SAMUEL D SR & RHONDA	S&D PLUMBING SUPPLY	421 TALBOT ST	1970	8720	9250	108670	92364
130	R015045	WILLIAMSON COUNTY OF	WILLIAMSON CO ANNEX	VANCE/FOURTH ST	1998	31458	33498	1264952	1035493
131	R015046	TIMMERMAN & BOHLS LLC	UNIV FEDERAL	401 MAIN ST N	1970	9272	13068	340371	279204
132	R015047	TIMMERMAN & BOHLS LLC	ASPHALT/MEL FENCE	409 MAIN ST N	N/A	7000	7018	26173	29179
133	R015048	QUINN J PATRICK	CROWN COMPUTER	417 MAIN ST N	1960	3853	4164	73740	73983
134	R015049	QUINN J PATRICK & SHANNON B	DOYLE DEE HOBBS JRATTY	415 MAIN ST N	1960	2744	2579	68530	82459
135	R015050	QUINN J PATRICK & BEVERLY K	HOMEAGAIN HOMEAGAIN	423 MAIN ST N	1960	3996	1742	82854	62730
136	R015051	LEE GLEN A DR	BUROW CHIROPRACTOR	421 MAIN ST N	1960	2106	1742	51020	42782
137	R015052	MCMAKIN SHANNON B	STE FARM INSURANCE	105 FIFTH ST W	1900	1404	1307	37852	44866
138	R015053	RUZICKA FRANK	LUBA'S TRAVEL AGCY	103 FIFTH ST W	1900	1620	1307	40396	47583
139	R015054	WILLIAMSON COUNTY OF	COUNTY OFFICES PCT 4	109 FIFTH ST W	1980	7292	13068	128192	134452
140	R015055	WEINRICH ERIC D &	DEILS BY APPT	406 TALBOT ST N	1990	13538	6752	439423	168200
141	R361319	WEINRICH ERIC D &		112 FOURTH ST W	2001	3004	4661	64597	73726
142	R015056	BULLION THOMAS M	LAW OFFICE	114 FOURTH ST W	1900	2350	2325	63356	57000
143	R015057	COOTS JOHNIE & DONNA PURKEY	MULELIP COFFEE HOUSE	120 FOURTH ST W	1907	6650	3306	167735	205529
144	R015058	PATSCHKE HARVEY R	IDEAL BARBER SHOP	118 FOURTH ST W	1970	560	1349	22522	20613

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145	R053887	TAYLOR CITY OF	CITY OFFICES	400 MAIN ST N	N/A	0	72898	316975	316975
146	R015059	TAYLOR CITY OF	MUNICIPAL HALL	400 PORTER ST	1965	19890	58806	719602	511974
147	R015061	ST MARY CATHOLIC CHURCH	CHURCH-S-ST MARY'S CATH	WASHBURN/FIFTH ST	N/A	0	67518	1365081	1365018
148	R015062	ST MARY CATHOLIC CHURCH	CHURCH-S-ST MARY'S CATH	WASHBURN/FIFTH ST	N/A	1440	67500	421250	387500
149	R015063	MACKEY ODESSA		505 WASHBURN ST	1960	2578	0	98119	100183
150	R015064	RICHTER GARY & MARY JANE		511 WASHBURN ST	1935	3085	0	126032	137456
151	R015065	FRAZIER BOBBY O & DONNA M		525 WASHBURN ST	1970	1679	0	69921	69454
152	R015066	TEMPLE COLLEGE AT TAYLOR	PARKING LOT	PORTER/SIXTH ST	N/A	0	10019	23154	15639
153	R015067	CLICK WILLARD		510 PORTER ST	1940	2796	0	68818	65637
154	R015068	RUMMEL JOANNE A		506 PORTER ST	1880	3242	0	116767	110567
155	R015069	CRAVENS ROY		504 PORTER ST	1900	3027	0	29745	29745
156	R015070	TEMPLE COLLEGE AT TAYLOR	TEMPLE COLLEGE	516 MAIN ST N	1968	68756	67082	1283539	797634
157	R015071	WILKERSON SCOTT D & JODIE M	IT WILL GROW BACK	102 FIFTH ST W	1970	1676	3024	91504	51889
158	R015072	LINDELL H MARK &	TEXACO	501 MAIN ST N	1992	14159	16988	133476	164423
159	R015073	HORTENSTINE KAY &	PFENNIGS PHARMACY	511 MAIN ST N	1960	8692	5227	50982	56760
160	R015074	ROZNOVAK SCY & KEVIN &	M NORMAN/TEA ROOM	519 MAIN ST N	1930	5840	3840	70214	80799
161	R015075	KOLLMAN EDWIN R	TAYLOR COTTON EXCHANG	111 SIXTH ST W	1973	2292	4160	60269	69615
162	R330240	WILLIAMSON COUNTY OF	COUNTY OFFICE	SIXTH W/TALBOT ST	1975	13598	13500	226805	226805
163	R015076	SOUTHWESTERN BELL TELEPHONE	SOUTHWESTERN BELL SWIT	500 TALBOT ST N	1990	22668	20037	251352	250699
164	R015077	SCI TEXAS FUNERAL SERVICES INC	CONDRA FUNERAL HOME	503 TALBOT ST N	935/1950/1980/198	18420	43874	583255	540080
165	R015083	KERLIN KELBY ETUX		VANCE ST	N/A	0	0	3000	3000
166	R015085	KERLIN KELBY	LAUNDROMAT	218 FIFTH ST W	1954	7142	6534	43282	56912
167	R330239	FIRST CHRISTIAN CHURCH	FIRST CHRISTIAN CHURCH	TALBOT/SIXTH W ST	N/A	0	13500	423625	423625
168	R015096	LAMBERT BEVERLY C		619 TALBOT ST	1900/2001	1602	0	60005	65331
169	R015097	GALLER LA VERDA		617 TALBOT ST	1935	1144	0	48653	42873
170	R015098	LUNA JESSE & GENEVA		209 SEVENTH ST W	1930	1131	0	26586	25414
171	R015099	NEVINS MICHAEL T & ELIS E		215 SEVENTH ST W	1949/1992	2768	0	133656	134356
172	R015100	HUF JEFF S		610 VANCE ST	1945	1348	0	60428	65522
173	R015101	MARTINEZ ROBERT LEE SR		212 SIXTH ST W	1935/2001	1880	0	86538	93786
174	R015102	ZYCHA MICHAEL C		210 SIXTH ST W	1961/1995	2066	0	88496	89687
175	R015103	CREDIT LINE INC	HAIR TRENDZ	601 MAIN ST N	1975	7014	13068	76598	92029
176	R015104	KERN DAVID J & CATHY C	APARTMENTS	607 MAIN ST N	1910/2000	4888	9148	145885	91923
177	R015105	ZIPPY PROPERTIES	PHILLIPS 66	619 MAIN ST N	1984	9397	10890	100048	105437
178	R015106	FIRST PRESBYTERIAN CHURCH		620 TALBOT ST	N/A	0	11248	22496	22496
179	R015107	FIRST PRESBYTERIAN CHURCH	FIRST PRESBYTERIAN CHUR	114 SIXTH ST W	1912	20828	22500	873125	873125
180	R015108	PANKEY EARL E & LENORA A		117 SIXTH ST E	1915/1999	9212	0	268276	343208

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181	R015109	WOZENCRAFT CEPHAS II		619 PORTER ST	1910	4164	0	190067	208374
182	R015110	MCKINNEY DELMAR V II &	EDWARD JONES	620 MAIN ST N	1995	2680	10890	145446	123389
183	R015111	TAYLOR PROPERTIES	MHMR OFFICE-TAYLOR	612 MAIN ST N	1970	5430	7405	134576	88260
184	R015112	CAR-JAK INC	DIAMOND SHAMROCK	604 MAIN ST N	1980	12443	14810	141691	170931
185	R015113	WILLIAMSON SHARON L		605 WASHBURN ST	1882	2782	0	170137	162085
186	R015114	JONES JOHN & STEFANIE		613 WASHBURN ST	1890/1990	3093	0	177298	146058
187	R015115	NEWSOM DIANE L		619 WASHBURN ST	1889/1999	3917	0	157338	143861
188	R015116	NELSON ALMA MRS		202 SEVENTH ST E	1949	1320	0	47973	54526
189	R015117	POSPISIL HELEN		616 PORTER ST	1950	2286	0	74733	63853
190	R015118	TROYER NANCY M		608 PORTER ST	1920	1590	0	89077	85090
191	R015119	TRAXLER LISA & MARIE ENGLISH		604 PORTER ST	1890	4249	0	227459	280486
192	R015130	EGJ ENTERPRISES INC	MOBIL GAS	400 SECOND ST W	1975	5450	4356	43609	36995
193	R015131	URBANEK EDMUND L		408 SECOND ST W	1946	2197	6969	60260	64728
194	R015598	GUZMAN CAMILO G &		111 RIO GRANDE ST	1947	958	0	11839	13034
195	R015599	GUZMAN CAMILO GONZALES		BOOTH ST	N/A	0	0	2000	2000
196	R015600	HERNANDEZ JOSE		600 BOOTH ST	1920	696	0	9280	9774
197	R015601	ROJAS DANIEL		510 BOOTH ST	1945	808	0	10264	10726
198	R015602	ROJAS CARLOS		508 BOOTH ST	1945	536	0	6792	7017
199	R015604	ALDERETE ARNOLD & PATRICIA		504 BOOTH ST	1999/2001	2256	0	61028	67442
200	R015605	ALDERETE ARNOLD & PATRICIA		502 BOOTH ST	1945	864	0	18296	20056
201	R015606	HUBBARD GLADYS SHAW		500 BOOTH ST	1945	922	0	17600	19762
202	R015607	SMITH RICHARD		102 PECAN ST E	N/A	0	0	1000	1000
203	R015608	TAYLOR ISD TRUSTEE		PECAN/MAIN ST	N/A	0	0	1000	1000
204	R015609	HAYS TERRY M & DEBRA J	HAMBERGERS & MORE	503 MAIN ST S	1920	960	5227	20988	21943
205	R015610	RICKS TOM EST		507 MAIN ST S	N/A	0	10890	5445	5445
206	R015611	RICKS MIGNON L		515 MAIN ST S	N/A	0	0	2000	2000
207	R015612	CRUZ TERESA R		525 MAIN ST S	1945	1110	0	18266	21041
208	R015613	HALL FLORENCE J ESTE		601 MAIN ST S	1940	1235	0	15597	17706
209	R015614	WALTHER LILLIE		603 MAIN ST S	1930	1148	0	21896	24679
210	R015615	SODERS VELMA HATHAWAY MRS		412 BOOTH ST	N/A	0	0	2000	2000
211	R015616	NKSLEY HOUSTON		406 BOOTH ST	1930	1304	0	16246	19071
212	R015617	LEPE JOSE DE JESUS & RUBY		410 BOOTH ST	2000	1260	0	35752	43690
213	R015618	ZACHARY BENI R WHITE		400 BOOTH ST	N/A	0	0	2000	2000
214	R015619	ZACHARY BENI R WHITE	VACANT	100 WALNUT ST E	1920	5676	6534	12181	18483
215	R015620	TEMPLO DE ALABANSA CRISTIANO		401 MAIN ST S	N/A	0	5227	2614	2614
216	R015621	TEMPLO DE ALABANSA CRISTIANO		403 MAIN ST S	N/A	0	6011	3006	3006

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217	R015622	ALMAZAN RALPH		407 MAIN ST S	N/A	2000	5227	3864	3864
218	R015623	ALMAZAN RALPH L		413 MAIN ST S	1945	1855	0	28047	25308
219	R015624	ALMAZAN PASCUALA G		405 MAIN ST S	N/A	2000	5227	3427	3864
220	R015625	FILLA DAN ETUX		417 MAIN ST S	1930	1140	5227	5118	5981
221	R015626	HATHAWAY E H	VACANT	306/310 BOOTH ST	1940	756	11250	7817	8777
222	R015627	PITTS LARKIN K & ALMA	OUT BUILDING	113 WALNUT ST E	N/A	0	5625	2813	2813
223	R314803	PITTS LARKIN & ALMA	A-JAY'S LIQUOR	111 WALNUT ST E	N/A	912	5625	16032	20291
224	R015629	TEMPLO DE ALABANSA CRISTIANO	TEMPLO DE ALABANSA CRIS	1105 WALNUT ST E	1997	5959	7649	193810	192298
225	R015630	TEMPLO DE ALABANSA CRISTIANO		311 MAIN ST S	N/A	0	0	1000	1000
226	R015631	MUELLER LOUIS UTHOFF ESTE		309 MAIN ST S	N/A	0	0	1000	1000
227	R015632	HONEYCUTT MARY PATRICIA		301 MAIN ST S	N/A	0	0	1000	1000
228	R015633	TEMPLO DE ALABANSA CRISTIANO		100 OAK ST	N/A	0	0	2000	2000
229	R015634	JOHNSON DORIS H		100 OAK ST	N/A	0	0	2000	2000
230	R015635	DILLARD Q B ESTE		106 OAK ST E	1930	1402	0	17849	20996
231	R015636	TX COTTON GROWERS COOP ASSOC		OAK/BOOTH ST	1950	1622	5625	4385	7789
232	R015637	DHALIWAL PARMJIT SINGH	STOP-N-GO	100 WALNUT ST W	1977	3660	8712	78695	86676
233	R015638	WILLIAMSON CO GIN		OAK ST	2000/2001	5000	58366	47617	47617
234	R015639	TAYLOR CITY OF	POLICE STION	420 MAIN ST S	1970	1440	16875	26038	19195
235	R015640	TEMPLO DE ALABANSA JESUS CRISTO	TEMPLO DE JESUS CRISTO E	408/410 MAIN ST S	1940	5310	9309	24614	38903
236	R015641	PITTS ALMA	TURN AROUND TAYLOR CAF	400 MAIN ST S	1970	3358	5868	45342	47835
237	R015642	LACKLAND LISA	RAVEN CAFE	105 WALNUT ST W	1930	800	1690	5155	12471
238	R015643	BACHMAYER JOANN E		111 WALNUT ST W	N/A	0	12676	6338	6338
239	R015644	SMITH GARY L		415 STURGIS ST	N/A	0	0	1000	1000
240	R015645	GONZALES JOHNNY V		407 STURGIS ST	1996	1132	0	46978	41855
241	R015646	MORIN JOSE MARIA & MARY		419 STURGIS ST	N/A	0	0	2000	2000
242	R015647	MORIN JOSE MARIA & MARY		421 STURGIS ST	1985	960	0	30079	29232
243	R015648	FULLER-SHEFFIELD FUNERAL	FULLER-SHEFFIELD FUNERA	510 MAIN ST S	1986/1987	7198	19166	171190	149239
244	R015652	BREWSTER DONALD G	BREWSTER'S BEAUTY	508 MAIN ST S	1970	2300	3049	23746	23894
245	R015653	TAYLOR CITY OF	CITY OFFICES	500 MAIN ST S	1970	12716	10890	257345	308697
246	R015654	NKSLEY MACY		105 PECAN ST W	1940	816	0	11133	12093
247	R015655	CHAIREZ JOSE LUIS & SANJUANA		501 STURGIS ST	1945	840	0	31865	27709
248	R015656	CHAIREZ JOSE LUIS & SANJUANA		503 STURGIS ST	N/A	0	0	4000	4000
249	R015657	RODRIGUEZ GLORIA G &		505 STURGIS ST	N/A	0	0	4000	4000
250	R015658	OLIVAREZ LAWRENCE JR		507 STURGIS ST	1930	688	0	17964	18675
251	R015659	OLIVAREZ LORENZO & NINFA S		509 STURGIS ST	1930	998	0	14401	16968
252	R015660	GUADALUPE CATHOLIC CHURCH		511 STURGIS	N/A	4000	5625	7813	7813

TABLE 9.1
CBD PARCELS

NUMBER	PROP ID	OWNER NAME	DOING BUSINESS AS	PARCEL ADDRESS	YEAR BUILT	IMPROVEMENTS SQ FT	LOT SIZE	2003 MKT VALUE	2002 MKT VALUE
253	R015661	RUZICKA GEORGE P		606 MAIN ST S	1940	1892	0	43958	41674
254	R015662	CANTU RUBEN E		604 MAIN ST S	1960	1400	0	28177	24273
255	R015663	HERNANDEZ MAXINE CANTU		602 MAIN ST S	1945	780	0	13286	14198
256	R015664	GUADALUPE CATHOLIC CHURCH	GUADALUPE CATHOLIC CHU	113 DICKEY ST	1967/1978	13399	47480	498022	498022
257	R015666	ZAVALA PAUL JR		610 STURGIS ST	1999	2005	0	52802	47579
258	R015667	ZAVALA MARIA MAGDALENA &		606 STURGIS ST	1970	1328	0	26291	31851
259	R015668	GARZA DIANA		604 STURGIS ST	1945	1046	0	22210	24403
260	R015669	CHAVANA DOLORES V		602 STURGIS ST	N/A	0	0	4000	4000
261	R015670	MOJICA TRINIDAD V & EDWARD R		201 1/2 DICKEY ST	1995	648	0	12342	13016
262	R015671	ENWEREKOWE GODWIN	LAUNDROMAT	205 DICKEY ST	1935	544	3049	6256	5333
263	R015672	CENTRAL TEXAS LIFE INS		601 BLAND ST	1930	846	0	12736	14169
264	R015673	ENWEREKOWE GODWIN		603 BLAND ST	1999	1176	0	41172	36846
265	R015674	MOORE HUEY		605 BLAND ST	1930	816	0	14574	15697
266	R015675	MACKEY ODESSA		607 BLAND ST	1946/2000	1064	0	26956	18762
267	R015676	BLAND H MRS ESTE		609 BLAND ST	N/A	0	0	2000	2000
268	R015678	OLIVAREZ LAWRENCE & FRANCE		510 STURGIS ST	N/A	0	0	2000	2000
269	R015679	OLIVAREZ LAWRENCE JR		508 STURGIS ST	1940	940	0	15673	17150
270	R015680	ARAUJO RAMON & ROSA		506 STURGIS ST	1960	784	0	7275	5000
271	R015681	HERKLOTZ TIMOTHY & ELAINE D		504 STURGIS ST	1984	4806	0	209012	138580
272	R015682	YOUNG ERNEST & BRENDA KIMBLE		501 BLAND ST	1999-2000	2112	0	55032	67715
273	R015683	YOUNG ERNEST & BRENDA KIMBLE		503 BLAND ST	N/A	0	0	2000	2000
274	R015684	WOOTEN FRANKIE & THERESA		507 BLAND ST	N/A	0	0	2000	2000
275	R015685	GONZALES SISTO		208 DICKEY ST	1930	631	0	8299	9413
276	R015686	FALCON SEVERLANO CHAS		206 DICKEY ST	1930	1016	0	13636	15120
277	R015687	OVALLE RUBEN &		210 DICKEY ST	1930	462	0	7277	8284
278	R015688	WATSON ELIJAH		410 STURGIS ST	N/A	0	0	1000	1000
279	R015689	LEAL ANDRES G		204 PECAN ST	1945	1038	0	21841	25152
280	R015690	QUEEN CECIL ESTE		408 STURGIS ST	N/A	0	0	2000	2000
281	R015691	PACIFICA INVESTMENTS INC		406 STURGIS ST	N/A	0	0	2000	2000
282	R015692	VERA MARY LOUISE &		404 STURGIS ST	1930	939	0	12536	13330
283	R015693	BLACK ANNIE R		402 STURGIS ST	1930	1038	0	15622	17915
284	R015694	ANDERSON ROSANNE		400 STURGIS ST	1945	1042	0	17211	19229
285	R015696	THOMAS BENORA		209 WALNUT ST W	1930/1987	1976	0	25649	23339
286	R015695	JOHNSON HELEN		205 WALNUT ST W	1940	552	0	2000	2000
287	R015697	DEARY SHERMAN		405 BLAND ST	1940	608	0	11960	12704
288	R015698	JONES JUANI MRS		407 BLAND ST	1970	840	0	16764	18519

TABLE 9.1
CBD PARCELS

NUMBER	PROP ID	OWNER NAME	DOING BUSINESS AS	PARCEL ADDRESS	YEAR BUILT	IMPROVEMENTS SQ FT	LOT SIZE	2003 MKT VALUE	2002 MKT VALUE
289	R015699	HOLMES IVEARY WILLIAMS		409 BLAND ST	1930	576	0	2000	2000
290	R015700	TELLEZ SANTOS & MARIA		411 BLAND ST	1945	752	0	11477	12244
291	R015701	VILLALOBOS LUCIO		206 PECAN ST W	1945	444	0	7438	7878
292	R015702	WILLIAMSON CO GIN		308 STURGIS ST	1948	10526	33541	71203	71203
293	R015703	TAYLOR GIN CO INC		BLAND ST	N/A	0	0	4500	4500
294	R016063	CEFCO	CEFCO EXXON	703 MAIN ST N	1972	4613	11761	62523	84650
295	R016064	HAGLER KEITH & MARCIA		110 SEVENTH ST W	1930	1600	0	50280	53880
296	R016065	CEFCO		711 MAIN ST N	N/A	0	9409	28227	25404
297	R016066	HOVEN HUGH & CONSNCE	6-PLEX	114 SEVENTH ST W	1962	3160	0	81477	83596
298	R016067	KARKOSKA THEOPHIL & LOUREN M		116 SEVENTH ST W	1930	880	0	364113	39312
299	R016068	ALLISON LISA D		708 TALBOT ST	1945/2003	1564	0	68548	72643
300	R107657	HOVEN HUGH & CONSNCE		SEVENTH ST	N/A	0	0	100	100
301	R319762	KARKOSKA THEOPHIL & LOUREN M		118 SEVENTH ST W	1945	880	3920	37008	39684
302	R016070	SOUTHERN MARIE ESTE		721 MAIN ST N	1946	3412	6970	106421	115147
303	R016071	SKRHAK FRANCES A MRS ESTE		717 MAIN ST N	1935/1946	2715	6970	71804	53830
304	R018332	HORTENSTINE KAY &	8-PLEX	117 SEVENTH ST E	1960	8400	12196	273000	189307
305	R018333	JACKSON DAVID G		711 PORTER ST	1946	1536	0	65247	71075
306	R018334	ENOCHS & PICK LLP	ENOCHS LAW OFFICE	700 MAIN ST N	1979	15794	26000	260204	244372
307	R051150	ENOCHS & PICK LLP		MAIN ST N	N/A	0	0	N/A	21396
308	R018335	JONES JOHN N & STEFANIE M	ALPHA-OMEGA TESTING	716 MAIN ST N	1930	1925	9450	73996	60000
	TOTALS					1403563	2177371	30151951	28270487

Sources: Taylor Main Street Program, Williamson County Appraisal District

Chapter 6 – Transportation

The purpose of this chapter is to identify local travel and mobility needs and address orderly development of the City's thoroughfare system. It includes an overview of existing transportation and travel characteristics, transportation planning criteria and facility design standards. Within the context of this study, the Thoroughfare Plan will be updated and a new plan will be presented to the City of Taylor. By identifying the current street classifications and comparing these to the future land use analysis results, an updated Thoroughfare Plan will be prepared. This Thoroughfare Plan will serve as the guide for current and future roadway requirements, rights-of-way, upgrades, improvements and extensions to the existing network of streets, roads and highways within the City and its Extraterritorial Jurisdiction (ETJ). This Transportation chapter is closely coordinated with the Land Use and Downtown Revitalization chapters.

Key Issues

A preliminary part of the plan development was the Town Meeting held during January 2004 at which citizens could identify transportation issues that were important to them. In the development of the Comprehensive Plan, work by the Steering Committee, Town Meeting participants and City staff identified the following key transportation issues:

- **Roads in need of repair, replacement and maintenance –** Overall, many of the streets and roadways in the City of Taylor are in general need of repair and/or replacement, especially those streets within the older, original sections of town. Gutters and sidewalks, where constructed, need to be cleaned and repaired. Gutters and/or sidewalks need to be constructed in many areas where there are none. This is especially true in the residential areas where the sidewalks are used by schoolchildren.
- **Completion of the Loop -** The completion of the Loop will provide easier access to the yet developed areas: residential and commercial. In addition this loop will provide relief by reducing both truck noise and roadway congestion by removing some of the through truck traffic. However, in order to provide adequate mobility along this loop, limited access should be considered. Commercial nodes/clusters (limited access points) should be developed rather than "strip" developments (multiple access points), particularly on the south side of the City.

  For the purposes of this study, the loop is in two sections: western and eastern, the dividing line being SH 95. The southwestern and southeastern portions of the Loop are completed and constructed to the Major Arterial requirements; while the northwestern portion exists, it is not constructed as a Major Arterial, rather a Minor Arterial with no constraints on access. The northeastern section

between SH 95 (north) and US 79 (east) does not exist and is proposed to be constructed as part of this study.

- **Lack of a transit system -** An adequate public (bus) or private (taxi) transportation system is lacking. To a limited extent, CARTS is available, but there is nothing that directly serves the citizens of Taylor for local and regional trips.
- **Inadequate Bicycle Facilities -** Taylor has a hike and bike system, but it does not connect to all parts of the City. Parks, schools, activity centers, and neighborhoods need to be connected with off-street means of transportation. In addition, bike lanes need to be provided from residential areas to the surrounding schools.
- **Local Airport Issues -** Although the existing local airport is a potential source of noise problems, future use of the airport must be considered. There is a potential for development of new businesses around the area, as well as travel and shipping opportunities.
- **Railroad Presence -** There is major regional commercial train traffic through downtown Taylor that is also a source of considerable noise. The City of Taylor should consider participating in the development of a commuter rail line that would allow residents to travel to and between surrounding cities.
- **Lack of Parking -** There is a perception of inadequate parking throughout many areas of the City. Appropriate signage and new parking spaces may address the problem.
- **More Sidewalks and Trails –** Walking, bicycling, and jogging are important activities in Taylor. Sidewalks and trails should be encouraged within both existing and new neighborhoods and parks. Sidewalks can be encouraged by maintaining the existing sidewalks and the construction of new sidewalks and trails throughout the City.

It should be noted that while not each of these issues is addressed individually within this chapter, all are addressed and discussed throughout the entire report.

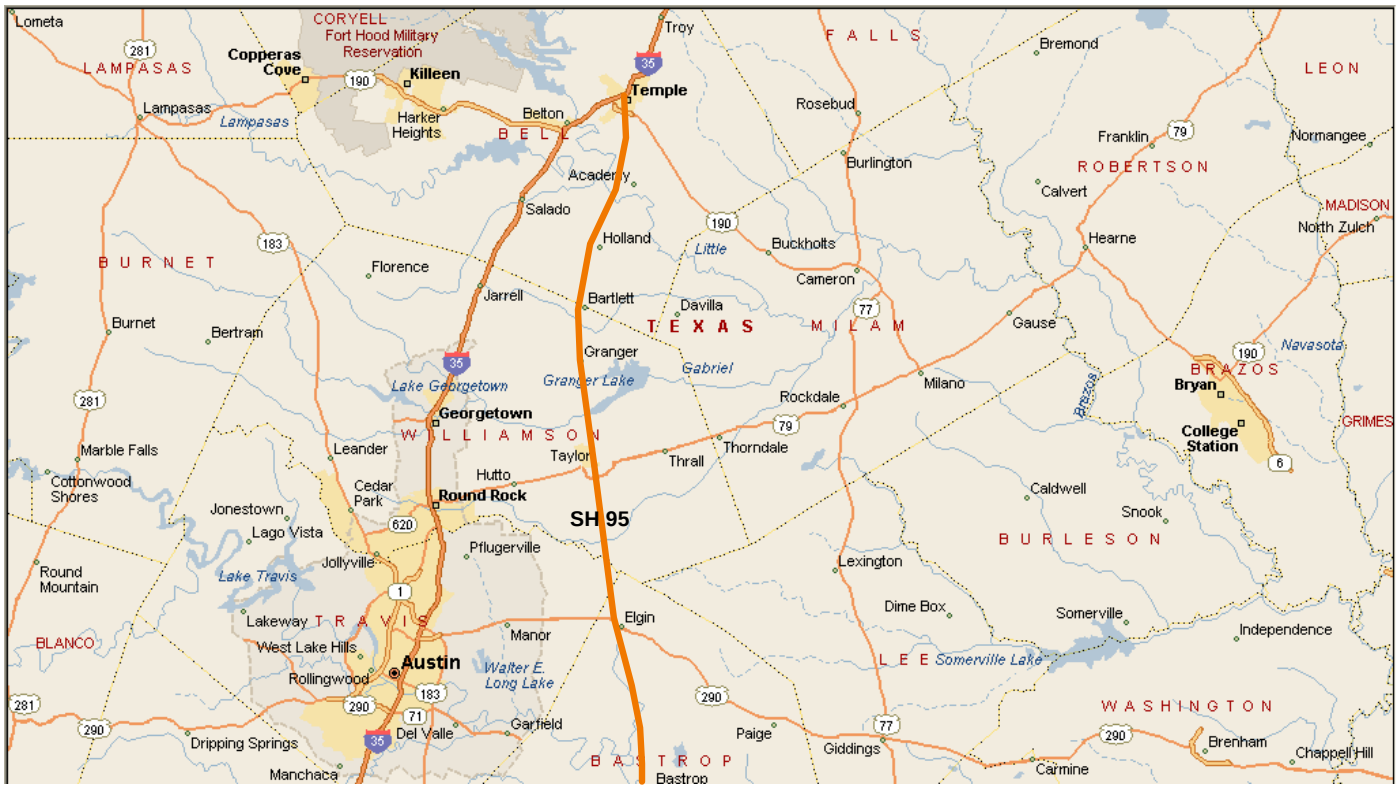
Role of City Government

The City is responsible for the safe operation and maintenance of streets, traffic control, and speed limits through the administration of Taylor Code of Ordinances. Design and construction of new streets are controlled through the requirements of the Public Works Department. The City works with State and Federal entities such as the Texas Department of Transportation (TxDOT) and the Capital Area Metropolitan Planning Organization (CAMPO) on regional transportation issues. The City also coordinates with TxDOT concerning state maintained local roadways and intersections.

Regional Setting and Major Thoroughfares

In order to understand the relationship of the highways and streets to the mobility needs of the residents, the regional setting and the existing roadway system must be considered, as depicted in **Figure 6.1 – Existing Regional Transportation System.** Taylor is located in one of the fastest growing counties in Central Texas (Williamson). Two major roadways divide the City into four quadrants: US Highway 79 (east west) and State Highway 95 (north south).

FIGURE 6.1
EXISTING REGIONAL TRANSPORTATION SYSTEM



In addition, several smaller roadways provide regional connections between the numerous communities surrounding Taylor. Farm-to-Market (FM) Roads 112, 397, and 973 provide additional regional and local connections, as do the many County Roads, which are shown on **Figure 6.2 – Major City Streets**.

Major City Streets

Taylor's existing system of regional highways is supported in the City by a major street system that brings local traffic to and from the highway and provides interconnection between the highways. The location and character of land uses that generate large numbers of trips influence traffic volumes and flow patterns. The following roadways serve the City of Taylor as major roadways and are illustrated in Figure 6.2.

FIGURE 6.2
MAJOR CITY STREETS

- **Business 79/W. 2nd Street/E. 4th Street** – This is the primary east-west route through the City of Taylor (Major arterial/Minor arterial)
- **State Highway 95/ (Main Street)** – This is the primary north-south route through the city and it divides the city between east and west (Major Arterial/Minor Arterial).
- **Lake Drive** – Between SH 95 and FM 397, this street is a collector that primarily serves the residents within the northwest quadrant of the City.
- **Mallard Lane/Davis Street –** These streets are collector streets as indicated on the existing Thoroughfare Plan. These two streets are just a few streets within this area that should be considered for upgrading to minor arterials (Minor Arterial).

Thoroughfare Network Concepts

The emphasis of the Thoroughfare Plan is on the major streets within and surrounding the City that carry the majority of the City's traffic. The classification terms used to describe the three categories of street identified in the Thoroughfare Plan are consistent with the Texas Departments of Transportation's "Functional Classification Map."

Roads and streets are grouped into functional classes according to the type of service they are intended to provide in terms of traffic movement and access. A schematic illustration of a functionally classified roadway network is shown in **Figure 6.3 - Example of a Functionally Classified Thoroughfare Network.** Taylor's thoroughfare network includes the following functional classes: Major Arterials, Minor Arterials, Collectors and Local/Residential streets.

Criteria used in determining the functional classifications of roadways are shown in **Table 6.1 - Thoroughfare Classification System**. Classification is based on each roadway's functional role in the overall network, the existing and future travel patterns, and areas served.

Functional Classifications

As stated previously, each of Taylor's streets and roads, existing and future, has been assigned one of the following classifications: Major Arterial, Minor Arterial, Collector and Local Street, with the Major Arterial being the highest classification, and the Local Street the lowest.

Major Arterials are streets and highways that provide a high degree of mobility, serve relatively high traffic volumes, have high operational speeds and serve a significant portion of through-travel or long-distance trips. Freeways and Major Arterials together typically accommodate about 30 to 40 percent of a region's travel on 5 to 10 percent of the total roadway network. Major Arterials serve as primary routes through a region and between regions. They are continuous over long distances (greater than five miles) and accommodate both intraregional and interregional travel. These facilities generally serve high-volume travel corridors that connect major generators of traffic, such as the central business district, other large employment centers, suburban commercial centers, industrial centers, major residential communities and other major activity centers within the urban area.

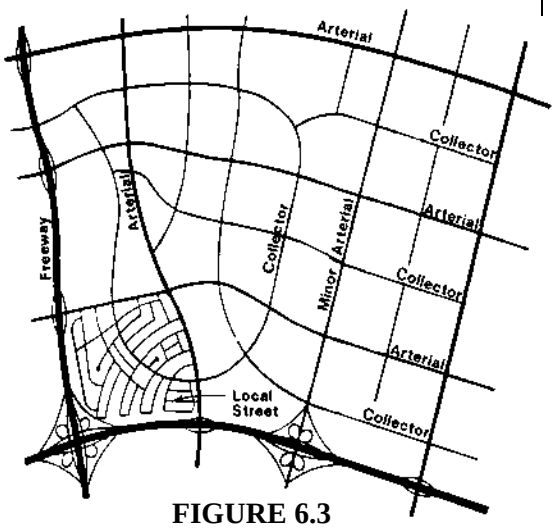


FIGURE 6.3
EXAMPLE OF A FUNCTIONALLY CLASSIFIED THOROUGHFARE NETWORK

Currently, Business US 79 (outside the Loop), South Loop, and SH 95 (outside the Loop) function as Major Arterials. Interregional mobility is one of the primary functions of these roadways. These roadways serve traffic entering and existing the city of Taylor as well as traffic moving through Taylor to other parts of the central Texas area. Traditionally these roadways are owned, operated, and

maintained by TxDOT. Thus, the number of lanes and physical appearance is controlled by TxDOT, though they will work with local jurisdictions to incorporate local concepts for roadway appearance and needs for access.

Major Arterials typically operate at speeds between 40 to 55 MPH. Typically, to expedite the movement of traffic, access to adjacent properties is minimized, on-street parking is prohibited and signals are spaced at not less than ½ mile intervals and are typically limited to only those intersections where the intersecting street is of a classification of Minor Arterial or higher. Where two Major Arterials intersect, a grade separation should be considered. At an interchange of a Major Arterial and a tollway or freeway, a cloverleaf or similar indirect ramping system is desirable to minimize the impedance of through-traffic. Where intersections on Major Arterials are installed, they are typically designed to limit speed differentials between turning vehicles and other traffic to no more than 10 to 15 MPH. **Table 6.1 –Thoroughfare Classification System** on the following page illustrates the varying criterion for the different roadway systems.

Minor Arterials function similarly to Major Arterials, except that their primary function is to accommodate only intraregional mobility, to serve as connections to/from Major Arterials. Minor Arterials are from one to five miles in length, operate at lower speeds (35 to 45 MPH), and provide more direct access to adjacent properties and the local street network. Signals and driveways are more frequent on Minor Arterials; with signals every block in heavily urbanized districts. Unlike Major Arterials, on-street parking is sometimes permitted on Minor Arterials. Major and Minor Arterials are generally spaced at one mile intervals in an alternating grid pattern. The integrated system formed by Major Arterials and Minor Arterials typically includes 15 to 25 percent of the total roadway network and serves 40 to 60 percent of total motor vehicle travel.

Currently, Business US 79 (inside the Loop) and SH 95 (inside the Loop) function as Minor Arterials. Connectivity is one of the primary functions of these roadways. These roadways serve as connections from the existing Major arterials – US 79 and SH 95 (both outside the Loop) and they bring traffic from these into the city and disperse it within the local street network of collectors and local streets.

TABLE 6.1
THOROUGHFARE CLASSIFICATION SYSTEM

Criterion	Major Arterial	Minor Arterial	Major/Minor Collector	Local Street
Functional Role	Mobility is primary, Access is secondary; Connects highways and other Arterials	Connect Major Arterials and lower classes Access is secondary	Collects traffic; Connect Arterials to Local Streets; also land access	Access is primary; Little through movement
Roadway Continuity	Connect Highways, Arterials and lower classes; Connect major activity centers	Connect Major Arterials to lower classes	Continuous in spaces between Arterials. Connect Arterials to local streets; extend across Arterials	Discontinuous Connect to Collectors
Purpose	Serve trips entering and leaving the urban area as well as trips within	Serve shorter distance trips than Major arterials.	Provide direct access to residential, commercial and other land uses.	Provide direct access to residential and commercial properties.
Roadway Length	Usually more than 5 miles long	Usually more than 3 miles long	Varies from about 1/2 mile to 2 miles	Generally less than 1 mile long
Traffic Volumes	12,000 to 50,000 VPD	3,500 to 18,000 VPD	1,500 to 8,000 VPD	100 to 1,500 VPD
Desirable Spacing	2 miles or more between Major Arterials	Generally 1/2 to 2 miles between Minor Arterials	Generally 1/4 to 1/2 miles between Collectors	Varies with block length, min. >125 ft.
Posted Speed	40 to 55 mph	30 to 45 mph	30 mph or less	20 to 30 mph
Peak Period Speeds	30 to 35 mph	20 to 35 mph	-	-
Access	Intersect with Arterials, Collectors and Local Streets; Restricted driveway access	Intersect with Arterials, Collectors, and Local Streets, Limited driveway access	Intersect with Arterials and Local Streets; Driveways permitted	Intersect with Collectors and Arterials; Driveways permitted
On-Street Parking	Restricted	Restricted	Generally permitted	Permitted
Intersections	Intersections should be designed to limit speed differentials between turning vehicles and other traffic to no more than 10 to 15 mph		Higher speed differential and closer intersection/access spacing can be used than on Arterials	
Percent of Roadway Network	5 to 10 percent	15 to 25 percent	5 to 10 percent	65 to 80 percent
Percent of Total Motor Vehicle Travel	30 to 40 percent	40 to 60 percent	-	-
Community Relationship	Define neighborhood boundaries	Define and traverse neighborhood boundaries	Internal and traverses boundaries	Internal
Through Truck Routes	Yes	Permitted	No	No
Bikeways	No	Limited	Yes	Yes
Sidewalks	Yes	Yes	Yes	Yes

Collector Streets are the connectors between Arterials and Local Streets, which serve to collect traffic and distribute it to the Arterial network. Collectors also serve to provide direct access to a wide variety of residential, commercial and other land uses, and their design involves site-specific considerations. They provide direct service to neighborhoods and other local areas, and may border or traverse neighborhood boundaries. Parking is generally permitted on Collectors.

Since Collectors are used for short distance trips between Local Streets and Arterials, they should be continuous in the spaces between Arterials. Collectors should not be more than two miles in length. Collectors should generally line up across an Arterial, to promote connectivity between neighborhoods and reduce short trips on the arterial, but such alignment should be carefully considered as to not promote the misuse of the Collectors as an Arterial. To provide efficient traffic circulation and preserve amenities of neighborhoods, Collectors should desirably be spaced at about one-quarter to one-half mile intervals, depending on development density. Subdivision street layout plans should include Collectors as well as Local Streets in order to provide efficient traffic access and circulation.

Since Collectors generally carry higher traffic volumes than Local Streets, they require a wider roadway cross section. An Urban Collector (usually designed for suburban residential subdivisions) should be designed to accommodate two travel lanes and two parking lanes for a total of 36 feet. A Collector should rarely be designed to accommodate more than two travel lanes throughout its length; such a design will encourage the misuse of the Collector as an Arterial. A Collector should be designed for an operating speed of 30 to 35 MPH. Collectors typically make up about 5 to 10 percent of the total street system.

Collectors serve an important role in collecting and distributing traffic between Arterials and Local Streets. Their identification is essential in planning and managing traffic ingress/egress and movement within residential neighborhoods as well as commercial and industrial areas.

Streets within Taylor that currently are considered Collector Streets are: Lake Drive, North Drive, West Seventh Street, West Fourth Street, Davis Street, Mallard Lane, T.H. Johnson Drive, Meadow Lane, Turner Road, Sloan Street, Howard Street, Thorndale Road, FM 112, Rio Grande Street, Welch Street, and Old Coupland Road. These streets provide much of the circulation within the City.

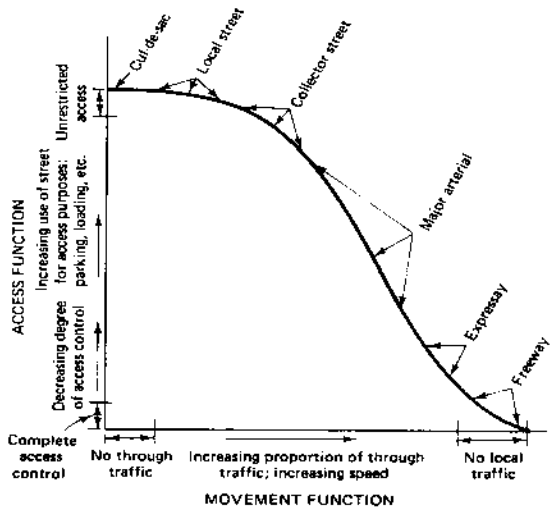
Local Streets include all other streets and roads that are not included in higher classes. They include internal and access streets that allow direct access to residential and commercial properties and similar traffic destinations. Direct access to abutting land is their primary role, for all traffic originates from or is destined to abutting land. Use of appropriate geometric designs, traffic control devices, curvilinear alignments and discontinuous streets should discourage through-traffic and excessive speeds. On-street parking is generally permitted. Trip lengths on Local Streets are short, volumes are low and speeds are slow,

typically 25 to 30 MPH. A typical local street should accommodate one travel lane and two parking lanes and a width of 26 to 28 feet of pavement is desirable, although cross-sections as wide as 34 feet can be acceptable. Often on rural Local Street sections with open-ditch drainage and unpaved shoulders, portions of the shoulder and drainage ditch slope are used for parking. Local Streets typically comprise about 65 to 80 percent of the total street system in urban areas. Examples of Local Streets include: Mills Street, Talley Street, and Bland Street.

Traffic Movement Versus Land Access

One important principal of thoroughfare planning is the "traffic movement function versus land access" function. Each class of street shares a portion of each function, as illustrated by the graph in **Figure 6.4 – Traffic Movement Versus Land Access**.

FIGURE 6.4
TRAFFIC MOVEMENT
VERSUS LAND ACCESS



For Major Arterials, emphasis is placed upon the movement function--moving vehicles across town with a controlled number of intersecting streets and driveways that conflict with the movement of traffic.

On the opposite side of the scale, the function of local streets is to provide access to adjoining land. A residential cul-de-sac is one example--the traffic service function is non-existent. In theory, only trips having an origin or destination at a lot on the cul-de-sac would be made on such a street.

On many other streets, the two functions are shared more evenly. SH 95 through downtown Taylor is an example of a Major Arterial street where both access *and* movement are emphasized. The mix of functions results in relatively high traffic

volumes, particularly during peak periods. In other words, traffic movement is sacrificed for the benefit of land access.

Both functions are important. Without the land access function being served, motorists would be trapped in their cars with no ability to arrive at a destination. It is important that the street network allow traffic to flow smoothly and safely within and through the city for all trips.

Thoroughfare Conditions

Thoroughfare conditions are shown on the figures or in the text as identified below.

Pavement conditions are show on **Figure 6.5 Thoroughfare Conditions.**

Right of way widths are shown on Figure 6.5.1- Major Arterials, Figure 6.5.2-Minor Arterials and 6.5.3-Collectors.

Peak hour and daily traffic counts are shown on **Figure 6.5.4-Traffic Counts**

Traffic control data for the City's signalized intersections is on Figure 6.5.

P**arking restrictions** and requirements for all areas and uses are found in the Zoning Ordinance of the Code of Ordinances of the City of Taylor. On street parking is allowed in the City

Curbs and gutters in the City are in good condition on the streets shown in good condition on Figure 6.5. Other areas, particularly in the Downtown, are in need of repair and/or reconstruction.

For origins and destinations, it is estimated that Taylor employed residents commute primarily to Round Rock and Austin (78%), and Temple (2-3%). A small number of residents of those communities as well as the smaller communities drive to Taylor for their jobs. Precise data on origin and destinations was not available.

Current land uses are found on **Figure 4.1 A/B Existing Land Uses.**

Major traffic generators are the new Wal-Mart (18,000), HEB (10,138), Taylor High School (1,881), St. John's Medical Complex (1,157), ERCOT (1,546), the Industrial Park (N/A), and the Don Hutto Correctional Center (500) as shown on Figure 6.5.

The truck routes are shown on Figure 6.5 and are on the partial loop around the City.

Level of Service

For evaluation purposes, general guidelines developed by the National Academy of Sciences Transportation Research Board's Highway Capacity Manual (HCM) were used. The HCM identifies a comparative quality of operation on roadways based upon the number of cars per travel lane during a one-hour period, for various types of roadway. Level of Service (LOS) is used as a measure to represent different gradations of flow conditions, with LOS A being essentially

free flow, LOS B through D becoming gradually more congested, LOS E being very congested, and LOS F extremely congested. LOS D represents moderate congestion, a condition that should be a tolerable quality of service for peak traffic period conditions in Taylor.

Level of Service (LOS) is a qualitative measure of operating conditions at intersections or along a roadway section. The LOS is directly related to the volume-to-capacity ratio along roadways**.**

Levels of Service for Taylor intersections are at Level "D" or better.

Thoroughfare Plan

In order to adequately plan for the future growth and development of the City, a comprehensive transportation plan must be completed. This is completed through the implementation and adoption of the thoroughfare plan. The thoroughfare plan provides for an orderly, efficient transportation system and is the result of orderly thoroughfare planning and ensures the preservation of adequate rights of way and appropriate alignments for existing and future major thoroughfares. Such planning influences the pattern of land development in the city and therefore is interrelated with other components of comprehensive planning and urban development.

The proposed Thoroughfare Plan is graphically displayed in **Figure 6.6 - Thoroughfare Plan**. This plan/map identifies the thoroughfare system of arterials, collectors and local streets. It serves as the City's general plan for guiding thoroughfare system development, including planned widening and extension of its roads, streets, and public highways. A Thoroughfare Plan should be considered in platting of subdivisions, right-of-way dedication and construction of major roadways. It does not, however, show future alignments for new local streets, because these streets function principally to provide access to adjacent land. Future alignments will depend upon specific development plans.

The Thoroughfare Plan represents a functional, feasible plan and classification scheme for Taylor's existing and proposed major streets. Existing major streets are color-coded and classified according to their relative function within an overall street circulation system. Where existing streets tend to carry more than ideal traffic volumes; extensions and new street construction are anticipated to increase capacity or divert the traffic load. Any proposed street construction that is proposed is shown as a dashed line in the proposed roadway classification roadway color.

The new streets proposed by the Thoroughfare Plan will function to serve newly developing areas of town, provide better access to existing trip-generating land uses encourage the completion of connecting sidewalks and bike paths, and more evenly distribute existing and projected traffic loads. One of the principal characteristics of the Thoroughfare Plan is the projection of additional major streets. These new streets, in conjunction with other major street development,

will provide Taylor with an effective street system for both existing and future residents.

In addition, the thoroughfare plan will enable the City Planners and developers an opportunity to plan for future pedestrian and bicycle oriented facilities. These facilities can be incorporated into the roadway design phase by planning ahead for roadway expansions and/or new construction.

As proposed, the Thoroughfare Plan will allow the City of Taylor to plan for all future transportations needs well into the future. It is recommended that as each new development is proposed a more thorough analysis be completed to determine specific roadway needs.

Advance planning for major street construction is critical as many projects require significant participation from the Texas Department of Transportation, and thus must be placed on the State's five-year plan.

Thoroughfare Planning Principles

Population growth and expansion of the City and its Extraterritorial Jurisdiction (ETJ) make it necessary to review and update the Thoroughfare Plan and expand the geographic scope of the map. The process of amending and updating the Thoroughfare Plan reaffirms the importance of establishing an efficient and coordinated transportation network to serve the city’s growing population and expanding area of development. As in the past and for the foreseeable future, the automobile will continue to be the most significant transportation mode, necessitating the development of new streets and the improvement of existing streets. Through adoption of this Thoroughfare Plan amendment and careful monitoring of building activity in the City and its ETJ, major street rights-of-way can be protected for future use and segments of the proposed streets can be developed in conjunction with subdivisions and other developments.

Assignment of streets (both existing and proposed) to one of the three thoroughfare classifications is determined largely by "future intended function"--not solely by the street's current function and as future developments are proposed, it is recommended that a more thorough analysis be completed. That criterion helps to explain why some street segments are assigned thoroughfare status even though existing traffic volume or right-of-way width falls short of the standard for a particular category of thoroughfare.

City staff must continue to study existing major and minor streets to determine rights-of-way and traffic control needs and other problems related to existing street improvements. This information will be used to determine priorities for a systematic street development and improvement program. Implementation of the program will be driven by new private developments, subdivisions, and improvement districts and, in some cases, through the City's annual Capital Improvements Program. The City should continue to seek State and Federal funding to aid in the construction of roadways included within the plan.

Implementation of the Thoroughfare Plan, a long-range planning tool, is also linked to the City's Capital Improvements Plan (CIP). This mid-range planning tool guides the timing of future thoroughfare development and other street network and traffic control improvements where the City takes the lead. Timing of some major street segments will be dictated by private development initiatives. This, coupled with ever-present funding and land development uncertainties, makes it impossible to precisely schedule future thoroughfare development more than a few years into the future.

Thoroughfare Requirements and Standards

Outlined in the following text are typical criteria for certain characteristics of street and land development, incorporated as a part of a City's thoroughfare development standards, Zoning Ordinance and Subdivision Regulations in the city and in the Extraterritorial Jurisdiction.

- The general **location and alignment of thoroughfares** must be in conformance with the Thoroughfare Plan. Subdivision plats should provide for dedication of needed rights-of-way for thoroughfares within or bordering the subdivision. Any major changes in thoroughfare alignment that are inconsistent with the plan require the approval of the Planning and Zoning Commission and City Council through a public hearing process. A major change would include any proposal that involves the addition or deletion of established thoroughfare designations, or changes in the planned general alignment of thoroughfares that would affect parcels of land beyond the specific tract in question.
- The **pavement width and rights-of-way width** for thoroughfares and other public streets should conform to minimum City standards unless the Planning Commission grants a waiver. Properties proposed for subdivision that include or are bordered by an existing thoroughfare with insufficient right-of-way width should be required to dedicate land to compensate for any rights-of-way deficiency of that thoroughfare. When a new thoroughfare extension is proposed to connect with an existing thoroughfare that has narrower rights-of-way, a transitional area should be provided.
- Existing streets in adjacent areas should be continued and, when an adjacent area is undeveloped, the street layout should provide for future **projection and continuation of streets** into the undeveloped area. In particular, the arrangement of streets in a new subdivision must make provision for continuation of rights-of-way for the principal existing streets in adjoining areas or where new streets will be necessary for future public requirements on adjacent properties, which have not yet been subdivided. Where adjacent land is undeveloped, stub streets should include a temporary turnaround to accommodate fire and other emergency vehicles.

- **Locations of new intersections of subdivision streets** with existing thoroughfares within or bordering the subdivision should be planned to align with existing intersections, where feasible, to avoid creation of off-set or "jogged" intersections and to provide for continuity of existing streets, especially Collectors and higher classes of thoroughfares.
- The **angle of intersection** for street intersections should be as nearly at a right angle as possible. Corner cutbacks or radii should be required at the acute corner of the right-of-way line, to provide adequate sight distance at intersections.
- **Offset or "jogged" street intersections** should have a minimum separation of 125 feet between the centerlines of the intersecting streets.
- **Cul-de-sac** streets should have a maximum length of no more than 500-600 feet measured from the connecting street centerline to centerline of radius point, with a paved turnaround pad of at least 60 feet and a right-of-way at least 50 foot radius in residential areas. As an alternative, the street length may be longer if there is a density of no more than 24 lots. Cul-de-sacs should generally be discouraged in commercial and industrial developments, however when used there should be at least 180 feet radius of paving with a 100 foot right-of-way radius in commercial and industrial areas.
- Subdivision layout should generally avoid the creation of **residential lots fronting on Arterials**, with direct driveway access to the Arterial street. Lots should be accessed from Collector or Local/Residential streets within or bordering the subdivision or an auxiliary street designed to accommodate driveway traffic.
- Subdivision layout should minimize the arrangement of **residential lots fronting on Collectors**, particularly within 180 feet of an intersection. To the extent possible, lots should be accessed from local residential streets.
- Requirements and guidelines for the **geometric design of thoroughfares and public streets** should be provided in the City's Subdivision Ordinance and standard specifications. This includes special provisions for lot width and building setbacks on corner lots to preserve sight distances at adjacent intersections.
- The Planning and Zoning Commission may approve a plat containing **private streets** when design requirements are met. Ongoing maintenance, future replacement, access by emergency vehicles, number of lots served, and acceptance into city system are criteria to be considered.
- Within the boundaries of a subdivision, **sidewalks** should be installed on both sides of Arterials, Collectors and Local/Residential Streets.

Standard Street Cross-Sections

Cross-sections of a roadway are related to anticipated traffic volumes and design capacity to provide a desired level of service, but also to the desired pedestrian accommodations and streetscape. It should be noted that, where feasible, provisions for pedestrian and bicycle facilities should be made on all newly constructed or reconstructed roadways. Some examples of typical cross-sections are shown in the following figures: **Figure 6.7A and 6.7B – Major Arterial, Figure 6.8 – Minor Arterial, Figure 6.9 – Collector, Figure 6.10 – Urban Local, and Figure 6.11 – Rural Local**. Included after the figures is a brief discussion of the roadway's functionality as well as City streets that are included within this classification.

FIGURE 6.7A
MAJOR ARTERIAL 100' ROW

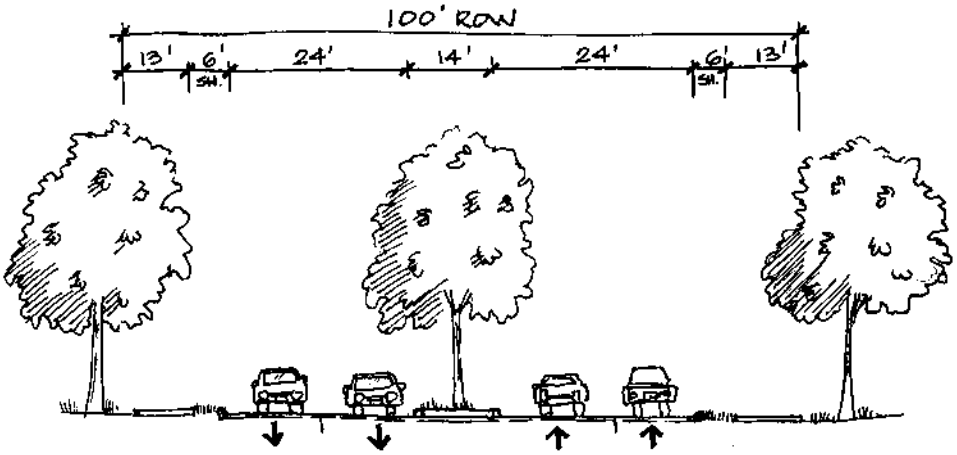
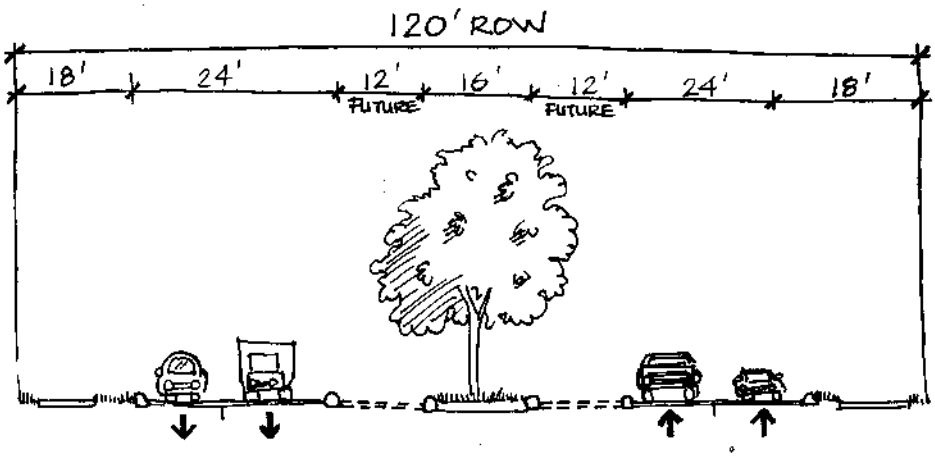


FIGURE 6.7B
MAJOR ARTERIAL 120' ROW

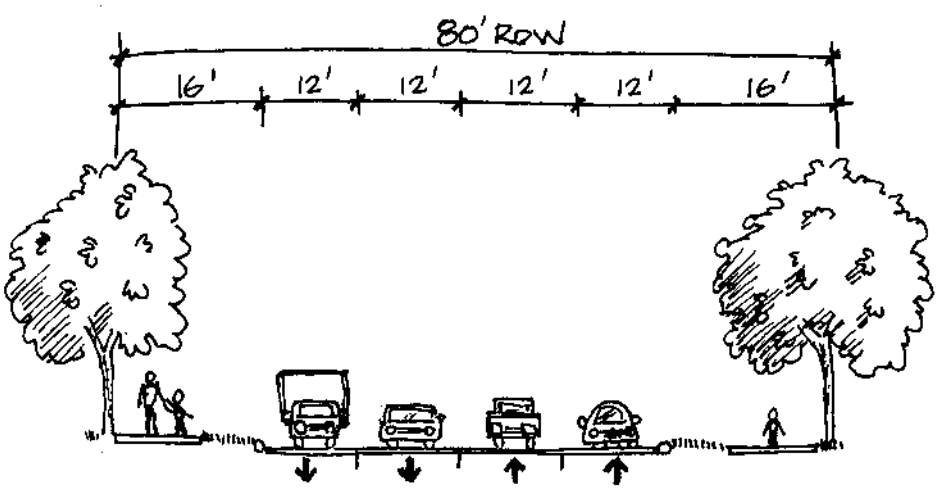


Major Arterial – The primary function of this roadway classification is to provide high traffic volumes with a high degree of mobility at a high rate of speed; thus, land access and on-street parking are restricted. Major Arterials serve a significant portion of the through traffic. As proposed in the Thoroughfare Plan, both US 79 and Highway 95 (outside the Loop) are considered Major Arterials. In addition, the extension of the Loop to the north and east of the City (along FM 619) is also proposed to be a major arterial. Two new Major Arterials are planned for this area, one is proposed by Williamson County and the other is a proposal from the City of Taylor. Williamson County is proposing the extension of Chandler Road. This extension will be north of the City of Taylor and will connect existing Chandler Road to FM 619; thus, forming the northeastern section of the Loop. With the potential increase in land development and accompanying traffic volumes, this extension should be planned as a Major Arterial. Also, given the planned developed in the north-west quadrant, the city should plan for a Major Arterial closely following the existing alignment of FM 366.

The photograph shown in **Figure 6.7C** is an existing Major Arterial (southern section of the Loop) within the City. Vehicular mobility is a high priority while land access is limited. Both on-street parking and pedestrian/bike access are prohibited.

FIGURE 6.7C
SOUTH LOOP

FIGURE 6.8A
MINOR ARTERIAL



Minor Arterial – While Minor Arterials function similarly to Major Arterials, their primary function is to serve interregional activity as opposed to long distance trips. It should be noted, that mobility is still a key component and land access is secondary. Minor Arterials serve to connect lower roadway classifications (Collectors and Local streets) to high roadway classifications (Major Arterials). Trips made along Minor Arterials are typically shorter (less than three miles) while traffic volumes and speeds remain relatively high. In addition, where it is feasible, bicycle facilities should be incorporated into newly constructed or reconstructed minor arterials. As proposed in the Thoroughfare Plan, the following roadways are Minor Arterials:

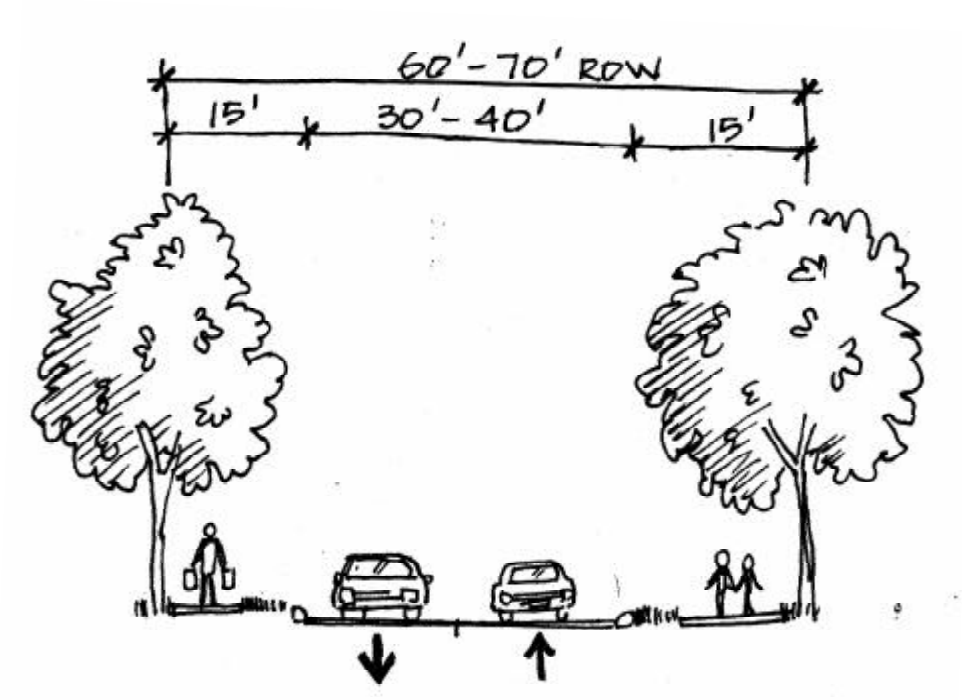
Business 78/2nd Street – within the Loop.
State Highway 95/Main Street – within the Loop
FM 397 (north and eastern extension of the Loop) - from US 79 to FM 619
Gravel Pit Road/FM 409 – Business US 79 to Northeast extension of the Loop
Rio Grand Street – South Loop south to study boundary

The photographs shown in **Figures 6.8B and 6.8C** show an existing **Minor Arterials**. Figure 6.7B is US 79 coming into the City from the east and Figure 6.7C is SH 95 southbound within the City CBD. These pictures show the various roadway geometrics that can be applied to a Minor Arterial. Where pedestrian/bike access and/or on-street parking is not wanted, the roadway geometrics can be constructed such that these things are discouraged (Figure 6.7B – US 79). On the other side, where these things are encouraged on-street parking can be reserved and sidewalks can be made more pedestrian friendly (Figure 6.7C – SH 95).

FIGURE 6.8B
US 79 WESTBOUND

FIGURE 6.8C
SH 95 SOUTHBOUND

FIGURE 6.9A
COLLECTOR



Collector – The primary function of Collector Street is to connect arterials to local streets and distribute traffic within the arterial network. Another major function of this classification is to provide direct land access including residential, commercial, and retail areas. Since Collectors connect the various roadway types, it is important that the roadways be as continuous as possible but not so much that they inadvertently become used as an Arterial. Trips made along Collectors are typically short in length. The roadway geometrics should accommodate no more than two travel lanes and outside parking lanes. In addition, bicycle facilities should be incorporated into any newly constructed or reconstructed collector street. As proposed in the Thoroughfare Plan, the following roadways are Collectors:

Lake Drive	Mallard Lane
Johnson Drive	Thorndale Road
Walnut Street	Rio Grande Street
Doak Street	4th Street
7th Street	Davis Street
Howard Street	North Drive
Meadow Street	Sloan Street

The photographs shown in **Figures 6.9B and 6.9C** show existing **Collector Streets** within the City of Taylor. Figure 6.8B is Davis Street and Figure 6.8C is Lake Drive, both of which are within the City. These pictures show the various roadway geometrics that can be applied to a Collector. Within Taylor, these street types are typically in the residential areas and tend to serve as connections

for the local streets. Consideration should be given to the addition of both sidewalks and bike lanes (where room permits), especially in those areas close to schools.

FIGURE 6.9B
DAVIS STREET

FIGURE 6.9C
LAKE DRIVE

FIGURE 6.10
LOCAL STREET

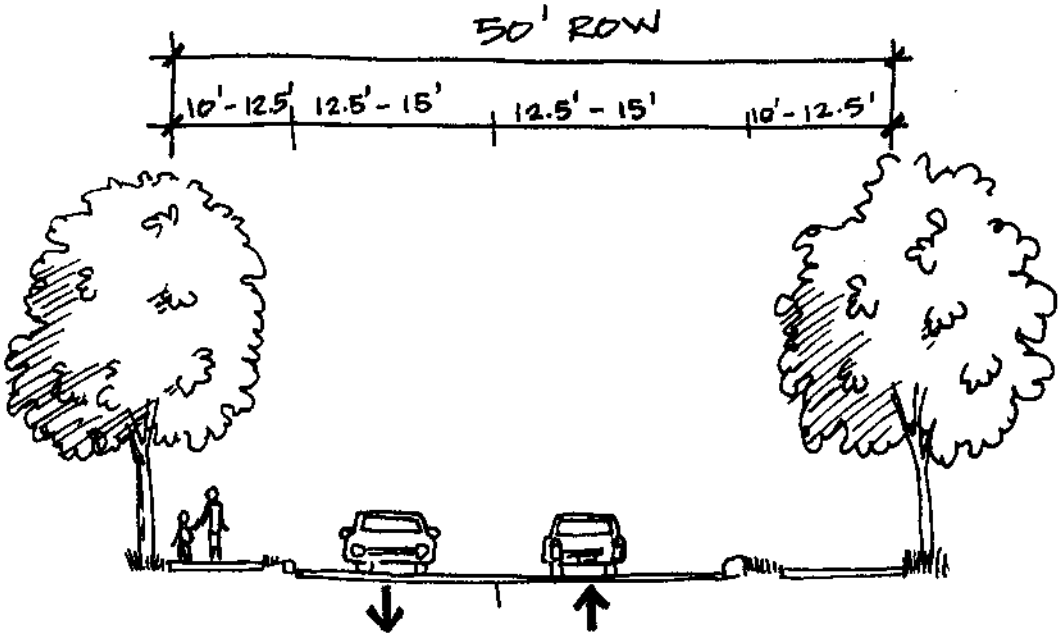
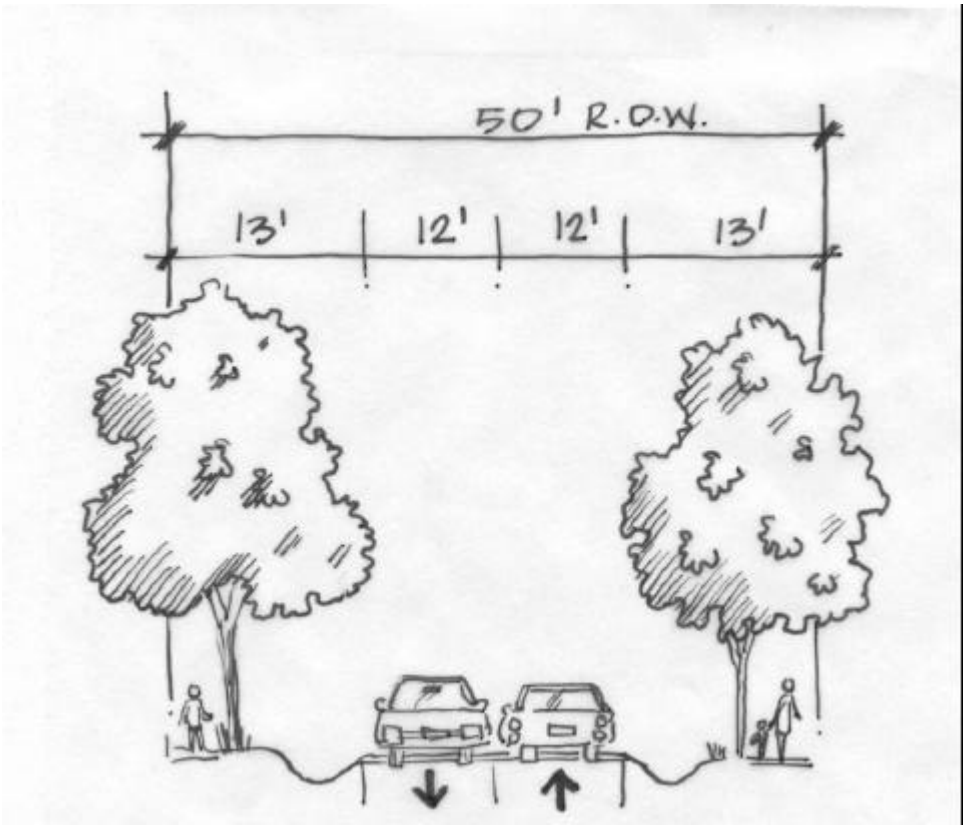


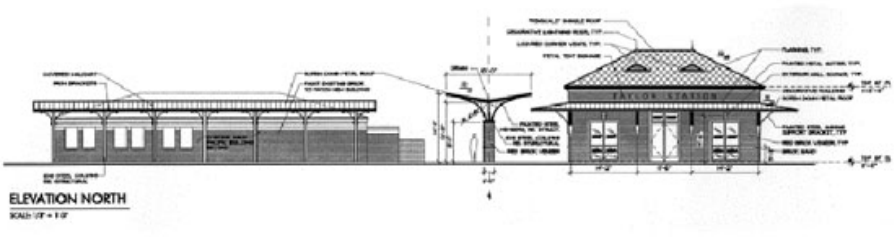
FIGURE 6.11
RURAL STREET



Regional Rail Station

The City of Taylor, working with the city's Main Street program, CARTS (Capital Area Rural Transportation System), TxDOT (Texas Department of Transportation), and Union Pacific Railroad, have received funding for the construction of an intermodal transportation facility to the City of Taylor. As envisioned, this intermodal station will serve Amtrak as well as a hub for the possible fixed route bus services, commuter bus routes, vanpool routes, and park-and-ride routes. **Figure 6.11- Taylor Intermodal Station** shows a preliminary schematic of the proposed station.

FIGURE 6.12
TAYLOR INTERMODAL STATION



Non-Vehicular Modes of Transportation

Sidewalks

An area of great concern to many of the citizen of Taylor is the lack of sidewalks especially in and around the schools and parks. Consideration is given to constructing sidewalks on any newly constructed and/or reconstructed roadways. Sidewalks are required in new development by Subdivision Regulations. Widths are four (4) feet when separated from the curb and five (5) feet when immediately back of curb. Currently in Taylor, many of the sidewalks do not meet ADA requirements and/or are in less than safe repair. A program for the reconstruction of sidewalks should be considered.

Sidewalks should be provided around schools, parks, and areas where children and adults are outdoors. Sidewalks provide a safe route for children and adults walking to and from the schools, parks, and outdoor areas. The locations for new and proposed schools were highlighted and are discussed in the land use section of this report. The surrounding transportation system is an important issue when considering school location and access points. When a new school is planned or constructed care should be take so that the main access points are not located along major, high-speed, high-volume, roadways. Such is the case for the two schools constructed along the northern section of the Loop. Currently children cross the Loop, which creates a major safety issue. In addition, school buses and parents waiting to pick-up their children from school form queues that sometimes extend onto the Loop, again creating a safety concern. If possible, the main access points should be taken from a side street or a newly constructed street that serves the school. Areas for sidewalks are shown in **Figure 6.13 – Sidewalks.**

Bike Lanes

As an alternate means of transportation as well as recreation, bikes lanes can provide the residents of Taylor an alternative to the automobile. Bike lanes indicate a preferential or exclusive space for bicycle travel along an arterial street. Bike lanes have been found to provide more consistent separation between bicyclists and passing motorists. Bike lanes are typically designated by striping and/or signing, although colored pavement has also been used in certain situations. Bicycle lanes also provide a buffer between motor vehicle traffic and pedestrians when sidewalks are immediately adjacent to the curb. **Figure 6.14 – Bike Lanes** shows where there are and could be safe routes for bicycles.

Regional Transit

One of the concerns as pointed out in the January community meeting was that there was a general lack of transit options for the citizens of Taylor. Currently CARTS (Capital Area Rural Transportation System) delivers transportation tailored specifically for each of the one hundred and twenty-three communities in central Texas. Taylor is one of those communities. Intercity services are provided on selected days Monday through Friday to Austin, Georgetown, Granger, Round Rock, and Temple from 8:30 AM to 4:00 PM. In the future, expansion may include local services similar to Bastrop and San Marcos.

CARTS serves the citizens of Taylor but on an extremely limited basis and generally provides services from Taylor to surrounding communities as opposed to fixed-route services within Taylor. With the recent construction of the H-E-B and Wal-Mart sites along north SH 95, many residents are in need of a fixed route transit service that can provide daily service to these sites. Consideration should be given to encourage CARTS and the City of Taylor to work together and create a fixed-route system serving the needs of the citizens. **Figure 6.15 – Transit Route Destinations** shows areas that would benefit from expanded transit service within the City and ETJ.

Goal, Objectives, and Actions

Goals, objectives, and actions form the basis of the Comprehensive Plan and will serve in guiding future thoroughfare development decisions in Taylor. The following goal was created based upon input from citizens and Steering Committee members.

Transportation Goal: Provide access to neighborhoods and businesses while serving overall mobility needs of residents and businesses.

Objective T1: Ensure the road system in the City provides appropriate access for residents while discouraging commercial traffic in neighborhoods.

Action T1.1: Use the Thoroughfare Plan to determine where arterial and collector streets are needed in new residential and commercial developments.

Action T1.2: Develop a program that allocates City funds to repair and/or replace streets that will benefit the community as a whole.

Action T1.3: Improve roadways to attain a LOS "D". Types of improvements will be determined following traffic analysis.

Objective T2: Explore alternative transportation modes that could be available to the residents of the City.

Action T2.1: Provide designated on and off street bike routes.

Action T2.2: Provide trails, sidewalks and crosswalks on all arterial and collector streets.

Action T2.3: Work with CARTS to expand existing routes to provide service to major retail and service establishments within the City.

Action T2.4: Continue to work with Taylor's Main Street program, CARTS, TxDOT and the Union Pacific Railroad to assure the construction of an intermodal transportation facility to the City of Taylor.

Objective T3: Create a "front door" entry and identity for the City.

Action T3.1: Develop a design for city entrance signs and landscaping that reflect the character of Taylor.

Action T3.2: Require that major entry roads reflect the character of Taylor with landscaping, additional setbacks, preservation of existing trees and planting of additional trees.

Objective T4: Ensure adequate access and circulation within the City.

Action T4.1: Complete continuous loop around Taylor to create additional access in and around the City.

Action T4.2: Improve appearance and function of streets so that they are similar to Lake Drive through landscaping and sidewalks to increase "walkability" and access.

Objective T5: Ensure that all airport plans be incorporated into future City plans.

Action T5.1: Work with the area residents and develop a plan that works with the existing local airport to ensure that the airport does not hinder growth in this part of the City.

Action T5.2: Work with TxDOT and the Airport developers on ensuring that the Taylor residents are kept informed of all decisions affecting this airport.

Action T5.3: Review all development in and around the flight zones in accordance with the Future Land Use Plan to ensure the protection of any future neighborhoods as well as preserving the functional ability of the airport.

Operations and Maintenance are typically funded out of the general funds budget.

Priorities and Estimated Costs

The transportation priorities were established in the Implementation Spreadsheet scored along with all the actions in the Plan by the Steering Committee, Planning and Zoning Commission and City Council. The top 10 transportation priorities actions with their associated estimated annual or one time costs are as follows:

1. T2.3: Work with CARTS to expand existing routes to provide service to major retail and service establishments in the City.
   Initial Startup..... **$400,000**
   Yearly Support **$30,000**

Note: County Transit and CDBG funding will apply)

2. T1.2: Development of a program that allocates City Funds to repair and/or replace streets that will benefit the community as a whole. (Annual) **$450,000**

   Note: The City's Capital Improvements Program addresses new construction and reconstruction. Operations and maintenance are funded separately.
3. T2.4: Continue to work with CARTS, TxDOT and Union Pacific railroad to assure the construction of the intermodal transportation facility. (one time) .. **$200,000**
4. T5.2: Work with TxDOT and the regional Airport on ensuring that Taylor residents are kept informed of all decisions. ..... **Staff Responsibility**
5. T1.1: Use the Thoroughfare Plan to determine where arterial and collector streets are needed in new residential and commercial developments..... **Staff Responsibility**
6. T5.3: Review all development around the flight zones in accordance with the Future Land Use Plan to ensure protection of future neighborhoods as well as preserving the functional ability of the airport ..... **Staff Responsibility**
7. T1.3: Improve roadways to attain a LOS "D". Types of improvements will be determined following traffic analysis. (Annual) **$150,000**
8. T2.2: Provide Trails, sidewalks and crosswalks on all arterial and collector streets. (Annual) **$150,000**
9. T5.1: Work with area residents and develop a plan that works with the existing local airport to ensure that the airport does not hinder growth in this part of the City. (One time) **$45,000**
10. T4.1: Complete continuous loops around Taylor to create additional access in and around the City..... **$3,000,000**
    Note: Actual costs yet to be determined, may be handled by County

Funding Sources

Potential funding sources include the following:

Federal - The replacement for the Transportation Efficiency Act of the 21st (TEA 21), which is yet to be named and adopted, may include the following or similar programs with their associated guidelines, rules and regulations applicable to the following programs:

- Surface Transportation
- National Highway System
- Surface Transportation Program, Federal Hazard Elimination Program,
- Highway Bridge Replacement and Rehabilitation,
- Congestion Mitigation and Air Quality Improvement Program,
- Transportation Enhancements,
- Regional Trail Program,
- Bicycle Transportation and Pedestrian Walkways, and
- Job Access and Reverse Commute Grants

State – The following Texas Department of Transportation funding should be considered:

- Unified Transportation Program
- Bridge Replacement/Rehabilitation, Off State Highway System

County – The following funding may be available in conjunction with Williamson County:

- Community Development Block Grant Funds
- County Road Bonds
- Interlocal Agreements with County Commissioner

City – The City may consider funding roadway improvements in the following ways

- Capital Improvements Program Budget
- General Obligation Bonds
- Roadway Impact Fees

Thoroughfare Plan Implementation

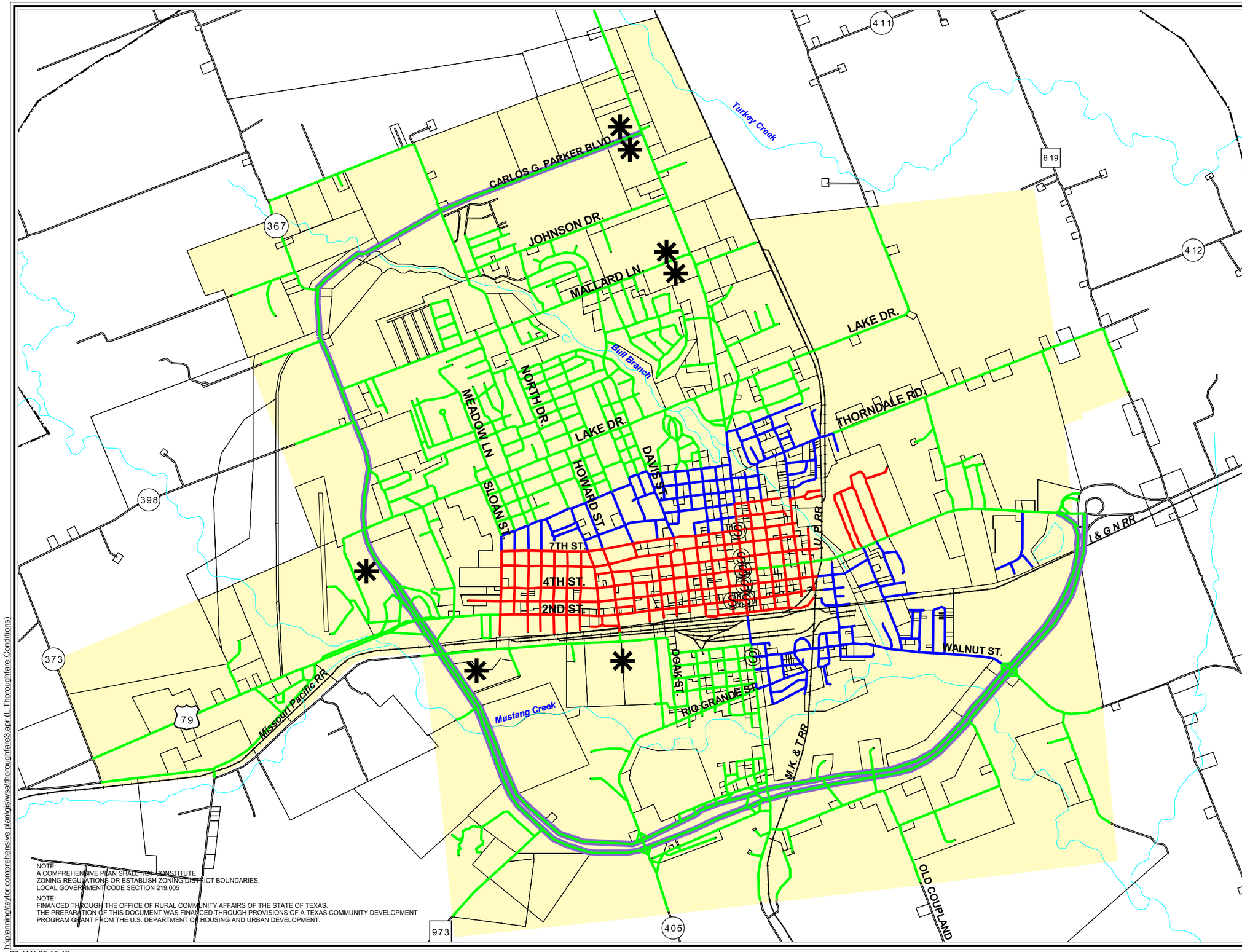
Construction of thoroughfare system improvements occurs in stages over time as the City grows and, over many years, builds toward the ultimate thoroughfare system shown in the Thoroughfare Plan. The fact that a future thoroughfare is shown on the Plan does not represent a commitment to a specific time frame for construction, nor that the City will build the roadway improvement. Individual thoroughfare improvements may be constructed by a variety of implementing agencies, including the City of Taylor, Williamson County, and the Texas

Department of Transportation as well as private developers and land owners for sections of roadways located within or adjacent to their property.

The City, Williamson County, and Texas Department of Transportation, as well as residents, land owners and developers, can utilize the Thoroughfare Plan in making decisions relating to planning, coordination and programming of future development and transportation improvements. The City's review of preliminary and final plats for proposed subdivisions should include consideration of compliance with the Thoroughfare Plan in order to ensure consistency and availability of sufficient rights-of-way for the general roadway alignments shown in the plan. By identifying thoroughfare locations where rights-of-way are needed, land owners and developers can consider the roadways in their subdivision planning, dedication of public rights-of-way, and provision of setbacks for new buildings, utility lines, and other improvements located along the rights-of-way for existing or planned thoroughfares.

Plan Amendment

It will be necessary for the City to periodically consider and adopt amendments to the Thoroughfare Plan to reflect changing conditions and new needs for thoroughfare system improvements and development. A systematic procedure should be developed for making Plan amendments. The procedure should include policies governing developer driven amendments as well as including a schedule for annually inviting the submittal of proposed changes.



NOTE:
A COMPREHENSIVE PLAN SHALL NOT CONSTITUTE
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City of Taylor, Texas
Figure 6.5
Thoroughfare Conditions
December 2004

Legend

Thoroughfare Conditions
- Ⓢ Signalized Intersection
- ✱ Traffic Generators
- Good Condition
- Minor Repair
- Major Repair Or Reconstruction
- Truck Routes
- Corporate Limit

N

0 0.5 Miles

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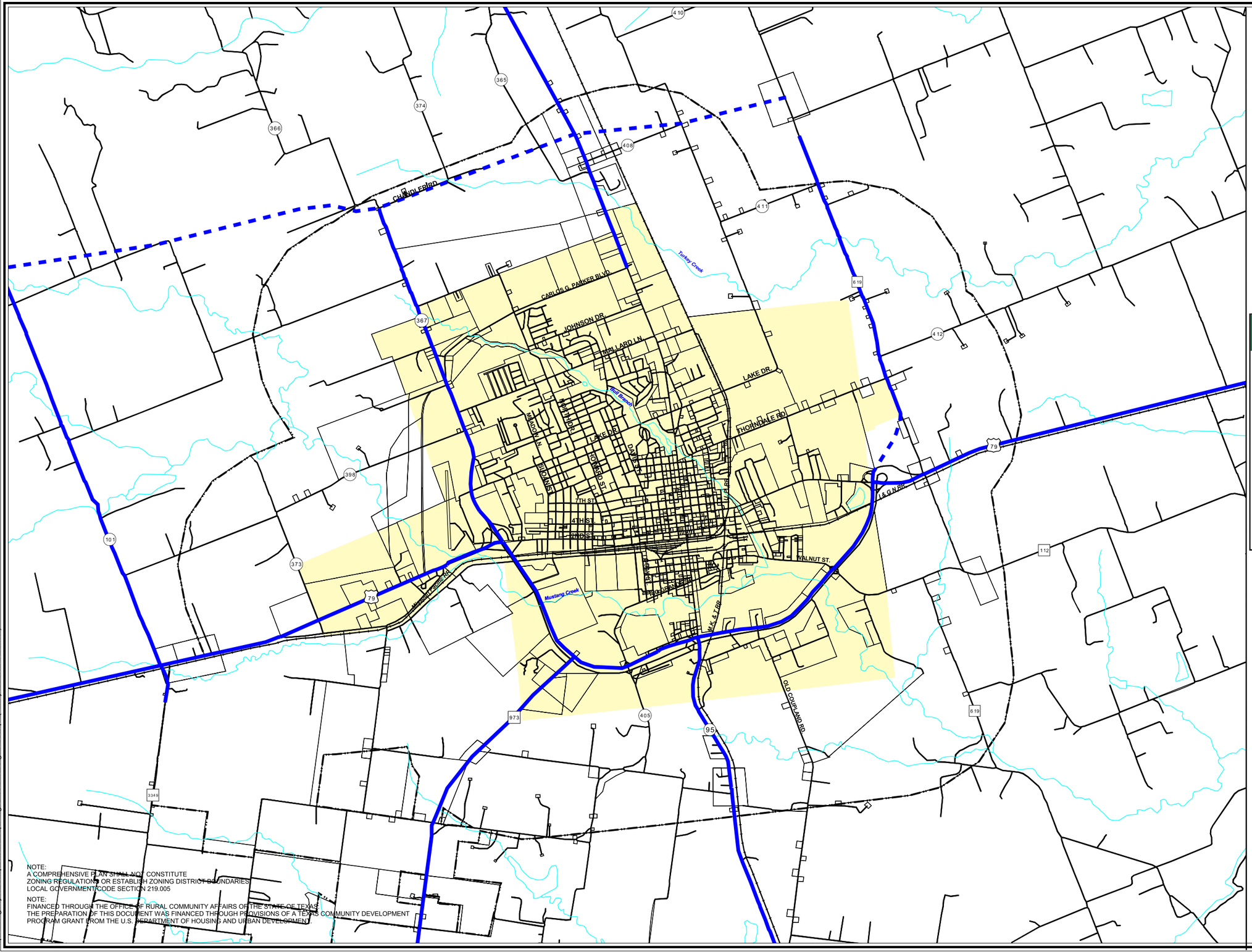
h:\planning\taylor comprehensive plan\gis\wsalthoroughfare3.apr (L:Thoroughfare Conditions)
27 JAN 05 15:42

City of Taylor, Texas
Figure 6.5.1
Major Arterials
December 2004



Legend

Thoroughfare

- Major Arterial (ROW=100')
- Existing
- Proposed
- Railroad
- Extraterritorial Jurisdiction
- Corporate Limit

N

0 0.5 Miles

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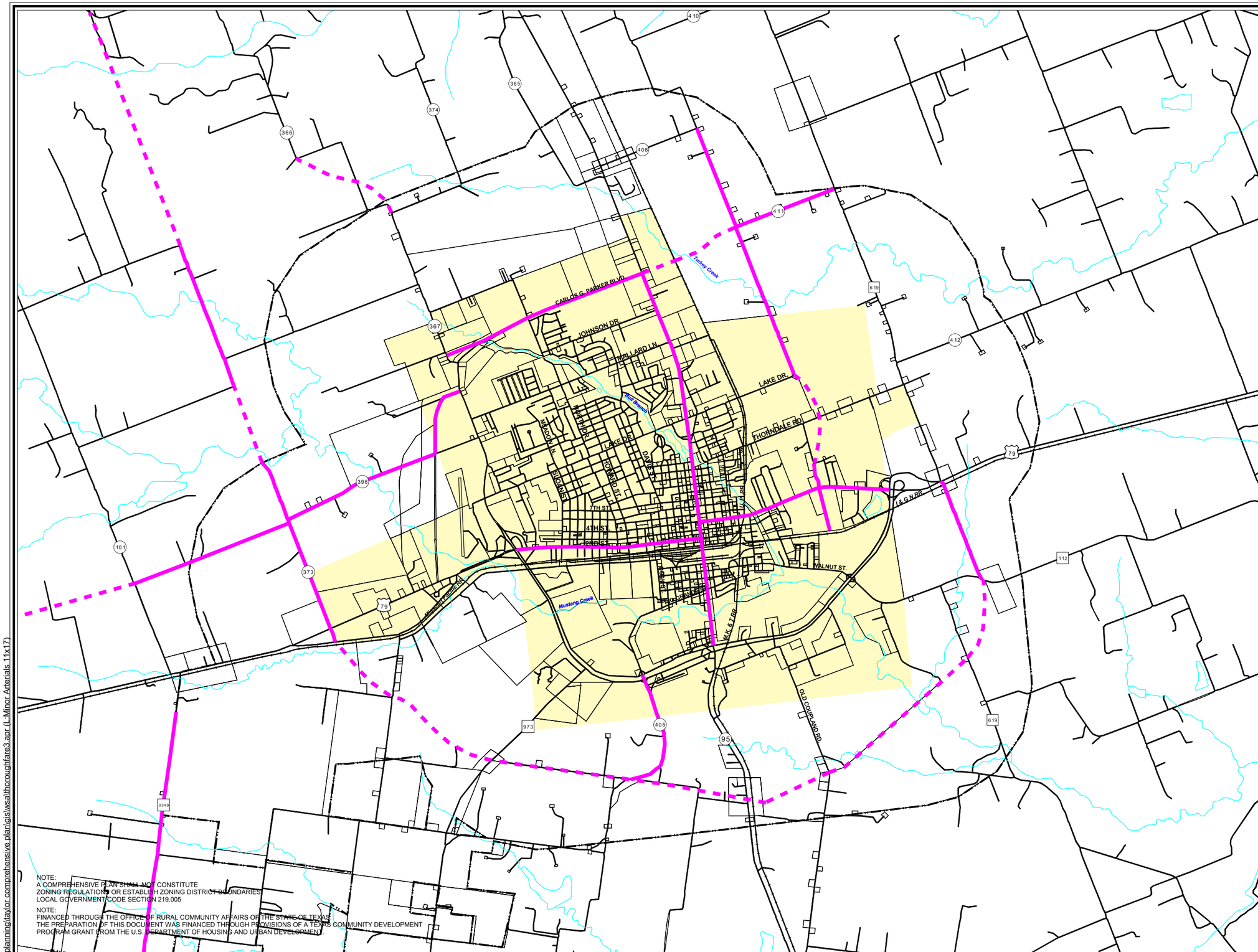
27 JAN 05 11:47

City of Taylor, Texas
Figure 6.5.2
Minor Arterials
December 2004



Legend

Thoroughfare

- Minor Arterial (ROW=80')
- Existing
- Proposed
- Railroad
- Extraterritorial Jurisdiction
- Corporate Limit

N

0 0.5 Miles

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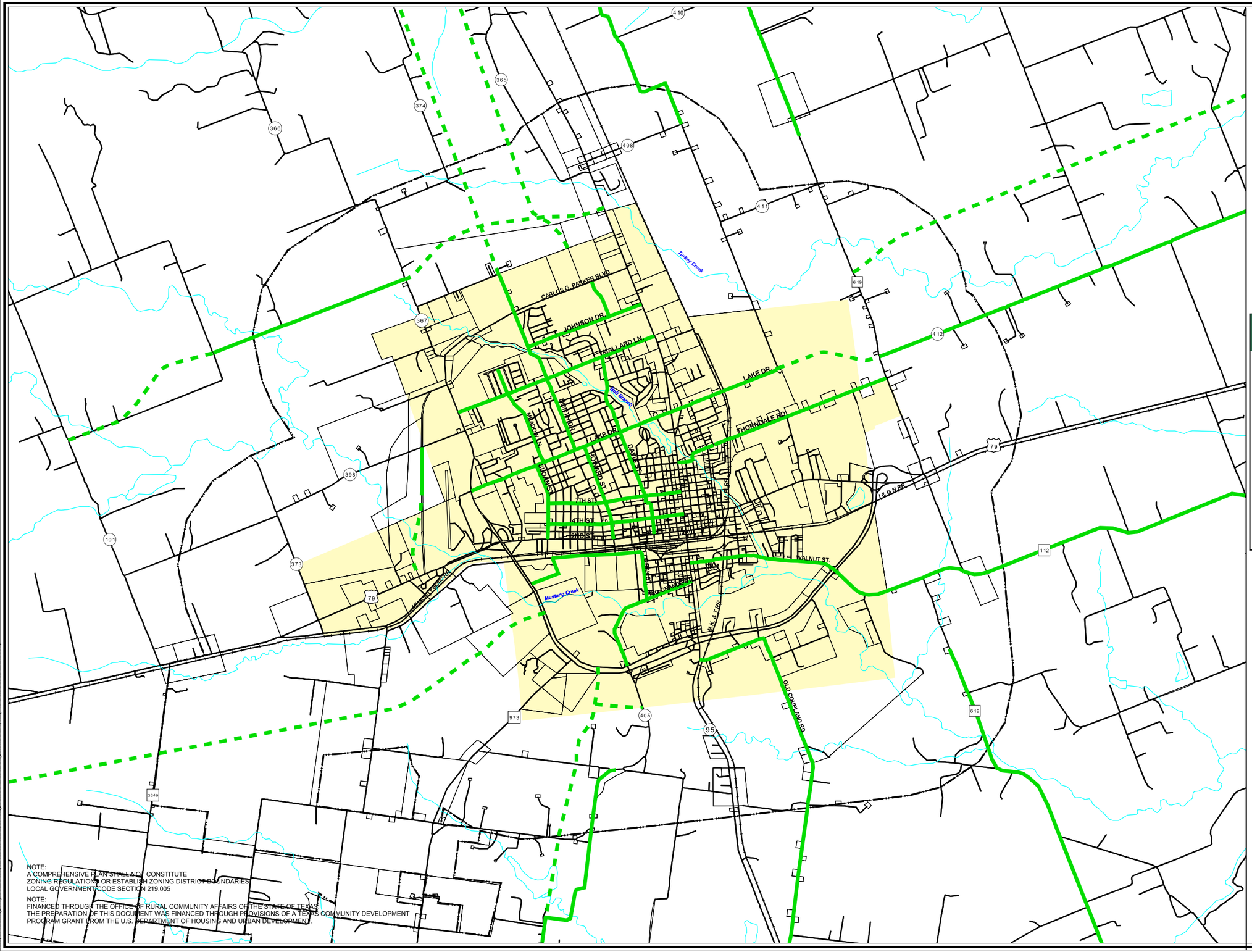

City of Taylor, Texas
Figure 6.5.3
Collectors
December 2004

Legend

Thoroughfare

- Collector (ROW=60'-70')
- Existing
- Proposed
- Railroad
- Extraterritorial Jurisdiction
- Corporate Limit

N

0 0.5 Miles

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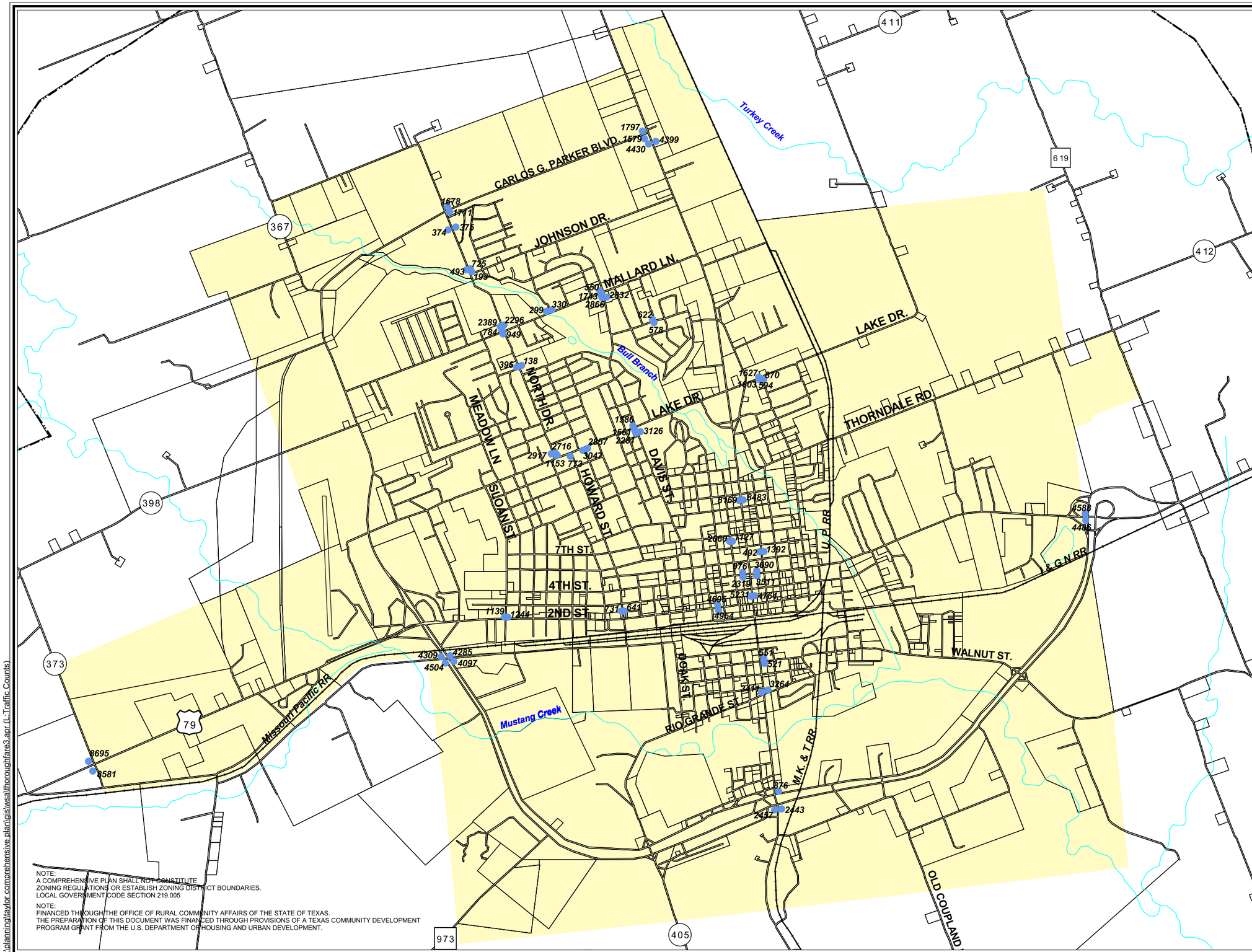

City of Taylor, Texas
Figure 6.5.4
Traffic Counts
December 2004

Legend

Traffic Counts
- Traffic Counts
- Railroad
- Extraterritorial Jurisdiction
- Corporate Limit

N

0 0.5 Miles

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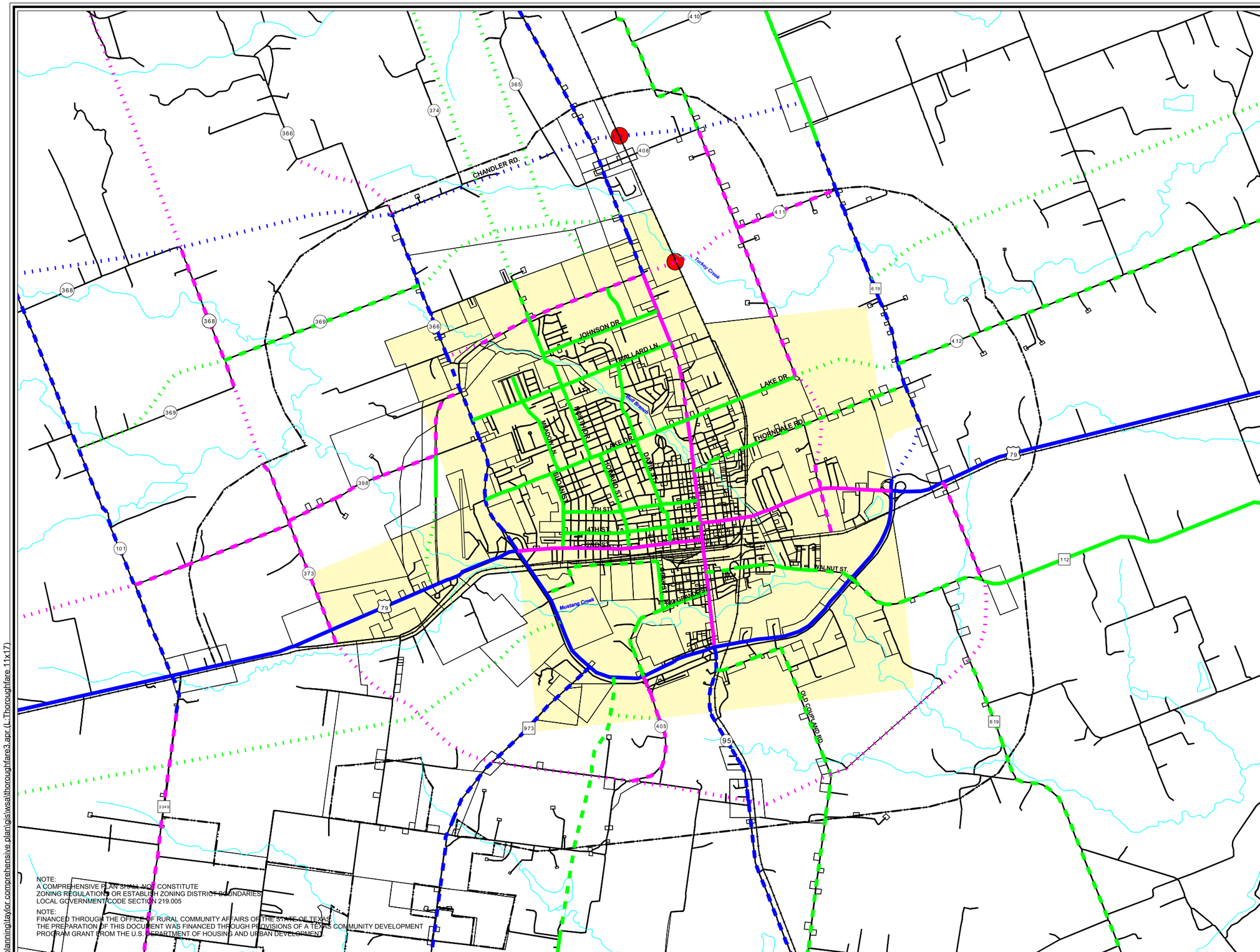
27 JAN 05 13:56

City of Taylor, Texas
Figure 6.6
Thoroughfare Plan
December 2004



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Legend

Thoroughfare Type

- Major Arterial (ROW=120')
- Minor Arterial (ROW=80')
- Collector(ROW=60'-70')

Status

- Sufficient Width
- To Be Widened
- To Be Acquired
- Proposed Grade Separation
- Railroad
- Corporate Limit
- Extraterritorial Jurisdiction

N

0 0.5 Miles

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h:\planning\taylor comprehensive plan\gis\wsa\thoroughfare3.apr (L:Thoroughfare 11x17)
27 JAN 05 9:22

City of Taylor, Texas
Figure 6.6
Thoroughfare Plan
December 2004

Legend

Thoroughfare

Type

- Major Arterial (ROW=120')
- Minor Arterial (ROW=80')
- Collector(ROW=60'-70')

Status

- Sufficient Width
- To Be Widened
- To Be Acquired
- Proposed Grade Separation
- Railroad
- Corporate Limit
- Extraterritorial Jurisdiction

N

0.5 0 0.5 Miles

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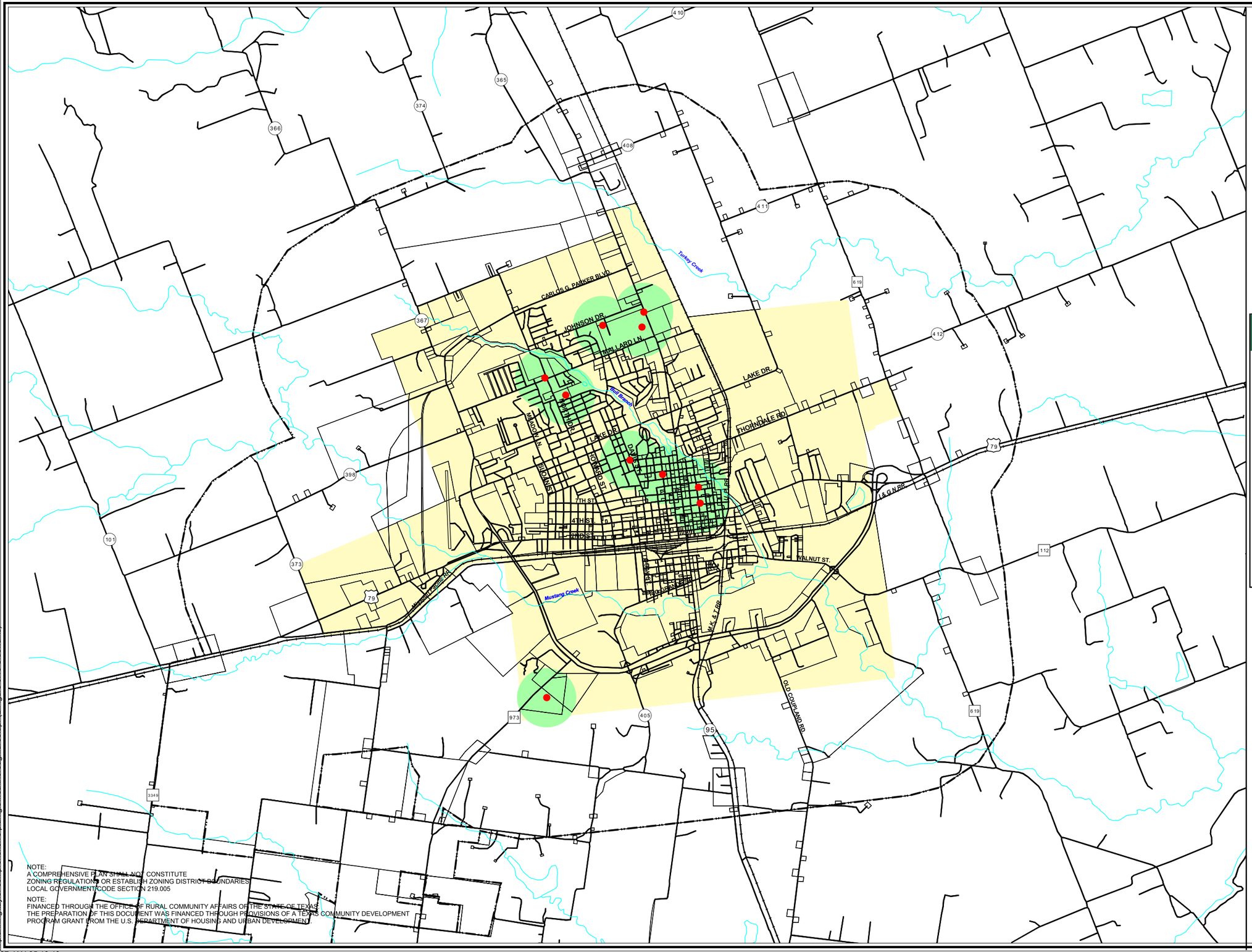

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27 JAN 05 10:40

City of Taylor, Texas
Figure 6.13
Sidewalks
December 2004

Legend

Thoroughfare
- Schools
- Existing
- Proposed
- Railroad
- Extraterritorial Jurisdiction
- Sidewalks Needed
- Corporate Limit

N

0 0.5 Miles

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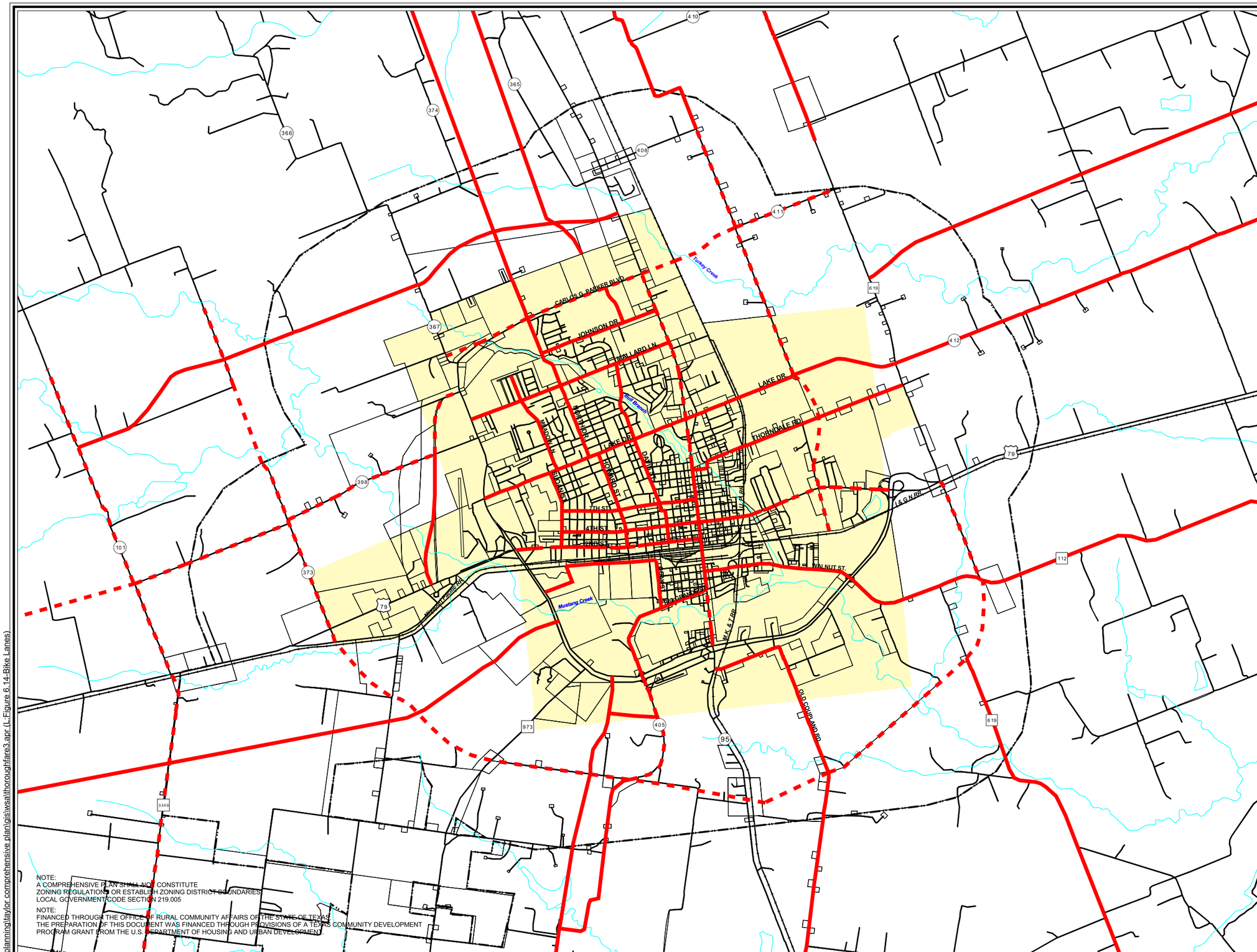
ENGINEERS PLANNERS ECONOMISTS

City of Taylor, Texas
Figure 6.14
Bike Lanes
December 2004



Legend

Thoroughfare

- Bike Lanes
- Limited Bike Lane Availability
- Existing
- Proposed
- Railroad
- Extraterritorial Jurisdiction
- Corporate Limit

N

0 0.5 Miles

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h:\planning\taylor comprehensive plan\gis\wsa\thoroughfare3.apr (L:Figure 6.14-Bike Lanes)
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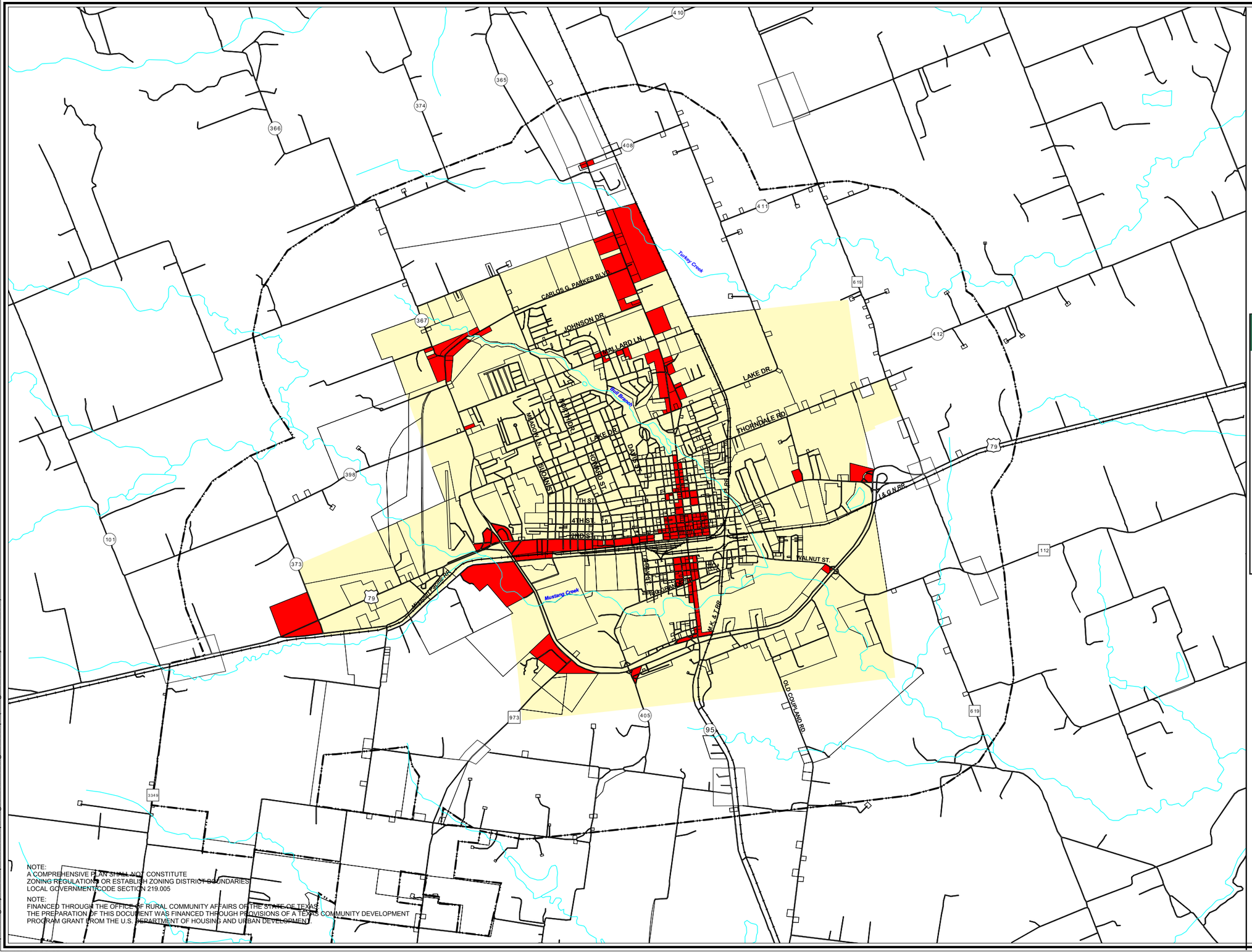

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CITY OF TAYLOR
FOUNDED 1876

City of Taylor, Texas
Figure 6.15
Possible Transit Route Destinations
December 2004

Legend

Thoroughfare
- Existing
- Proposed
- Railroad
- Extraterritorial Jurisdiction
- Major Retail Area
- Corporate Limit

N

0 0.5 Miles

ENGINEERS
PLANNERS
ECONOMISTS
Wilbur Smith Associates

h:\planning\taylor comprehensive plan\gis\wsa\thoroughfare3.apr (L:Figure 6.15 Major retail areas)

27 JAN 05 10:40

2004 PARKS, RECREATION & OPEN SPACE MASTER PLAN

January 2005

Prepared by:

CARTER & BURGESS, INC.
Consultants in Planning, Engineering, Architecture,
Construction Management, and Related Services
777 Main Street
Fort Worth, Texas 76102
817.735.6000

NATIONAL RESEARCH SERVICE
6300 Ridglea Place, Suite 1011
Fort Worth, Texas 76116
817.731.3493

011965.010

ACKNOWLEDGEMENTS

City Council

Mayor – Donald R. Hill

District 2 – Benito Gonzales

District 3 – John McDonald, Mayor Pro-Tem

District 4 – Ella Jez

At Large – Tim Mikeska

City Administration

City Manager – Frank Salvato

Community Development Director – Bob Vantil

Interim City Engineer – David Simons

Parks/Grounds Maintenance Superintendent – Mickey Landry

Parks Master Plan Committee

Barbara Sladek

David Krueger

Chance Lowery

James Krueger

S. R. Moss

Shorty Mitchell

Dave Bogan

Sheryl Wilkins

Andrew Gonzales

Gary Brock

Preston Hegar

Terry Platz

A.R. Speight

O.B. Ross

Randolph Griffin

Carter & Burgess, Inc.

Dennis Jerke, ASLA, Principal-In-Charge

Philip Neeley, ASLA, Project Director

Rumanda Young, ASLA, AICP, Project Manager, Planner, Landscape Architect

Julia P. McCall, RLA, Planner/Landscape Architect

Denise Shelton, Administrative Assistant

National Service Research

Andrea Thomas, Owner/Project Manager

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Insert Tab Here

INTRODUCTION

The story of Taylor, Texas began on June 26, 1876 when the International - Great Northern Railway arrived at Taylor Station. Taylor Station is located in the heart of central Texas, in what is now the southwestern area of Williamson County. The station was named for an official of the Houston Belt and Terminal Railroad, Edward Moses Taylor. In anticipation of the success of the railroad, the Texas Land Company founded the new town Taylorsville August 9, 1876 and auctioned lots for prices ranging from $20 to $350.

Taylor Cotton Industry

(Source: Taylor Main Street Program)

With the International - Great Northern Railway arrived an influx of settlers from Czechoslovakia, Germany and Austria. A great migration of farmers and businessmen, mainly from Midwestern and Southern states also moved to Taylorsville. Taylorsville soon became a busy shipping point for cattle, grain, and cotton. The first cotton gin was built in 1877. By 1878 Taylorsville had 1,000 residents and thirty-two businesses as well as several churches and private schools.

Taylor Citizens on Main Street

(Source: Taylor Main Street Program)

Tragedy struck Taylorsville, when in February 1879 a fire destroyed twenty-nine businesses. Taylorsville recovered from the fire and became even more prosperous when in 1882 the Missouri-Kansas-Texas Railroad was extended to Taylorsville.

In 1882 Taylorsville was incorporated and held the first city election, which instituted a mayor-council form of city government. Then in 1883 a public school system replaced a number of private schools. Also in 1883 the Taylor Water Works pumped water from the natural springs in Murphy Park and the San Gabriel River to a newly constructed 75-foot high water tower.

On March 17, 1884, Taylorsville became officially known as the City of Taylor. Taylor continued to grow during the late nineteenth and the early years of the twentieth century. Taylor also became known for several newsworthy items such as the Taylor Fair, which is held on July 4-6th each year.

Downtown Taylor

(Source: Taylor Main Street Program)

During the first of the twentieth century, the city hall was built and a hospital was opened. Also in 1913, a 3,260-foot deep artesian well was drilled. At the time, it was the deepest water well in the world. In 1915 oil was discovered in Thrall, Texas, which helped boost the already booming economy. The Chamber of Commerce was organized in 1925.

Today, Taylor has a commission-manager form of city government. Taylor's economy is reliant on agriculture and manufacturing. Although Taylor is considered part of the Austin metropolitan area, it is the most characteristic and rural community in the area.

2nd Street and Main Street

(Source: Taylor Main Street Program)

REGIONAL LOCATION MAP

PURPOSE OF THE PLAN

The growing business and residential community of Taylor, coupled with its location near Austin, contributes to Taylor's continuing growth. Taylor's population increase is placing pressure on the community for quality City parks and services. This need creates a demand for new and expanded park facilities, recreation programs, and open space areas.

Purpose

The purpose of this project is to develop a Park & Recreation Master Plan, which covers the entire jurisdiction of the City of Taylor. This will address present and future parks, recreation and open space needs covering a time for a minimum of ten years to a maximum of twenty years. The goals of the plan are to:

- Provide the framework for orderly and consistent planning and development
- Provide detailed research and facts concerning the community and the roles of parks and recreation
- Establish priorities and statements of direction based on facts and a needs analysis
- Provide direction in the area of acquisition and development of park land to meet future needs
- Develop a plan pursuant to requirements of Texas Recreation and Parks Account Program

This document outlines the methods, results and recommendations of the Master Plan Study and is intended to be used as a guide for future Park, Recreation and Open Space development within the City of Taylor throughout the early part of the 21st century.

Goals and Objectives

The city of Taylor is in the process of developing a City Comprehensive Plan. The Parks and Open Space Master Plan is intended to give more focus on issues identified in the Comprehensive Master Plan and help to provide a detailed analysis of Taylor's park and open space issues as well as other detailed information such as needs analysis and park and facility standards.

Insert Tab Here

METHODOLOGY

The Parks, Recreation and Open Space Master Plan was prepared using a two-phase process. Phase 1 involved base map preparation, inventory/supply analysis, population analysis, standards analysis, and community input process. Phase 2 involved the prioritization of needs/recommendations, expenditure analysis, action plan and final report.

The Master Planning Process

A. Phase I

Step 1 – Base Map Preparation

The team prepared a computer generated base map from digital data provided by the City of Taylor. The base map illustrates information such as streets, buildings, drainage corridors, vegetation, park sites, school sites, municipal facilities, city limits, etc.

Step 2 – Inventory/Supply Analysis

The team toured park and recreation facilities with City staff. The team prepared an inventory, based on information provided by City Staff, of all parks and facilities owned by the City, and public school facilities located within Taylor.

Step 3 – Population Analysis

The team analyzed demographic and population characteristics of the community. This included evaluating factors of age, income, gender, education, ethnicity, median income and projected population changes.

Step 4 – Standards Analysis

The team developed park classifications and acreage guidelines which apply to the community of Taylor. Existing facilities were compared against standards to determine acreage and facilities required to meet present and future needs of the community.

Step 5 – Community Input Process

With National Service Research leading the market analysis, a series of steps were utilized to determine the park and recreation needs of the community. This included public meetings, focus groups, and a mail-out survey to randomly selected households. From the feedback, the team was able to quantify the specific needs of the community.

B. Phase 2

Step 6 – Prioritization of Needs/Recommendations

This step involved ranking the priorities for future park facilities from highest to lowest. The citizen input obtained during the needs assessment phase was considered the most significant factor and was weighted more heavily in the priority ranking.

After a summary of priorities was established, recommendations were developed to guide and direct the acquisition, development, and maintenance of parks, recreation areas and open spaces for the next five to ten years. An expenditure analysis was generated to help implement the plan.

Step 7 – Implementation

The final step establishes the framework and methods for public officials to use in implementation of the Parks, Recreation and Open Space Master Plan. Policies, ordinances and sources of funding are recommended so that the plan can become a reality. Also, an action plan provides specific priorities and budget estimates for the first ten years of the plan. The Ten-Year Action Plan Map graphically illustrates the priorities recommended in the Master Plan.

Insert Tab Here

INVENTORY

During the first phase of the Master Plan process, a complete inventory was compiled of all existing parks, recreation facilities and open spaces within the City of Taylor. Carter & Burgess, Inc. toured all the park sites with Taylor City staff. The City provided acreage and facility inventories for each park, and lists of recreation associations and organizations throughout the City.

Within the Taylor park system there are seven parks and open space areas totaling 251.97 acres. The existing park sites were analyzed in terms of owned areas, leased areas, developed areas and underdeveloped areas. The following pages provide a complete inventory of existing parks, recreational facilities and sports organizations within the City of Taylor.

INVENTORY OF PARK LAND AND FACILITIES WITHIN CITY LIMITS

BULL BRANCH PARK

Size: 65.0 Acres

Location: Lynn & Davis Streets

Park Classification: Community

Recreation Amenities:

2 Baseball Fields (Little/Pony League Fields)
1 Softball Field (Girls Softball Field)
1 Basketball Court (Community Playing Court)
1 Pond (Pond w/ Fishing Pier)
1 Pavilion (Not Rented – 10 Tables)
5 Picnic Tables
4 Park Benches
1 Playground
1 Restroom

DOAK FIELDS

Size: 10.0 Acres

Location: South Doak Street

Park Classification: Community

Recreation Amenities:

2 Practice Baseball Fields

GANO PARK

Size: .30 Acres

Location: Gano Street

Park Classification: Mini-Park

Recreation Amenities:

1 Basketball Court
1 Drinking Fountain

HERITAGE SQUARE PARK

Size: 1.67 Acres

Location: 400 N. Main Street

Park Classification: Special Use

Recreation Amenities:

15 Park Benches
1 Flagpole
1 Gazebo
1 Drinking Fountain

HIKE AND BIKE TRAIL

Size: 2.45 Miles

Location: From Bull Branch Park to Robinson Park

Park Classification: Linear Park/Linkage

Recreation Amenities:

2.45 Miles Walking Trail (Crushed Granite/Concrete / Asphalt Surface)
8 Park Benches

HIKE AND BIKE TRAIL

MURPHY PARK

Size: 120.0 Acres

Location: 1600 Sycamore Street

Park Classification: Metropolitan/Regional

Recreation Amenities:

2 Baseball Fields (Little League Fields)
2 Practice Fields (Open Fields)
10 Tennis Courts (Public/School Courts)
1 Tennis Hitting Wall (Public/School)
1 Football Field (TISD Memorial Field)
1 Pavilion (2 Pavilions For Rent – Separated by Gate, 23 Tables)
1 Swimming Pool (Competition Pool, Wading Pool)
1 Lake (Fishing From Bank Only)
1 Bandstand
42 Picnic Tables
2 Playgrounds
3 Restrooms

ROBINSON PARK

Size: 55.0 Acres

Location: 206 South Dolan

Park Classification: Community

Recreation Amenities:

2 Baseball Fields (Community Playing Fields)
1 Basketball Court (Community Playing Court)
1 Swimming Pool
8 Picnic Tables
2 Restrooms

Inventory Summary

Parks	Acres	Type	Developed/Undeveloped	Band Stand	Baseball Fields	Basketball Courts	Benches	Drinking Fountains	Fishing Pier	Flagpole	Football Field/Stadium	Gazebo	Lake, Pond, Water Feature	Miniature Golf	Parking	Pavilion	Picnic Tables	Playground	Practice Fields	Restrooms	Softball Field	Swimming Pool	Tennis Courts	Tennis Hitting Wall	Trails (In Miles)
Bull Branch Park	65.00	C	D		2 Youth	1	4		1				X		X	1	15	1		1	1				
Doak Fields	10.00	C	D																2						
Gano Park	.30	M	D			1		1																	
Heritage Square Park	1.67	S	D				15	1		1		1													
Hike & Bike Trail	--	L	D				8																		2.45
Murphy Park	120.00	M/R	D	1	2 Youth						1		X	1	X	1	65	2	2	3		1	10	1	
Robinson Park	55.00	C	D		2 Adult	1									X		8			2		1			
TOTAL	251.97			1	6	3	27	2	1	1	1	1	2	1		2	88	3	4	6	1	2	10	1	2.45

C = Community Park L = Linear Park M = Mini Park N = Neighborhood Park M/R = Regional Park
S = Special Uses

Insert Existing Parks and Facilities Map

FUTURE PARK LAND ACQUISITION

Eastern Williamson County Park

Size: +/- 70 Acres

Location: FM 397

Park Classification: Community

Recreation Amenities:

LOCAL PUBLIC SCHOOL INVENTORY

PUBLIC

Name of School	Address	Telephone Number	Principal
Taylor Head Start	303 Ferguson Street	512-365-1070	Ernestine Velasquez (not affiliated with TISD)
Taylor ISD Administration	602 W. 12th Street	512-352-6361	David Kreuger
Northside Elementary	2501 North Drive	512-352-2275	Reta Katz
Pasemann Elementary	2309 North Drive	512-352-1016	Reta Katz
T. H. Johnson Elementary	503 Johnson Drive	512-352-3634	Mary Ancira
Taylor Middle School	304 Carlos Parker	512-352-9641	Kimberly Mason
Taylor High School	3101 N. Main Street	512-352-6326	Larry Sutton

LOCAL PRIVATE SCHOOL INVENTORY

PRIVATE

Name of School	Address	Telephone Number	Level
Alpha Montessori School	621 Kirby Rd., Taylor Lk. Village	281-326-2240	K – 2
St. Marys School	520 Washburn	512-352-2313	PreK – 8
St. Paul Lutheran School	401 West 7th	512-352-5521	PreK - 5

Insert Existing Public Schools Map

Additional Recreation Providers

Some of Taylor's most active civic organizations include:

- American Legion Post #39
- Blackland Riding Club
- Chamber of Commerce
- Hidalgo Park
- Jaycees and Jr. Jaycees
- Keep Taylor Beautiful
- Kiwanis Club
- Lions Club
- NAACP
- Optimist Club
- Rotary Club
- Slavonic Benevolent Order of the State of Texas
- Taylor Area Businesswomen
- Taylor Garden Club
- Taylor Conservation & Heritage Society
- Taylor Ministerial Society
- Taylor Tennis Association
- VFW

Most organizations have programs that benefit youth, but the following organizations focus exclusively on youth activities:

- 4-H Club
- Boy Scouts
- Girl Scouts
- Little League
- Police Activity League
- Pop Warner Football League
- Taylor Community center
- YMCA

Other Recreation Providers:

- Sonic – Sand Volleyball (2 courts)
- Public Golf Course
- Miniature Golf
- Water Sports at Top-Rated Fishing Lake 10 Miles out of Town (Lake Ganger, 4,400 surface acres)
- Game Bird Hunting on 6,700 Acres of Texas Parks and Wildlife Department Land 10 Miles From Town

Community Celebrations

This ethnically diverse population has successfully integrated elements of its various heritages into a rich cultural quilt displayed in a variety of specialty foods and community festivals:

- Bullriding Competition
- Christmas Lights at Heritage Square
- Christmas Parade of Lights
- Cinco de Mayo and Diez y Siez
- Garden Club Christmas Bazaar
- Farmers Market
- Halloween
- International Bar-B-Que Cook-Off
- Jolly Holiday Market
- Juneteenth Celebration
- Local History Days
- Main Street Market Days
- National Rattlesnake Sacking Competition
- Stiles Farm Field Day
- Taylor Conservation and Heritage Spring Home and Garden Tour
- Taylor Independence Festival
- Taylor Rodeo
- Trophy Fishing Tournament
- Youth Tennis Tournaments

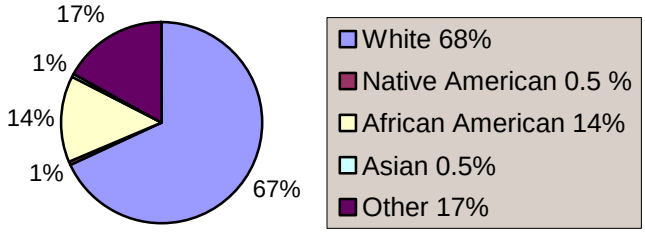
POPULATION CHARACTERISTICS AND DEMOGRAPHICS WITHIN CITY LIMITS (US 2000 Census)

The population of a community should be studied in a variety of ways for purposes of park planning. The design of services is based in part on consumption characteristics of the residents. The size and location of parks, schools and services (public and private) are based on the density and distribution of the population as recipients of these services. In order to assist in forecasting the future park and recreation needs of the City of Taylor, this section provides information and analysis on population trends and projections, racial composition, household size, marital status, age characteristics and educational attainment. (Based on 2000 Census Data)

Ethnicity

The racial composition of Taylor is predominately white, with 68% of the population comprising this category. African Americans make up more than 14% of the population; followed by other races who comprise 17% of the current population.

Ethnicity: Percent of Total Population



*Approximately 34.1% of total population has Hispanic or Latino origins.

Category	1990	% of Total	2000	% of Total
White	7,881	68.7%	9,212	67.9%
Black	1,918	16.7%	1,929	14.2%
American Indian	19	0.2%	70	0.5%
Asian or Pacific Islander	45	0.4%	53	0.4%
Other Race	1,609	14.0%	2,032	15.0%
Two or More Races	NA	Na	279	2.1%
Total	**11,472**	**100%**	**13,582**	**100%**
Hispanic (included in all races)	3,277	28.6%	4,626	34.1%

Source: U.S. Census Bureau 2000.

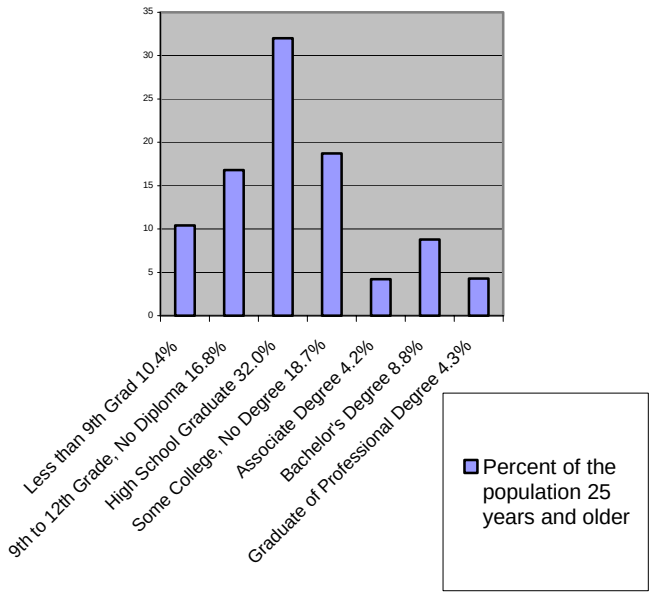
Households

The average household size in Taylor is 2.74 persons. While 66.6% of housing units are owner-occupied, 33.4% are renter-occupied. Over 72.5% of households have families, while 27.5% of households do not have families. Households with individuals under 18 years of age comprise 41.6% of the total, while households with individuals over 65 years of age make up 27.4% of the total.

School Enrollment

64.20% of the population 3 years and over enrolled in school are of elementary school age. 23.9% of persons enrolled in school are of high school age, and 11.9% are in college or graduate school.

Educational Attainment



Educational Attainment of the Population 25 Years and Older

In 2000, 32 percent of persons twenty-five years and older have at most a high school diploma in Taylor. At the County level, it is just over 22 percent and for the State, this figure is 24.8 percent. The percentage of the population twenty-five years and older graduating with an associate, bachelor's or graduate degree in Texas and Taylor equaled 28.4 percent and 17.4 percent respectively, which were both considerably lower than the County average of 40.2 percent.

Less Than 9th Grade	10.4%
9th to 12th Grade, No Diploma	16.8%
High School Graduate	32%
Some College, No Degree	18.7%
Associate Degree	4.2%
Bachelor's Degree	8.8%
Graduate of Professional Degree	4.3%

Income in 1999

According to the 2000 Census, Texas' median household income ranked 30th among the 50 states and District of Columbia. The median household income for Taylor was lower than that of Williamson County, but comparable to that of Texas. The median household income for Taylor was $38,549; Williamson County was $60,642; Texas was $39,927. The United States median household income was $41,994.

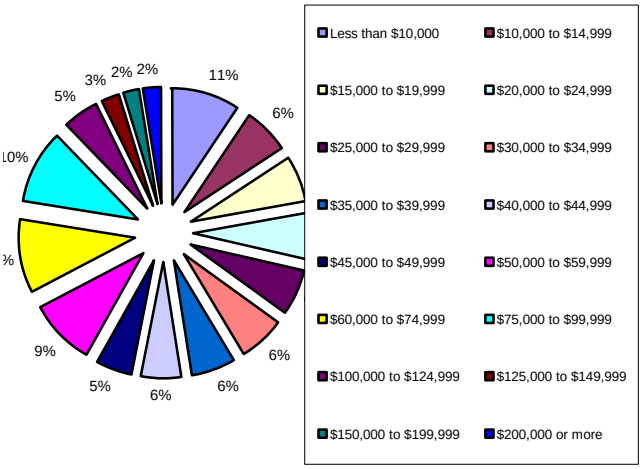
Taylor's per capita personal income was also lower than both that of Texas and Williamson County. In 1999, Taylor's per capita personal income was $16,683; Williamson County's was $24,547 and Texas' was $17,261.

In 1999, the median family income in Taylor was $46,604. This is considerably lower than Williamson County, $66,208, but only slightly higher than that of Texas, $45,861.

Category	Taylor	Williamson County	Texas
Median Household Income	$38,549	$60,642	$39,927
Per Capita Personal Income	$16,683	$24,547	$17,261
Median Family Income	$46,604	$66,208	$45,861

Less Than $10,000	9.5%
$10,000 to $14,999	6.3%
$15,000 to $19,999	6.3%
$20,000 to $24,999	6.6%
$25,000 to $29,999	6.4%
$30,000 to $34,999	6.4%
$35,000 to $39,999	5.9%
$40,000 to $44,999	5.7%
$45,000 to $49,999	5.0%
$50,000 to $59,999	9.0%
$60,000 to $74,999	10.4%
$75,000 to 99,999	10.2%
$100,000 to $124,999	5.2%
$125,000 to $149,999	2.5%
$150,000 to $199,000	2.2%
$200,000 or more	2.4%

Income



Total Population

The total population in Taylor divided almost equally between the two genders, with 49.3% of the population being male and 50.7% being female. The median age is 33.4 years. While 67.5% of the population is over 21 years of age, only 14.1% of the population is over 65 years of age.

Age	1990		2000	
0-4	970	8.5%	1,075	7.9%
5-9	985	8.5%	1,132	8.3%
10-14	875	7.6%	1,076	7.9%
15-19	867	7.6%	955	7.0%
20-24	726	6.3%	875	6.4%
25-34	1,693	14.8%	1,964	14.5%
35-44	1,477	12.9%	1,984	14.6%
45-54	971	8.5%	1,622	11.9%
55-59	468	4.1%	528	3.9%
60-64	498	4.3%	454	3.3%
65-74	910	7.9%	904	6.7%
75-84	763	6.6%	687	5.1%
85+	269	2.3%	319	2.3%
Total	**11,472**	**100.0%**	**13,575**	**100.0%**

Population Projections

Taylor and Williamson County displays the historical population from 1920 to 2000. The City experienced the most growth in the past decade. Williamson County experienced a loss in population between 1940 and 1960, but then rapidly experienced growth between 1970 and 1980, more than doubling its population. The County has continued to experience significant growth, even in the last decade.

Year	Taylor	Percent Change	Williamson County	Percent Change	Taylor's Percent of County
1920			42,934		
1930			44,146	2.8%	
1940	7,875		41,698	-5.5%	18.9%
1950	9,071	15.2%	38,853	-6.8%	23.3%
1960	9,434	4.0%	35,044	-9.8%	26.9%
1970	9,616	1.9%	37,305	6.5%	25.8%
1980	10,619	9.4%	76,521	105.1%	13.9%
1990	11,472	8.0%	139,551	82.4%	8.2%
2000	13,575	18.3%	249,967	79.1%	5.4%

Population Density

The Census Bureau, as part of the 2000 Census, calculated population density for Taylor and Williamson County. The following table displays the area, population density, housing unit density and population rank in Texas for both Taylor and Williamson County.

	Area (in square miles)	Population Density / Square Mile	Number of Housing Units / Square Mile	Rank (Texas)
Taylor	13.56	1,003.2	375.2	170
Williamson County	1,134.74	222.6	80.4	16

Population Projections

The Texas State Data Center (TxSDC) at Texas A&M University is one of many public and private entities that prepare population projections for counties using statistical models. The following displays data through 2030. the TxSDC has projected Williamson County's 2030 population at 581,210.

Year	Census Population	TxSDC Projection
1970	37,305	
1980	76,521	
1990	139,551	
2000	249,967	
2005		294,247
2010		341,322
2015		392,468
2020		449,652
2025		513,221
2030		581,210

Taylor Population Projections

	Historical	Step Down	Linear Regression	Expotential Growth	TWDB
1970	9,616				
1980	10,619				
1990	11,472				
2000	13,575	13,575	13,575	13,575	13,575
2005		15,980	14,627	14,767	
2010		18,536	15,678	16,064	15,530
2015		21,314	16,730	17,474	
2020		24,419	17,781	19,008	17,849
2025		27,872	18,833	20,677	
2030		31,564	19,884	22,493	20,606

The chart above displays three models for projecting population growth in the City of Taylor.

As to which projection is the most appropriate and reasonable forecast for the future, consideration must be given to factors that will influence future population trends in the Taylor area including economic forecasts, employment, build-out capacities, and possible annexations of developed areas. Based on the historic and current trends, the most likely scenario is one derived using the "step down" method.

Insert Tab Here

STANDARDS AND GUIDELINES

The adequacy of existing parks, recreation facilities and open spaces is determined by comparing the needs of the present and forecasted populations of Taylor to specific goals and guidelines. This Parks, Recreation and Open Space Master Plan includes the guidelines established by the National Recreation and Park Association (NRPA) as included in the 1990 printing of *Recreation, Park and Open Space Standards and Guidelines* and the 1995 printing of *Park, Recreation, Open Space and Greenway Guidelines*. The NRPA guidelines have generally been the most widely accepted and used guidelines of their type, especially by local governments. This section includes a comparison of Taylor to NRPA guidelines based upon park acreage per population.

Criteria for Guidelines

The most common standards for park planning guidelines, as recognized by park and recreation professionals, are the published guidelines by the NRPA. As written in the introduction, the NRPA recognizes the importance of establishing and using park and recreation guidelines as:

1. A national expression of minimum acceptable facilities for the citizens of urban and rural communities.
2. A guideline to determine land requirements for various kinds of park and recreation areas and facilities.
3. A basis for relating recreation needs to spatial analysis within a community wide system of parks and open space areas.
4. One of the major structuring elements that can be used to guide and assist regional development.
5. A means to justify the need for parks and open space within the overall land use pattern of a region or community.

The purpose of this document is to present park and recreation space guidelines that are applicable for planning, acquisition, and development of parks, recreation, and open space lands, at the community level. ***These guidelines should be viewed as a guide.*** **They address *minimum*, not maximum, *goals to be achieved*. The guidelines are to be coupled with conventional wisdom and judgement relating to the particular situation to which they are applied and specific local needs.**

Park Classification System

When evaluating existing or future parks in Taylor, it is necessary to classify each park by type, size, service area, and acres per 1,000 population. The following seven classifications for parks will be used in this Parks, Recreation and Open Space Master Plan:

Mini-Park
The mini-park is used to address limited, isolated or unique recreational needs of concentrated populations. Typically less than 1/4 mile apart in a residential setting, the size of a mini-park ranges between 2500 square feet and one acre in size. These parks may be either active or passive, but speak to a specific recreational need rather than a particular population density.

Neighborhood Park
Neighborhood parks serve a variety of age groups within a limited area or “neighborhood”. They range in size from 1-15 acres and generally serve residents within a ¼ to ½ mile radius. The neighborhood park is an area for active recreation such as field games, court games, playgrounds, picnicking, etc. Facilities are generally unlighted and there is limited parking, if any, on site. NRPA guidelines for these parks are 1.0 - 2.0 acres per 1,000 population.

Community Park
Community parks are larger than neighborhood parks and serve several neighborhoods. They range in size from 16-99 acres and serve the entire city. The community park may be a natural area or developed area for a variety of outdoor recreation such as ballfields, playgrounds, boating, fishing, swimming, camping, picnicking, and trail systems. NRPA guidelines for these parks are 5-8 acres per 1,000 population.

Regional Park
Regional parks are large park facilities that serve several communities. They range in size from 100-

499 acres and serve the entire city. The regional park is a natural area or developed area for a variety of outdoor recreation such as ballfields, playgrounds, boating, fishing, swimming, camping, picnicking, and trail systems. NRPA guidelines for these parks are 5-10 acres per 1,000 population.

Special Use Areas

Special use areas and parks are for specialized or single purpose recreation activities. NRPA defines these as areas such as historical areas, nature centers, marinas, zoos, conservatories, arboretums, arenas, amphitheaters, plazas or community squares. There are no specific standards for size or acreage since each community will vary.

Greenways/Linear Parks

Greenways and linear parks can be built along creek corridors, easements, public rights-of-way, and floodplains to effectively tie all of the parks together to form a continuous park system. They allow for safe and uninterrupted pedestrian movement between parks as well as increase the value of residential properties adjacent to them. Typically, the linear park is developed for recreational uses such as walking, jogging, biking, roller-blading, hiking and horseback riding. NRPA does not have specific guidelines for linear parks other than their size should be sufficient to protect the resource and provide maximum usage.

Natural Resource Areas

Natural resource areas are environmentally sensitive lands set aside for the preservation of significant natural resources, open space and other visually pleasing spaces. The location of these parks depends on the availability of the natural resource. For this reason, the size of the park is widely variable.

NRPA Park Acreage Guidelines

Type	Size/Acres	Service Area	Acres per 1,000 Population
Mini-Park	2,500 sf – 1 Acre	Less than ¼ mile distance in residential setting	Variable
Neighborhood Park	1 – 15 Acres	One neighborhood ¼ to ½ mile radius	1.0 – 2.0 Acres
Community Park	16 – 99 Acres	Several neighborhoods 2 mile radius	5.0 – 8.0 Acres
Regional Park	100 – 499 Acres	Several communities under 1 hour driving	5.0 – 10.0 Acres
Special Use Areas	Varies	No applicable standard	Variable
Greenways/ Linear Park	Sufficient width to protect the natural resource and provide maximum use	No applicable standard	Variable
Natural Resource Areas	Resource availability and opportunity	Variable	Variable
		TOTAL	**11.00 – 20.00 Acres**

Guidelines from Park, Recreation, Open Space and Greenway Guidelines, p. 94, 1995; and Recreation, Park and Open Space Standards and Guidelines, p. 56-57, 4th printing 1990, both publications of the National Recreation and Park Association.

The tables on the following pages summarize the standards applied to the existing parks in Taylor.

EXISTING PARK LAND ACREAGE IN TAYLOR		
Mini-Park	Gano Park	**.30 acres**
Neighborhood		**0 acres**
Community	Bull Branch Park Doak Fields Robinson Park	**65.00 acres** **10.00 acres** **55.00 acres**
Metropolitan/Regional	Murphy Park	**120.00 acres**
Special Use Parks	Heritage Square Park	**1.67 acres**
Linear Parks/Linkages	Hike and Bike Trail	
TOTAL PARK ACREAGES		**251.97 acres**

PARK ACREAGE GUIDELINES
APPLIED TO TOTAL TAYLOR PARK LAND INVENTORY

Park Facility	Existing Acreage	Acreage Guidelines for 2003 Population of 17,649 [A]	Acreage Guidelines for 2010 Population of 18,536 [A]	Acreage Guidelines for 2020 Population of 24,419 [A]
		Range in Acres	Range in Acres	Range in Acres
Mini Parks	.30	--	--	--
Neighborhood	0	17.65 ac. to 35.30 ac.	18.54 ac. to 37.07 ac.	24.42 ac. to 48.84 ac.
Community Parks	130.00	88.25 ac. to 141.19 ac.	92.68 ac. to 148.29 ac.	122.10 ac. to 195.35 ac.
Metropolitan/ Regional	120.00	88.25 ac. to 176.49 ac.	92.68 ac. to 185.36 ac.	122.10 ac. to 244.19 ac.
Special Use Parks	1.67	--	--	--
Linear Parks		--	--	--
TOTALS	**251.97**	**194.15 ac. to 352.98 ac.**	**203.90 ac. to 370.72 ac.**	**268.62 ac. to 488.38 ac.**

A. Projections based on information provided by City of Taylor and Texas State Data Center.

PARK ACREAGE GUIDELINES
COMPARED TO 2003 POPULATION IN TAYLOR

	Existing Acreage	Acreage Guidelines for 2003 Population Of 17,649 [A]	Difference Between Acreage Guidelines and Existing Taylor Inventory
		Range in Acres	Range in Acres
Mini Parks	.30	--	+.30 ac.
Neighborhood Parks	0	17.65 ac. to 35.30 ac.	(-17.65) ac. to (-35.30) ac.
Community Parks	130.00	88.25 ac. to 141.19 ac.	+41.75 ac. to (-11.19) ac.
Metropolitan/ Regional	120.00	88.25 ac. to 176.49 ac.	+31.75 ac. to (-56.49) ac.
Special Use Parks	1.67	--	+1.67
Linear Parks		--	--
TOTALS	**251.97**	**194.15 ac. to 352.98 ac.**	**+57.82 ac. to (-101.01) ac.**

A. Projections based on information provided by City of Taylor and Texas State Data Center.

PARK ACREAGE GUIDELINES
COMPARED TO 2010 POPULATION IN TAYLOR

Zone	Existing Acreage	Acreage Guidelines for 2010 Population of 18,536[A]	Difference Between Acreage Guidelines and Existing Taylor Inventory
		Range in Acres	Range in Acres
Mini Parks	.30	--	+.30 ac.
Neighborhood Parks	0	18.54 ac. to 37.07 ac.	(-18.54) ac. to (-37.07) ac.
Community Parks	130.00	92.68 ac. to 148.29 ac.	+37.32 ac. to (-18.29) ac.
Metropolitan/ Regional	120.00	92.68 ac. to 185.36 ac.	+27.32 ac. to (-65.36) ac.
Special Use Parks	1.67	--	+1.67
Linear Parks		--	--
TOTALS	**251.97**	**203.90 ac. to 370.72 ac.**	**+48.07 ac. to (-118.75) ac.**

A. Projections based on information provided by City of Taylor and Texas State Data Center.

PARK ACREAGE GUIDELINES
COMPARED TO 2020 POPULATION IN TAYLOR

Zone	Existing Acreage	Acreage Guidelines for 2020 Population of 24,419[A]	Difference Between Acreage Guidelines and Existing Taylor Inventory
		Range in Acres	Range in Acres
Mini Parks	.30	--	+.30 ac.
Neighborhood Parks	0	24.42 ac. to 48.84 ac.	(-24.42) ac. to (-48.84) ac.
Community Parks	130.00	122.10 ac. to 195.35 ac.	+7.90 ac. to (-65.35) ac.
Metropolitan/ Regional	120.00	122.10 ac. to 244.19 ac.	(-2.10) ac. to (-124.19) ac.
Special Use Parks	1.67	--	+1.67
Linear Parks		--	--
TOTALS	**251.97**	**268.62 ac. to 488.38 ac.**	**(-16.65) ac. to (-236.41) ac.**

A. Projections based on information provided by City of Taylor and Texas State Data Center.

Insert Existing Community Parks Map

Insert Existing Metropolitan/Regional Parks Map

Comparison of Existing Facility Development to Local Standards

Another way to analyze Taylor's park system as compared to standards is by facility development based upon population numbers. Facilities comparison allows the City to see where more recreation facilities are needed in the community.

The following table provides a detailed facility review based upon the 2003 population and the projected 2008 and 2013 year population in Taylor as compared to local standards.

Local Facility Development Standards Applied to the City of Taylor

Activity / Facility	Recommended Facilities Per Population	Existing Facilities in Taylor	Recommended Facilities for 2003 Population of 17,649[A]	Recommended Facilities for 2010 Projected Population of 18,536	Recommended Facilities for 2020 Projected Population of 24,419
Amphitheatre	1 per 50,000[D]	0	0	0	0
Baseball (adult)	1 per 15,000 [B]	2	1	1	2
Baseball (youth)	1 per 7,000 [B]	4	3	3	4
Basketball Courts (outdoor)	1 per 4,000 [B]	3	4	5	6
Football Fields	1 per 20,000 [B]	1	1	1	1
Golf Course	1 per 50,000 [B]	1	0	0	0
Pavilion/Picnic Shelter	1 per 4,000 [B]	1	4	5	6
Pavilion (Rental/Group) (200 person or larger)	1 per 20,000 [C]	1	1	1	1
Picnic Tables	1 table per 300 [C]	88	59	62	81
Playgrounds	1 area per 3,000 [B]	3	6	6	8
Recreation Center	1 sq. ft. per person [B]	0	17,649 s.f.	18,536 s.f.	24,419 s.f.
Soccer Fields (league)	1 per 5,000 [B]	3*	4	4	5
Softball Fields (adult)	1 per 8,000 [B]	0	2	2	3
Softball Fields (youth)	1 per 5,000 [B]	1	4	4	5

Activity / Facility	Recommended Facilities Per Population	Existing Facilities in Taylor	Recommended Facilities for 2003 Population of 17,649[A]	Recommended Facilities for 2010 Projected Population of 18,536	Recommended Facilities for 2020 Projected Population of 24,419
Swimming Pool (community)	1 per 20,000 [C]	2	1	1	1
Swimming Pool (family aquatics)	1 per 50,000 [C]	0	0	0	0
Tennis Courts	1 court per 4, 000 [B]	10	4	5	6
Trails (Hard)	1 mile 4,000 [C]	2.45 miles	4.41 miles	4.63 miles	6.10 miles
Trails (Soft)	1 mile per 10,000 [C]	0	1.76 miles	1.85 miles	2.44 miles
Volleyball Areas (hard court)	1 per 7,000 [C]	0	3	3	4
Volleyball Areas (sand court)	1 per 5,000 [C]	2*	4	4	5

A. Guidelines from Kansas City Metropolitan Region Public Parks Standards in Recreation Park and Open Space Standards and Guidelines, p. 67, 4th printing 1990, a publication of the National Recreation and Park Association.

B. Guidelines from appendix A in Recreation, Park and Open Space Standards and Guidelines, p. 60-61, 4th printing 1990, a publication of the National Recreation and Park Association.

C. Guidelines from Dallas Recreation Component Standards in Recreation, Park and Open Space Standards and Guidelines, p.76, 4th printing 1990, a publication of the National Recreation and Park Association.

*Not owned by City of Taylor

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NEEDS ASSESSMENT

Introduction and Methodology

National Service Research (NSR) completed a comprehensive research study for the City of Taylor, Texas as part of the Comprehensive Park and Recreation Master Plan. An important aspect of the Master Plan was to conduct a demand and needs assessment which involved citizen input. The purpose of the needs assessment study was to provide a foundation for the Comprehensive Park and Recreation Master Plan that will provide guidance based upon citizen needs and priorities. NSR worked closely with Carter & Burgess, Inc. and the City of Taylor staff throughout the research process.

In order to complete this study effort, NSR conducted two focus group sessions on January 13, 2004, one with randomly selected citizens and the other with specific user groups (YMCA, little league, Taylor ISD, Youth groups, seniors, etc.). Additionally, a public meeting was held on January 20th. Based upon the findings of the focus groups and public meeting, NSR designed a mail-out survey. The City of Taylor was divided into four different districts based on geographic area. The survey was mailed to 3,000 randomly selected residents on April 27th, 2004 by the City of Taylor. As of May 28th, 2004 a total of 237 surveys were returned and computer processed, an 8% response rate. The margin of error of this sample size at a 95% confidence level is plus or minus 6.3%. The focus group and public meeting notes as well as the citizen survey are presented in the Appendix of this report.

The following pages present the citizen survey results.

Frequency of Visiting Parks in Taylor

Park Visit Frequency	% of total respondents
At least weekly	22.4%
A few times per month	17.7
At least once per month	7.6
A few times during the year	24.1
Rarely	20.7
Never	7.6

Almost half of Taylor residents, who participated in the survey, use parks at least monthly or more.

61% of households with children under the age of 18 use parks at least monthly or more.

District Four geographic area of residents use parks more than other districts with 62% visiting parks in Taylor monthly or more compared to 23% for District One, 43% for District Two, and 45% for District Three.

Frequency of Visiting Parks Outside the City Limits of Taylor

Park Visit Frequency	% of total respondents
At least weekly	2.1%
A few times per month	6.8
At least once per month	5.1
A few times during the year	37.1
Rarely	37.1
Never	11.8

Only 14% of residents use parks outside Taylor at least monthly or more.

How Do You Find Out About Parks and Recreation Facilities in Taylor?

SOURCES	% of total respondents
Water bill inserts	9.5%
Youth Sports Associations	8.7
City of Taylor web site	6.1
Cable television	2.2
Don't know how to find out	29.9
Other	48.5

Almost one-third of residents polled do not know how to find out about park and recreation facilities in Taylor.

Others find out about parks through a variety of sources such as water bill inserts, youth sports associations, the city's web site and cable television. Other responses included the newspaper, city hall, word of mouth and driving by the parks.

Rating of Parks, Recreation Opportunities and Open Space in Taylor

RATING	% of total respondents
Excellent	1.7%
Good	14.8
Needs some improvement	37.1
Needs much improvement	35.9
Don't know/not familiar	10.5

A majority of survey respondents felt the parks and recreation opportunities in Taylor need some or much improvement.

Single Most Important Issue or Need Concerning Taylor Parks and Recreation Opportunities
(Most Frequently Mentioned Responses)

*Improve maintenance/upkeep of parks and facilities
(Update equipment, roads, restrooms, playgrounds, landscaping, drinking fountains, lighting, trash receptacles, remove old pool and bath house, etc.)

*More sports facilities (ball fields, basketball courts, skate park, soccer, tennis, etc.)

*Teen/youth center

*Recreation center with gymnasium

*More picnic areas and pavilions

*Expand bike trails

*Improve safety of parks

*New and improved special events

Recreation Facility Needs

Important elements in planning for the future of Taylor are the recreation facility needs. The tables below present the facilities that citizens felt are needed in order of importance. The mean score is calculated as: 4=definitely needed and 1=not needed. Those who had no opinion or were not familiar with the need for a particular facility were excluded from the mean score calculation. The first column presents the facility and the second column presents the percentage of respondents who scored the facility as "definitely needed" or a "4".

Recreation Facility	% Responding Definitely Needed	Mean Score
1. Playgrounds for children	49.8%	3.27
2. Teen/youth center	47.7	3.20
3. Handicapped accessible facilities	38.0	3.08
4. Recreation/multi-use center	44.3	3.04
5. Benches/seating areas	32.1	2.96
6. Picnic areas/pavilions	32.1	2.91
7. Open spaces/natural areas	25.3	2.70
8. Water recreation activities	30.0	2.66
9. Extend trail system	27.4	2.63
10. Amphitheater/ performing arts space	11.0	2.01

Athletic Facility Needs

Athletic Facility	% Responding Definitely Needed	Mean Score
1. Soccer fields	25.7%	2.81
2. Basketball courts	24.5	2.69
3. Sand volleyball courts	24.5	2.69
4. Skate Park	24.5	2.53
5. Softball fields	16.0	2.49
6. Tennis courts	18.1	2.36
7. Baseball fields	18.6	2.34
8. Practice athletic fields	15.6	2.31
9. Football fields	12.7	2.07

Most Important Recreation Amenities

The most important recreation amenities to Taylor families are presented in order of mention in the table below. Trails are the most important recreation amenity with playgrounds being second. More than half (53%) of households with children reported playgrounds are an important amenity.

These recreation amenities are important to consider for the long term park and recreation planning for Taylor.

Most Important Recreation Amenities	% of total respondents
1. Trails	43.0%
2. Playgrounds	35.9
3. Pool	33.8
4. Recreation Center	32.5
5. Picnic facilities	32.1
6. Game fields	19.4
7. Water access	15.2
8. Tennis courts	14.3
9. Basketball courts	4.6
Other	5.5
Not a park user	13.1

Funding Option Support

In order to develop and maintain the park and recreation improvements, respondents identified how strongly they would support various funding options. The table below presents the funding options to develop and maintain park and recreation improvements. The mean sore is calculated as: 4=strong support and 1=low support. Those who had no opinion were excluded from the mean score calculation. The first column presents the funding option and the second column presents the percentage of respondents who scored the funding option a “4” or strong support.

Funding Option	% Responding Strong Support	Mean Score
1. State and Federal Grants	65.0%	3.45
2. Partner with other entities (schools, churches, civic groups, businesses, etc.)	50.2	3.23
3. Increased impact fees for developers	32.5	2.76
4. Voter approved bond programs	24.9	2.56
5. An increase in user fees	21.1	2.32
6. Increased property taxes	3.4	1.43

Respondents strongly support state and federal grants as well as partnerships with other entities to develop and maintain the park system in Taylor. Increased impact fees for developers and voter approved bond programs also received strong support.

Budget Priorities for Taylor Parks and Recreation Department

Citizens were asked to prioritize the categories listed below for the budget for the City's parks and recreation department.

The table below presents the budget priorities the citizens feel should be administered by the City's park and recreation department. The mean score is calculated as: 5=very important priority and 1=Not an important priority. Those who had no opinion were excluded from the mean score calculation. The first column presents the budget priority and the second column presents the percentage of respondents who scored the funding option a "5" or a very important priority.

Budget Priority	% Responding Very important	Mean Score
1. Improve and maintain existing parks, playgrounds and recreation facilities	60.8%	4.22
2. Improve beautification in parks and along roadways	34.6	3.57
3. Develop special recreation facilities (skate park, teen center)	32.1	3.27
4. Provide more new and improved special events (such as July 4th celebration)	29.1	3.35
5. Acquire or develop new/larger parks with more recreation amenities	23.2	3.05
6. Construct new game fields for youth and adults (soccer, softball, baseball)	21.1	3.01
7. Provide more natural areas and open spaces	19.8	2.97

The citizens responding to the survey strongly felt that improving and maintaining existing parks and recreation facilities was a top budget priority followed by improving beautification in parks and roadways and third was to develop special recreation facilities such as a skate park and teen center.

Priority of the Parks and Recreation Department

More than half of the residents feel that the parks and recreation department should have a fairly high priority compared to other city departments such as public safety, streets, transportation and utilities.

Priority of the Parks and Recreation Department	% of total respondents
1-lowest priority	19.3%
2-	27.1
3-	40.8
4-Highest priority	12.8
Mean Score	2.47

Value of the Parks and Recreation Facilities

More than one-third of citizens who participated in the survey felt parks and recreation facilities add significant value to property.

How much value do parks and recreation add to property value?	% of total respondents
1-Do not add value	18.2%
2-	17.3
3-	29.0
4-Add significant value	35.5
Mean Score	2.82

Respondent Demographics

The typical respondent has lived in Taylor 21 years, is 51years of age with an average household size of 3.1 persons. 42% of households have children 18 years of age or younger residing within their household.

How long have you lived in Taylor?	% of respondents
Less than 2 years	4.6%
2 to 5 years	11.4
6 to 10 years	13.1
11 to 20 years	13.5
Over 20 years	56.5
Mean years lived in Taylor	20.7

Which age groups are represented in your household?	% of respondents
0 to 5 years of age	16.8%
6 to 10 years	17.7
11 to 13 years	15.9
14 to 18 years	16.8
No children in household	57.8

Respondent Age	% of respondents
Under 25	7.2%
25 to 34	11.0
35 to 44	19.0
45 to 54	20.7
55 to 64	17.3
65 to 74	15.6
75 or older	7.2
Mean Age	50.9

Geographic Area of Residents	% respondents
District One	13.1%
District Two	11.8
District Three	39.7
District Four	35.4

National Service Research
(Contact Information/Background)

Contact: Andrea Thomas, Owner
6300 Ridglea Place, Suite 1011
Fort Worth, Texas 76116
817-731-3493
817-731-7183-fax
e-mail: nsr@airmail.net
web site: www.nsr.cc

National Service Research (NSR), founded in 1989, is a full-service market research consulting firm and conducts market studies for the public and private sector. NSR conducts various types of consumer and business research including focus groups and surveys nationwide. NSR's owner and founder, Andrea Thomas, has twenty-five years of professional market research experience.

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RECOMMENDATIONS/ PRIORITIES FOR MASTER PLAN

The recommendations and priorities in this section are a result of incorporating the inventory, demographics analysis, standards analysis, and needs assessment into an action plan to direct the growth, development, and maintenance of the parks system over for the next five to ten years. The recommendations are based upon an existing population of 17,649 in 2003 and a projected population of 24,419 in 2020.

Priority Summary

At the completion of the citizen survey during the needs assessment phase, a method of ranking priorities was implemented. This method included an extensive review of all standards, citizen input, and staff recommendations. The following factors were considered in order of importance with weighted values assigned to each:

1. Citizen Input/Survey Results (50%) – The specific needs and requests by the Taylor community.

2. Task Force/Park Board Results (25%) – Specific needs as identified by members appointed to Task Force and Park Board.

3. City Council Input (25%) – Specific needs as identified by appointed council members.

The results of the priority ranking were tabulated into three categories: High Priority, Moderate Priority, and Low Priority. The table on the following page provides a summary of the facility priorities for the City of Taylor.

SUMMARY OF OUTDOOR FACILITY PRIORITY ITEMS

Taylor Parks, Recreation and Open Space Master Plan

Facility		High	Moderate	Low
1.	Playground Equipment For Children	•		
2.	Picnic Areas/Pavilions	•		
3.	Soccer Fields	•		
4.	Benches/Seating Areas	•		
5.	Basketball Courts	•		
6.	Water Recreation Activities	•		
7.	Extend Trail System		•	
8.	Softball Fields		•	
9.	Open Spaces/Natural Areas		•	
10.	Baseball Fields		•	
11.	Sand Volleyball Courts		•	
12.	Tennis Courts			•
13.	Practice Athletic Fields			•
14.	Football Fields			•
15.	Skate Park			•
16.	Amphitheater/Performing Arts Space			•

SUMMARY OF INDOOR FACILITY PRIORITY ITEMS

Facility		High	Moderate	Low
1.	Teen/Youth Center	•		
2.	Recreation/Multi-Use Center	•		

RECOMMENDATIONS FOR LAND ACQUISITION

The City of Taylor is considered part of the Austin metropolitan area. Currently it is a rural community in character, however a large growth in population is expected over the next 15 years. As development and population numbers continue to increase, the demand for quality parks, leisure services, facilities and open spaces will continue to increase.

Based on NRPA acreage guidelines, the recommended park acreage per 1,000 population ranges from 11.00 to 20.00 acres. (see page 30) The City of Taylor currently owns 251.97 acres of park land for a ratio of 14.28 acres per 1,000 population based on a current population of 17,649.

As the population grows, the park land inventory must grow to keep up with demand. The population in Taylor is projected to increase to 24,419 residents by the year 2020. In order to meet the high end NRPA park acreage guideline for the year 2020, the City would need to acquire 236 acres of additional park land. (see page 32)

Expected growth patterns over the next ten years show that residential development will occur near FM 397 on the northwest side of Taylor. Municipal water will be available in the next 2-3 years west of the Airport along US 79. Once water is available it is expected growth will also occur on the west side of Taylor between US 79 and the San Gabriel River to the north, more or less following the Mustang Creek basin. Once the new water system is in place, FM 973 southwest of Taylor may also become a growth corridor. In order to meet the park and open space needs of this new development, Taylor should attempt to acquire additional land in these areas for future neighborhood and community parks. Currently, Taylor does not have any parks that fit the neighborhood park classifications defined in the NRPA guidelines.

It should be noted that there are various methods in obtaining additional parkland. This includes land that is donated by developers to the City within the requirements of the current park dedication ordinance. Additionally the opportunities for joint-use sites and facilities with the local districts provide a tremendous dual-use of public facilities. Through creative joint-use agreements with the school districts, both the City and the schools can expand recreational variety and opportunities throughout the entire community while maximizing the citizen's tax dollars.

It is important to note that the City of Taylor will be adding +/- 70 acres to its inventory through an agreement with Williamson County.

RECOMMENDATIONS FOR OUTDOOR FACILITY IMPROVEMENTS

1. Provide Playground Equipment for Children by upgrading existing facilities and providing new playgrounds and equipment in areas not currently served in the community. Provide equipment and surfacing that meets current U.S. Consumer Product Safety Commission Standards and Guidelines, National Playground Safety Institute Guidelines, and Americans with Disabilities Act accessibility standards. Recreation opportunities for various age groups and child development skills should be provided.

   Pursue partnering opportunities with Taylor Independent School District to develop upgraded or new playground amenities on school campuses.

   Existing playgrounds in need of upgrade are located at Bull Branch Park and Murphy Park.

   Areas identified for new playgrounds include Robinson Park and Eastern Williamson County Park.

   A total of five (5) additional playgrounds will need to be developed to meet NRPA guidelines for a projected population of 24,419 in 2020.

2. Provide Picnic Areas/Pavilions in existing and new neighborhood parks and community parks. Areas should provide for handicap access and protection from hot or rainy weather conditions. Pavilions can become a gathering place for large groups and create a sense of identity for the park.

   Existing pavilions are located at Bull Branch Park and Murphy Park.

   A total of five (5) additional pavilions will need to be developed to meet NRPA guidelines for a projected population of 24,419 in 2020.

3. Provide Soccer Fields within existing community parks where feasible. Include as a program item in future community park development. Pursue joint-use access/development agreements with Taylor Independent School District.

   A total of two (2) additional soccer fields will need to be developed to meet NRPA guidelines for a projected population of 24,419 in 2020.

4. Provide Benches/Seating Areas in existing parks as well as in newly developed parks. Include benches and seating areas along existing or newly developed hike/bike trails. Include handicap accessibility as a design criteria when developing these areas.

5. Provide Basketball Courts in new neighborhood and community parks. Upgrade existing facilities where feasible. Pursue partnership agreements with Taylor Independent School District.

   Existing basketball courts are located at Bull Branch Park, Gano Park and Robinson Park.

   A total of three (3) additional basketball courts will need to be developed to meet NRPA guidelines for a estimated population of 24,419 in 2020.

6. Provide Water Recreation for the use and enjoyment of Taylor citizens. Potential water recreation amenities could possilby include a new outdoor/indoor pool complex, zero entry pool, slides/small water feature and a spray

park. A water feature could potentially be included in the development of a Recreation/Multi-use center.

Outdoor swimming areas are currently located at Murphy Park and Robinson Park.

7. Extend the Trail System throughout the community. Provide safe, off street pedestrian and bicycle linkages to existing and new parks, schools and libraries, as well as various economic, municipal and recreational destinations. Place high priority on the preservation and conservation of existing drainage corridors such as Bull Branch. Development of trail systems in natural areas can become important connectors from residential neighborhoods to schools, parks and shopping centers, as well as other destinations**.**

   A major trail system could connect points of destination throughout the City. Existing destinations that have been identified include the new Williamson County Park, Murphy Park, Robinson Park and Bull Branch Park.

   Existing trails provide 2.45 miles of trail throughout the community. An additional 3.65 miles of new hard trail, and 2.44 miles of soft trail will need to be developed to meet the NRPA guideline for a projected population of 24,419 in 2020.

8. Provide Softball Fields in community parks. Pursue joint-use opportunities with Taylor Independent School District.

   Three (3) adult softball fields and four (4) youth softball fields will need to be developed to meet NRPA guidelines for a projected population of 24,419 in 2020.

9. Provide Open Spaces/Natural Areas for enjoyment by park users. Preserve existing open space/natural areas in the Bull Branch Creek during the planning and development of existing park land, and provide as a program element as new neighborhood and community park development occurs. Open spaces can be used for picnicking, large group gatherings and field games or for passive, non-structured recreation activities. Development of nature trails and fishing piers in natural areas will provide a unique recreation opportunity for citizens. Pursue joint-use initiatives with school districts for interpretive areas and outdoor learning opportunities within unique natural areas. Preservation of natural areas helps maintain riparian habitats, reduces the danger of flooding and protects the natural environment.

10. Provide Baseball Fields in future community parks. Pursue joint-use agreements with Taylor Independent School District.

    Existing baseball fields are located at Bull Branch Park, Murphy Park and Robinson Park. The facilities are adequate to meet NRPA guidelines for the year 2020.

11. Provide Sand Volleyball courts in existing or future community parks.

    Five (5) new courts will need to be developed to meet NRPA guidelines for a future population of 24,419 in 2020.

12. Provide Tennis Courts in new neighborhood and community parks.

    There are currently ten (10) existing courts in the community, and this exceeds the NRPA guideline for the year 2020.

13. Provide Practice Athletic Fields within existing parks where expansion is feasible. Include fields as a program item in future neighborhood & community parks development. Pursue joint-use access to existing practice fields with Taylor Independent School District.

14. Provide Football Fields in future community parks or athletic complex development. Pursue joint-use access with Taylor Independent School District. One (1) field is needed to meet local guidelines for a projected population on 24,419 in 2020.

    An existing football field is located at Murphy Park. (TISD Memorial Field)

15. Provide a Skateboard Park in Taylor for youth programming and special events. Include as a program item for future neighborhood or community park development. Pursue the possibility of a joint-use opportunity with Taylor Independent School District. Explore the possibility of upgrading or adding a facility at an existing park. Currently, a local standard has not been established to estimate the number of skateboard areas needed.

16. Provide an Amphitheater/Performing Arts Space for the use and enjoyment of Taylor residents. There are currently no existing facilities in Taylor. Include Amphitheater /Performing Arts Space within existing parks where expansion is feasible. Include amphitheater as a program item in future community parks.

Handicapped Accessible Facilities

Provide for Handicapped Accessible Facilities in all parks within the community. Ensure a continuous unobstructed path connecting all accessible elements and spaces of a facility. Include parking access isles, curb ramps, crosswalks at vehicular ways, walks, ramps and lifts. Provide a standardized surface feature built in or applied to a walking surface to warn visually impaired people of hazards on a circulation path. Provide signage displaying verbal, symbolic, tactile and pictorial information.

RECOMMENDATIONS FOR INDOOR FACILITY IMPROVEMENTS

1. Provide a Teen/Youth Center in a central location for Taylor residents. The teen center could provide areas for concessions, games, fitness, pool/ping-pong, computer room and a video room. Pursue the possibility of a joint-use agreement with the Taylor Independent School District. Consider the possibility of combining this facility with the development of a recreation center.

2. Provide a new Recreation/Multi Use Center centrally located for the citizens of Taylor. Potential amenities could include a gymnasium, dressing rooms/showers, multi-purpose meeting/game/craft rooms, weight/aerobic rooms, kitchen area, party rooms/rentals, supply room/storage and staff offices. The center could also incorporate a teen/youth center. Size of Recreation Center shown to be +/- 25,000 s.f. based on development standard of 1 s.f. per person.

*Note: Supplemental recommendations for indoor facility programming to be added and adopted by the City of Taylor in Spring 2005.

EXPENDITURE ANALYSIS

The following tables show preliminary cost figures associated with each priority item, and potential locations for each improvement. From this list, an Action Plan has been prepared in Section VIII, Implementation.

EXPENDITURE ANALYSIS			
Rank	**Facility Improvement/ Recommendation**	**Location**	**Budget**
HIGH PRIORITY ITEMS			
1.	Playground/Play Equipment for Children	Upgrade: Bull Branch Park Murphy Park New: Robinson Park Eastern Williamson County Park	Upgrades $20,000-$70,000 range New: $50,000 - $125,000 range
2.	Picnic Shelters/Pavilions	A Total of Five (5) New Pavilions are Needed Within The Following Parks: New: Bull Branch Park Doak Fields Murphy Park Robinson Park Future Neighborhood and Community Parks	Small: $40,000 - $100,000 Range Large: $350,000 (includes HVAC & Restrooms)
3.	Soccer Fields (Lighted)	New: Future Community Parks Joint-Use With Taylor ISD	$150,000 - $200,000
4.	Benches/Seating Areas	All Existing Parks All Future Parks	$1,000 per Bench/Pad

EXPENDITURE ANALYSIS			
Rank	**Facility Improvement/ Recommendation**	**Location**	**Budget**
5.	Lighted Outdoor Basketball Courts	Upgrade: Bull Branch Park Gano Park Robinson Park New: Future Neighborhood and Community Parks	± $6,000 to repaint/restripe surface ± $8,000 to upgrade lighting (4 area lights on metal poles) $3,000 - $5,000 to replace goal/backboard $50,000 - $75,000 per new lighted court
6.	Water Recreation	Centrally Located In Taylor	Varies – depending on type of recreation facility
MODERATE PRIORITY ITEMS			
7.	Hike/Bike Trails	Extend Trail System to Connect Destinations Such as Bull Branch Park Murphy Park Robinson Park Eastern Williamson County Park	Varies – depending on paving type, width, length 10' concrete trail is average $40 - $50 per linear foot Trail amenities such as seating, lighting, landscape, irrigation are additional
8.	Lighted Softball Fields	New: Future Community Parks Joint-Use with Taylor ISD	± $50,000 to upgrade lighting $50,000 to replace backstop/dugouts/fencing $20,000 - $25,000 to rebuild infield clay/turf areas $25,000 - $30,000 to replace bleachers/pads/sidewalks $200,000 - $300,000 per new lighted field
9.	Open Spaces	New: Future Community and Metropolitan Parks	Varies – depending on zoning, infrastructure, flood plain, restrictions, etc.

EXPENDITURE ANALYSIS			
Rank	**Facility Improvement/ Recommendation**	**Location**	**Budget**
10.	Baseball Fields	New: Future Community Parks	New: $200,000 - $300,000 per lighted field Upgrade: (per field) +/- $50,000 to upgrade lighting $50,000 to replace backstop/dugout fencing $20,000 - $25,000 to rebuild infield/turf areas $25,000 - $30,000 to replace bleachers/pads/sidewalks $20,000 - $25,000 for new irrigation
11.	Sand Volleyball Courts	New: Future Neighborhood & Community Parks	$25,000 - $30,000
LOW PRIORITY ITEMS			
12.	Lighted Tennis Court Facility	New: Future Neighborhood and Community Parks Joint-Use with Taylor ISD	± $6,000 to repaint/restripe surface ± $1,000 to replace chainlink net with nylon net ± $8,000 to upgrade lighting (4 area lights on metal poles) $6,000 - $8,000 to upgrade fencing $500,000 - $2,000,000 for new tennis facility

EXPENDITURE ANALYSIS			
Rank	**Facility Improvement/ Recommendation**	**Location**	**Budget**
13.	Practice Athletic Fields	New: Future Neighborhood and Community Parks	Baseball: $50,000 - $80,000 Soccer: $40,000 - $75,000 Football: $50,000 - $100,000
14.	Football Fields	Upgrade: Murphy Park	$200,000 - $400,000 per lighted field
15.	Skate Park	Within Existing Community Parks Future Community Parks Joint-Use with TISD	Varies – depends on range of capital investment
16.	Amphitheater/Performing Arts Space	Centrally Located Within Taylor Future Community Parks	Varies – depends on level of development

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IMPLEMENTATION

This portion of the Parks, Recreation and Open Space Master Plan Update identifies ways and methods of implementing the Action Plan recommendations. There are three avenues of implementation that are important to this Parks, Recreation and Open Space Master Plan: Policies and Ordinances, Funding Sources, and a Ten Year Action Plan. As the implementation of the Parks, Recreation and Open Space Master Plan proceeds, yearly updates and adjustments should be made by the City to confirm the overall priorities and development activity of the Taylor parks systems.

Policies and Ordinances

Policies

Policies are tools which aid the citizens, staff, and public officials to communicate and coordinate on all matters which affect the Taylor parks system. The elected officials and boards, the City staff, the associated school districts, adjacent municipalities, and the citizens of Taylor must all communicate and work toward common goals. This will ensure the successful development of the park system for many generations to come.

1. Elected Boards and Commissions

Continue efforts for the review and comment procedure to coordinate communications between the Park & Recreation Board, City Staff, the Planning and Zoning Commission, and the City Council. ***Establish specific action items for each recommendation and a timeline for completion.***

2. City Staff

Various City of Taylor departments should communicate in the same manner previously described. Input from all of the departments will provide the best possible solution and create a "team" approach to getting the best parks, recreation, and open space system for Taylor. ***Form teams from operating departments to implement specific action items in a timely manner with performance measures attached to each objective.***

3. Adjacent Municipalities

The City of Taylor should continue communications with the adjacent municipalities, Williamson County and the Corps of Engineers. Trail connections along drainage ways, open space connections, and joint use agreements can benefit all citizens in the region. ***Establish working requirements with local partners as it applies to specific projects or programs.***

4. School Districts and Universities

The existing joint use agreement between the City of Taylor and the TISD is an excellent start to jointly utilize facilities. The City and School District serve many of the same citizens and perform some of the same tasks. A joint program of cooperation between the City and the School District saves taxpayers money and maximizes local resources. ***Coordinate an agreement for joint-use of facilities during the school year.***

The City and TISD should formalize an agreement to include use of school district athletic fields and practice fields. The agreement should detail maintenance, construction and liability issues for the proposed construction of amenities at school sites by the City and further use of existing indoor and outdoor school district owned facilities.

5. Citizens

The citizens of Taylor have already been and should continue to be involved in this Master Plan. A key source of citizen involvement is through the various sports associations. These types of associations can support the implementation of this plan by volunteering for

maintenance and recreation programs in their local parks. They can also provide unified support for fund raising activities, bond issues, and park issues that come before the City Council. ***Develop and manage specific working agreements for each association*.**

Ordinances

Ordinances provide the legal framework for implementation of the Parks, Recreation and Open Space Master Plan. The following ordinances will assist the City of Taylor in meeting the goals and objectives for the Parks, Recreation and Open Space Master Plan:

1. City/School/Others Cooperative Program

A joint use agreement and programs for the cooperative sharing of facilities and maintenance saves the taxpayers of Taylor money for years to come and allow for more and better quality facilities.

A comprehensive agreement would provide guidance for determining the need for development of land, facilities, maintenance and programs. ***Develop a ten year agreement plan with a five year capital improvement plan*.**

2. Landscape/Tree Ordinance

The City of Taylor has a landscape/tree ordinance (Section 6.0) which helps promote preservation, protection and enhancement of the ecological and aesthetic attributes of the City, and protection and preservation of native and specimen vegetative species. (see appendix)

3. Park Land Dedication Ordinance

The current Park Land Dedication Ordinance will assist in the acquisition of neighborhood park land by requiring land dedication or payment of cash in lieu of by developers as a condition of subdivision plat approval. Neighborhood parks provide a variety of outdoor recreational opportunities, and a significant portion of the cost can be shared with the ultimate residential property owners who will be the primary beneficiaries of such facilities. ***Develop park fees that will cover the cost of land and the improvements made in the park*.** (see appendix)

Funding Sources

Corporate Sponsorships
This revenue-funding source allows corporations to invest in the development or enhancement of new or existing facilities in park systems. Sponsorships are also highly used for programs and events.

Partnerships
Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and a City department, or a private business and a City agency. Two partners jointly develop revenue producing park and recreation facilities and share risk, operational costs, responsibilities, and asset management based on the strengths and weaknesses of each partner.

Dedication/Development Fees
These fees are assessed for the development of residential and/or commercial properties with the proceeds to be used for parks and recreation purposes, such as open space acquisition, community park site development, neighborhood parks development, regional parks development, etc.

Foundation/Gifts
These dollars are raised from tax-exempt, non-profit organizations established with private donations in promotion of specific causes, activities, or issues. They offer a variety of means to fund capital projects, including capital

campaigns, gifts catalogs, fundraisers, endowments, sales of items, etc.

Recreation Service Fees
This is a dedicated user fee, which can be established by a local ordinance or other government procedures for the purpose of constructing and maintaining recreation facilities. The fee can apply to all organized activities, which require a reservation of some type, or other purposes as defined by the local government. Examples of such activities include adult basketball, volleyball, and softball leagues, youth baseball, soccer, and softball leagues, and special interest classes. The fee allows participants an opportunity to contribute toward the upkeep of the facilities being used.

Intermodal Transportation and Efficiency Act
This funding program, commonly called TEA-21 Grants, was originally authorized by the Federal Government in 1991. Funds are distributed through the state. There are several million dollars in enhancement revenues available for transportation related projects, including bicycle and pedestrian trails, rail depot rehabilitation, landscaping, and beautification projects.

Land and Water Conservation Fund
These funds are awarded for acquisition and development of parks, recreation and supporting facilities through the National Park Service and State Park System.

General Obligation Bonds
Bonded indebtedness issued with the approval of the electorate for capital improvements and general public improvements.

Hotel, Motel and Restaurant Tax
Tax based on gross receipts from charges and meals services, which may be used to build and operate sports fields, regional parks, golf courses, tennis courts, and other special park and recreation facilities.

Grants-In-Aid
These grant programs provide funding from sources other than municipal sources. The following list identifies potential grant programs:

a. Texas Recreation and Parks Account (TRPA) Program - Texas Local Parks, Recreation, and Open Space Fund, administered by the Texas Parks and Wildlife Department (TPWD). Funds are available on a fifty percent (50%) cost share basis.

b. The Landscaping Cost Sharing Program, administered by the Texas Department of Transportation (TxDOT). Fifty percent (50%) cost sharing support is available for both highway and pedestrian landscape projects on routes within the designated permanent state highway system.

c. Partnership Enhancement Monetary Grant Program, administered by the National Tree Trust. Matching grants are available on a 50/50 cost share basis. Funds are available for projects which promote public awareness in support of tree planting, maintenance, management, protection and cultivation of trees in rural, community and urban settings. These are small grants ranging from $500 to $20,000.

d. Urban and Community Forest Challenge Grant, administered by the Texas Department of Forestry. Matching grants are available on a 50/50 cost share basis for a variety of projects including program development, beautification, staffing and training workshops. These are small grants of $5,000 to $15,000. In-kind services and/or private money can provide the matching funds.

e. CDBG Funding:
Funding received in accordance with the Community Development Block Grant (CDBG) Programs national objectives as established by the U.S Department of Housing and Urban Development. Funding may be applied to such programs as Infrastructure Improvements, Public Facility and Park Improvements, Human Service Enhancements, Lead-Based Paint Education and Reduction, Housing Education Assistance, and Economic Development and Anti-poverty strategies.

Special Improvement District/Benefit District
Taxing districts established to provide funds for certain types of improvements that benefit a specific group of affected properties. Improvements may include landscaping, the erection of fountains, and acquisition of art, and supplemental services for improvement and promotion, including recreation and cultural enhancements.

Annual Appropriation/Leasehold Financing
This is a more complex financing structure which requires use of a third party to act as issuer of the bonds, construct the facility and retain title until the bonds are retired. The City enters into a lease agreement with the third party, with annual lease payments equal to the debt service requirements. The bonds issued by the third party are considered less secure than general obligation bonds of the City, and therefore more costly. Since a separate corporation issues these bonds, they do not impact the City's debt limitations and do not require a vote. However, they also do not entitle the City to levy property taxes to service the debt. The annual lease payments must be appropriated from existing revenues.

Interlocal Agreements
Contractual relationships entered into between two or more local units of government and/or between a local unit of government and a non-profit organization for the joint usage/development of sports fields, regional parks, or other facilities.

Revenue Bonds
Bonds used for capital projects that will generate revenue for debt service where fees can be set aside to support repayment of the bond.

Private Concessionaires
Contract with a private business to provide and operate desirable recreational activities financed, constructed, and operated by the private sector with additional compensation paid to the City.

Fees/Charges
The City must position its fees and charges to be market-driven and based on both public and private facilities. The potential outcome of revenue generation is consistent with national trends relating to public park and recreation agencies, which generate an average 35% to 50% of operating expenditures.

Land Trust
Many counties have developed land trusts to help secure and fund the cost for acquiring land that needs to be preserved and protected for greenway purposes. This could be a good source to look to for acquisition of future lands.

Greenway Utility
Greenway utilities are used to finance acquisition of greenways and development of the greenways by selling the development rights underground for the fiber optic types of businesses.

Naming Rights
Many cities and counties have turned to selling the naming rights for new buildings or renovation of existing buildings and parks for the development cost associated with the improvement.

Private Developers
These developers lease space from City-owned land through a subordinate lease that pays out a set dollar amount plus a percentage of gross dollars for recreation enhancements. These could include a golf course, marina, restaurants, driving ranges, sports complexes, equestrian facilities, and recreation centers and ice arenas.

Sales Tax
This revenue source has been very successful in funding park systems. This tax is very popular in high traffic tourism type cities and with counties and state parks.

Food and Beverage Tax
The tax is usually associated with convention and tourism bureaus. However, since parks and recreation agencies manage many of the tourism attractions, they receive a portion of this funding source for operational or capital expenses.

Capital Improvement Fees
These fees are on top of the set user rate for accessing facilities such as golf, recreation centers and pools to support capital improvements that benefit the user of the facility.

Concession Management
Concession management is from retail sales or rentals of soft goods, hard goods, or consumable items. The City either contracts for the service or receives a set of the gross percentage or the full revenue dollars that incorporates a profit after expenses.

Friends Associations
These groups are formed to raise money typically for a single focus purpose that could include a park facility or program that will better the community as a whole and their special interest.

Advertising Sales
This revenue source is for the sale of tasteful and appropriate advertising on park and recreation related items such as in the City's program guide, on scoreboards, dasher boards and other visible products or services that are consumable or permanent that exposes the product or service to many people.

Easements
This revenue source is available when the City allows utility companies, businesses or individuals to develop some type of an improvement above ground or below ground on their property for a set period of time and a set dollar amount to be received by the City on a annual basis.

Irrevocable Remainder Trusts
These trusts are set up with individuals who typically have more than a million dollars in wealth. They will leave a portion of their wealth to the City in a trust fund that allows the fund to grow over a period of time and then is available for the City to use a portion of the interest to support specific park and recreation facilities or programs that are designated by the trustee.

Permits (Special Use Permits)
These special permits allow individuals to use specific park property for financial gain. The City either receives a set amount of money or a percentage of the gross service that is being provided.

Reservations
This revenue source comes from the right to reserve specific public property for a set amount of time. The reservation rates are usually set and apply to group picnic shelters, meeting rooms for weddings, reunions and outings or other type of facilities for a special activity.

Catering Permits and Services
This is a license to allow caterers to work in the park system on a permit basis with a set fee or a percentage of food sales returning to the City. Also many cities have their own catering service and receive a percentage of dollars off the sale of their food.

Volunteerism
The revenue source is an indirect revenue source in that persons donate time to assist the department in providing a product or service on an hourly basis. This reduces the City's cost in providing the service plus it builds advocacy into the system.

Equipment Rental
The revenue source is available on the rental of equipment such as tables, chairs, tents, stages, bicycles, roller blades, boogie boards, etc. that are used for recreation purposes.

Ticket Sales/Admissions
This revenue source is on accessing facilities for self-directed activities such as pools, ice skating rinks, ballparks and entertainment activities. These user fees help offset operational costs.

Special Fundraisers
Many park and recreation agencies have special fundraisers on an annual basis to help cover specific programs and capital projects.

Public Improvement District (PID)
New developments can establish a Public Improvement District (PID) when authorized by the City Council and legally set up according to state law. This taxing district provides funds especially for the operation and maintenance of public amenities such as parks and major boulevards.

Pouring Rights
Private soft drink companies that execute agreements with the City for exclusive pouring rights within park facilities. A portion of the gross sales goes back to the City.

Private Donations
Private Donations may also be received in the form of funds, land, facilities, recreation equipment, art or in-kind services. Donations from local and regional businesses as sponsors for events or facilities should be pursued.

Ten - Year Action Plan

The Ten-Year Action Plan responds to the priorities established in the Needs Assessment portion of the Parks, Recreation and Open Space Master Plan and sets up a time table with respect to the potential funding sources. Working in coordination with the City staff, the plan combines action item recommendations for improvements and new facilities in an effort to enhance the quality of programming and facilities throughout the City of Taylor.

The following tables outline facility improvements, location, proposed budgets, potential funding sources and a time frame within which projects are to be funded. The facilities listed are the minimum which are recommended to be provided. The Ten-Year action plan map graphically summarizes high priority items within the Ten-Year Action Plan.

During the course of the next five years, if additional funding is received, for example, through General Fund or other sources, the schedule of projects may be advanced to move projects up earlier in the Ten Year Plan, allowing funding for currently unfunded projects.

It is also important when implementing the Ten-Year Action Plan to develop park-specific master plans that include priority items found within the Action Plan. Cities must have Master Plans that incorporate high priority items when applying for grant funding.

ACTION PLAN					
Rank	**Facility Improvement/ Recommendation**	**Location**	**Proposed Budget**	**Year To Be Expended**	**Funding Source**
HIGH PRIORITY ITEMS					
1.	Playground/Play Equipment for Children	Upgrade: Bull Branch Park Murphy Park New: Robinson Park Eastern Williamson County Park	Upgrades $20,000-$70,000 range New: $50,000 - $125,000 range	1-3	Corporate Sponsorships Partnerships Dedication/Development Fees Foundation/Gifts Land and Water Conservation Fund General Obligation Bonds Grants-In-Aid Special Improvement District/Benefit District Private Concessionaires Naming Rights Private Developers Sales Tax Friends Associations Permits (Special Use Permits) Reservations Volunteerism Special Fundraisers PID Private Donations

ACTION PLAN					
Rank	**Facility Improvement/ Recommendation**	**Location**	**Proposed Budget**	**Year To Be Expended**	**Funding Source**
HIGH PRIORITY ITEMS					
2.	Picnic Shelters/Pavilions	A Total of Five (5) New Pavilions are Needed Within The Following Parks: New: Bull Branch Park Doak Fields Murphy Park Robinson Park Future Neighborhood and Community Parks	Small: $40,000 - $100,000 Range Large: $350,000 (includes HVAC & Restrooms)	1-3	Corporate Sponsorships Partnerships Dedication/Development Fees Foundation/Gifts Land and Water Conservation Fund General Obligation Bonds Grants-In-Aid Special Improvement District/Benefit District Private Concessionaires Naming Rights Private Developers Sales Tax Friends Associations Permits (Special Use Permits) Reservations Volunteerism Special Fundraisers PID Private Donations

ACTION PLAN					
Rank	**Facility Improvement/ Recommendation**	**Location**	**Proposed Budget**	**Year To Be Expended**	**Funding Source**
HIGH PRIORITY ITEMS					
3.	Soccer Fields (Lighted)	New: Future Community Parks Joint-Use With Taylor ISD	$150,000 - $200,000	1-3	Corporate Sponsorships Partnerships Dedication/Development Fees Foundation/Gifts Recreation Service Fees Land and Water Conservation Fund General Obligation Bonds Hotel, Motel and Restaurant Tax Grants-In-Aid Special Improvement District/Benefit District Annual Appropriation/Leasehold Financing Interlocal Agreements Private Concessionaires Fees/Charges Naming Rights Private Developers Sales Tax Food and Beverage Tax Capital Improvement Fees Concession Management Friends Associations Advertising Sales Permits (Special Use Permits) Reservations Catering Permits and Services Volunteerism Ticket Sales/Admissions Special Fundraisers Pouring Rights Private Donations

ACTION PLAN					
Rank	**Facility Improvement/ Recommendation**	**Location**	**Proposed Budget**	**Year To Be Expended**	**Funding Source**
HIGH PRIORITY ITEMS					
4.	Benches/Seating Areas	All Existing Parks All Future Parks	$1,000 per Bench/Pad	1-3	Corporate Sponsorships Partnerships Dedication/Development Fees Foundation/Gifts Land and Water Conservation Fund General Obligation Bonds Grants-In-Aid Special Improvement District/Benefit District Private Concessionaires Naming Rights Private Developers Sales Tax Friends Associations Permits (Special Use Permits) Reservations Volunteerism Special Fundraisers PID Private Donations
5.	Lighted Outdoor Basketball Courts	Upgrade: Bull Branch Park Gano Park Robinson Park New: Future Neighborhood & Community Parks		4-7	Corporate Sponsorships Partnerships Dedication/Development Fees Foundation/Gifts Land and Water Conservation Fund General Obligation Bonds Grants-In-Aid Special Improvement District/Benefit District Private Concessionaires Naming Rights Private Developers Sales Tax Friends Associations Permits (Special Use Permits) Reservations Volunteerism Special Fundraisers PID Private Donations

ACTION PLAN					
Rank	**Facility Improvement/ Recommendation**	**Location**	**Proposed Budget**	**Year To Be Expended**	**Funding Source**
HIGH PRIORITY ITEMS					
6.	Water Recreation	Centrally Located in Taylor	Varies – Depending on type of recreation facility	8-10	Corporate Sponsorships Partnerships Foundation/Gifts Recreation Service Fees General Obligation Bonds Hotel, Motel and Restaurant Tax Grants-In-Aid Special Improvement District/Benefit District Annual Appropriation/Leasehold Financing Interlocal Agreements Revenue Bonds Private Concessionaires Fees/Charges Naming Rights Private Developers Sales Tax Capital Improvement Fees Concession Management Friends Associations Advertising Sales Irrevocable Remainder Trusts Permits (Special Use Permits) Reservations Catering Permits and Services Equipment Rental Ticket Sales/Admissions Special Fundraisers Pouring Rights Private Donations

Plan Update and Refinement

The preparation of this Parks, Recreation and Open Space Master Plan marks the beginning of a new direction for continued development of the Taylor parks system. The process of preparing the Parks, Recreation and Open Space Master Plan has successfully involved the needs and specific goals of the community as identified by the Park Board, City Staff, City Council and citizens of Taylor. The process of implementing the plan must now move forward into action.

The Parks, Recreation and Open Space Master Plan provides the guiding direction for Taylor's park system for the next five to ten years. It is a dynamic process, and therefore, will need to be carefully monitored as Taylor continues to grow. The plan is not static, therefore, it must be applied to the growing needs and demands for park facilities throughout the City. The City staff should make annual reviews of the recommended Ten-Year Action Plan and update current priorities, budgets, and time schedules. After five years, the overall Parks, Recreation and Open Space Master Plan should be reviewed and evaluated, especially in the area of the needs assessment from the citizens. This will ensure that the Parks, Recreation and Open Space Master Plan truly meets the needs of those who live and raise their families in the community. As this happens, the City will continue to provide its citizens quality park facilities and services for all age groups.

INSERT TEN YEAR ACTION
PLAN MAP

APPENDIX

- Citizen Survey
- Focus Group Transcripts
- Public Meeting Notes
- Daily Press Article
- Landscape Ordinance
- Park Dedication Ordinance

April 2004

Dear Resident:

The City of Taylor is preparing a City-wide Parks, Recreation, and Open Space Master Plan that will be utilized by the City to guide park development for the next 10 years. As a resident of Taylor, you have been randomly selected to receive this survey. Your opinion will provide the City with specific priorities based upon the needs of citizens. Please take a few minutes to complete this survey. Your specific answers will be completely anonymous, but your views, in combination with those of others, are extremely important.

Please return your survey within the next seven days. Fold and tape the survey so the return address to National Service Research is shown.

FACTS ABOUT TAYLOR PARKS:

- The City of Taylor owns 252 acres of park land
- Taylor has only small amounts of undeveloped park land
- Taylor has seven parks containing:
    - 0 soccer fields
    - 6 baseball fields
    - 1 football field
    - 1 softball field
    - 3 areas of playground equipment
    - 27 benches
    - 55 picnic tables
    - 2 picnic pavilions
    - 1 gazebo
    - 1 fishing pier
    - 1 bandstand
    - 2 drinking fountains
    - 6 restroom facilities
    - 2.45 miles of hike/bike trails

The City of Taylor currently has outdoor swimming pools at Murphy Park and Robinson Park.
The Williamson County Park on Carlos G. Parker Blvd will have an open air arena (rodeo use) and a future YMCA facility. Other uses may still be considered for that site.

Sincerely,

Casey B. Sledge, P.E., AICP
Director of Public Works / City Engineer
City of Taylor
512-352-3633

casey.sledge@ci.talor.tx.us

City of Taylor Park and Recreation Master Plan Citizen Survey

1. How often do you and members of your household visit parks in Taylor?

1☐ At least weekly 3☐ At least once per month 5☐ Rarely (5)
2☐ A few times per month 4☐ A few times during the year 6☐ Never

2. How often do you visit parks OUTSIDE the city limits of Taylor?

1☐ At least weekly 3☐ At least once per month 5☐ Rarely (6)
2☐ A few times per month 4☐ A few times during the year 6☐ Never

3. How do you find out about parks and recreation facilities in Taylor? (7-12)

1☐ City of Taylor web site 3☐ Water bill inserts 5☐ Other_____ (V5-75)
2☐ Youth Sports Associations 4☐ Cable television 6☐ Don't know how to find out

4.Overall, how would you rate the parks, recreation opportunities and open space in Taylor?

1☐ Excellent 3☐ Needs some improvement 5☐ Don't know/not familiar (13)
2☐ Good 4☐ Needs much improvement

5. What is the single most important issue or need concerning Taylor parks and recreation facilities?

(V76-225)

Needs and Priorities of the Taylor Park and Recreation System

6. Recreation Facility Needs - Which facilities listed below need to be ADDED to existing parks or future parks in the City?

(Please circle one number for each facility) (14-24) (V226-300)

	Definitely Needed				Not at all Needed	No opinion/ Not Familiar
Amphitheater/performing arts space	5	4	3	2	1	
Benches/seating areas	5	4	3	2	1	
Extend/connect hike/bike/walk trail system throughout the city where feasible	5	4	3	2	1	
Open spaces/natural areas	5	4	3	2	1	
Picnic areas/pavilions	5	4	3	2	1	
Water recreation activities (canoeing/paddleboats/fishing)	5	4	3	2	1	
Playgrounds for children	5	4	3	2	1	
Recreation/multi-use center (gym, meeting space, etc.)	5	4	3	2	1	
Teen/youth center	5	4	3	2	1	
Handicapped accessible facilities	5	4	3	2	1	
Other (_____)	5	4	3	2	1	

7. Athletic Needs - Which athletic facilities listed below need to be ADDED to existing parks or future parks in the City?

(Please circle one number for each statement)
(25-34) (V301-375)

	Definitely Needed				Not at all Needed	No opinion/ Not Familiar
Baseball fields	5	4	3	2	1	
Basketball courts	5	4	3	2	1	
Skate park (skate boarding/inline skating)	5	4	3	2	1	
Football fields	5	4	3	2	1	
Practice athletic fields	5	4	3	2	1	
Sand volleyball courts	5	4	3	2	1	
Soccer fields	5	4	3	2	1	
Softball fields	5	4	3	2	1	
Tennis courts	5	4	3	2	1	
Other recreation/athletic needs(_____)	5	4	3	2	1	

8. In order to develop and maintain the park and recreation improvements you have suggested herein, how strongly would you support EACH of the funding options listed below. *(Please circle one number for each option)*
(35-40)

	Strong Support				Low Support	No opinion/ Not Familiar
An increase in user fees (*paying a fee to use a facility/program*)	5	4	3	2	1	
State and Federal grants	5	4	3	2	1	
Voter approved bond programs	5	4	3	2	1	
Increased impact fees for developers	5	4	3	2	1	
Create relationships with other entities to provide or enhance recreation opportunities and park maintenance in Taylor such as schools, churches, businesses, civic groups, neighborhood associations, YMCA, etc.	5	4	3	2	1	
Increased property taxes	5	4	3	2	1	

9. Which recreation amenities are MOST IMPORTANT to you/your family members as park users?
(41-58)

(Check up to THREE that are most important)
(V376-450)

01 ☐ Playgrounds
02 ☐ Game fields
03 ☐ Trails
04 ☐ Picnic facilities
05 ☐ Pool
06 ☐ Recreation center
07 ☐ Tennis courts
08 ☐ Basketball courts
09 ☐ Water access
10 ☐ Not a park user
11 ☐ Other_____
12 ☐ No opinion

10. If you had the ability to prioritize the budget for the City's Parks and Recreation Department, how would <u>YOU</u> prioritize each category below for the City? *(Please circle one answer for each priority listed)*

(59-66) (V451-525)

	Very Important Priority			Not an Important Priority
Improve/maintain existing parks, playgrounds and recreation facilities	5	4	3	2	1
Acquire or develop new/larger parks with more recreation amenities	5	4	3	2	1
Provide more natural areas and open spaces	5	4	3	2	1
Construct new game fields for youth and adults (softball, soccer, baseball)	5	4	3	2	1
Develop special recreation facilities (skate park, teen center)	5	4	3	2	1
Improve beautification in parks and along roadways	5	4	3	2	1
Provide more new and improved special events (such as July 4th Celebration)	5	4	3	2	1
Other (please write in_____)	5	4	3	2	1

11. Thinking about the entire City budget and the departments it funds such as public safety, streets, transportation and utilities, in your opinion, what PRIORITY should Parks and Recreation have?
(Scoring – Highest priority = 4 and lowest priority = 1)

Highest priority-4 . . . . . 3 . . . . . 2 . . . . . 1-Lowest priority

(67)

12. In your opinion how much value do parks and recreation facilities add to residential property value?
(Scoring – Add significant value = 4 and do not add value = 1)

Add significant value-4 . . . . . 3 . . . . . 2 . . . . . 1-Do not add value

(68)

13. How long have you been a resident of Taylor?

1☐Less than 2 years 2☐ 2 to 5 years 3☐ 6 to 10 years 4☐ 11 to 20 years 5☐ Over 20 years (69)

14. Which age groups are represented in your household? ***(Check all that apply)***

1☐ 0 to 5 years of age 3☐ 11 to 13 years of age 5☐ No children in household
(70-73)
2☐ 6 to 10 years of age 4☐ 14 to 18 years of age

15. How many persons, including yourself, reside within your household? 1☐ One 2☐ Two 3☐ Three 4☐ Four+ (74)

16. Your age? 1☐ Under 18 3☐ 25 to 34 5☐ 45 to 54 7☐ 65 to 74
(75)
2☐ 18 to 24 4☐ 35 to 44 6☐ 55 to 64 8☐ 75+

17. In which geographic area of Taylor do you reside (see attached map)?

1☐ District One 2☐ District Two 3☐ District Three 4☐ District Four
(76)

<u>DISTRICT MAP</u>

City of Taylor to Provide

Taylor Focus Groups – Group 1 – Random Citizen Group
Tuesday, January 13, 2004 – 6pm

Attendees
Rose Orozco
Patti Gerren
David Rucker
Sharon Harrel
Doris and Curtis Hodges
Melanie Weise
Jamie Kirkpatrick
Sue Marek
Connie and Lonnie Sycha
Rob McQuillen
Robert Trevino
Quincy Griffin

What are the strengths of the parks, facilities and programs in Taylor?

Swim center/pool
Size of the park area
Easy access to parks
Large amount of open space
Visually pleasing
Diverse set of parks
Gardens (Liberty)

What are the weaknesses/areas of improvement for the parks, facilities and programs in Taylor?
Improve maintenance (visual)
Lighting
Old pool site, make into a skatepark and recreation center
Putt-putt golf course (improve)
Playground facilities lacking
Need restrooms
Parks are not equal standard level
Overall upkeep of park facilities
Add equipment to Doak fields
Need benches and tables
Murphey Park – ground not level, difficult to walk on
Improve tennis courts at Murphey Park
No sports complex
Lack of structure in the parks department, need leadership
Get other organizations involved (prison, church, civic groups)
Access issues at Bull Branch
Murphey Park – ponds and bridges
Improve bike trails between Bull Branch and Murphey Park
Sportsman's Field – need better facilities
Need walking trails around natural lakes

Are there areas in Taylor that are underserved?
South/southwest area
Robinson Park area

How would you rate the park system in Taylor? (1=poor 5=excellent)
Respondents rated the system a 2 to 3. They say that the system has the potential to be a "5".

What partnerships should be developed in Taylor to enhance parks and recreation facilities and programs?
School
Churches
Civic groups (Boy Scouts, School Clubs, etc.)
Youth sports

What are the specific needs in Taylor with regard to parks, facilities, and programs?
Need an athletic complex
Amphitheater in Robinson Park
Sports fields are not in convenient locations
More greenbelt areas

Based upon the park needs, how would you expect to pay for these upgrades?
Fundraisers – BBQ in the park, Celebrate Life
Celebrate Taylor Parks fundraiser
Organizations support for parks such as churches
Tax increase (as long as the funds go directly to parks)
Grants

What issues should be kept in mind when enhancing the park system in Taylor?
Total scores for each characteristic: (Each respondent was given five points to distribute to each characteristic)

Safety - 21
Beautification – 20
Economic impact – 16
Signature parks - 7
Connectivity – 4
Environment - 2

Taylor Focus Groups – Group 2 – User Group
Tuesday, January 13, 2004 – 7:30pm

Attendees
Steve Kovar
Fred Switzer –"voice of Taylor"
Katie Quinn – Youth
Paulette McCorrchie
Johnathan Kaminisky
Ron Randig
Ellie Pauley – YMCA
Mitch Drumond
Brunner Grau
Rachel Fork – Taylor Jaycees
Dr. Vickie Phelps – Taylor ISD Superintendent
Cheryl Carter – Little league
Jackie Varana – Little league
Mick Morris – Little league
Louis Hughes

What are the strengths of the parks, facilities and programs in Taylor?
Number of facilities
Pool at Murphey Park
Central access to parks
Hike/bike trail system
Tennis courts
Visibility of parks
Lakes
Clean parks
Mature trees
American Legion Hall

What are the weaknesses/areas of improvement for the parks, facilities and programs in Taylor?
Parking
Lack of lighting
Lack of playground equipment (need new equipment)
Lack of adequate restrooms
Doak fields are under used
Lakes are under used
Upgrade old pool complex – redevelop into skate park and parking
Putt-Putt golf course – move or rebuild
Lack of adequate restrooms at Murphey Park
Utilize small ponds at Murphey Park

Are there areas in Taylor that are underserved?
Robinson Park area

How would you rate the park system in Taylor? (1=poor 5=excellent)
Respondents rated the system a 2 to 3. They say that the system has the potential to be a "5".

What partnerships should be developed in Taylor to enhance parks and recreation facilities and programs?
Schools
Churches
Youth sports

What are the specific needs in Taylor with regard to parks, facilities, and programs?
Extend hike/bike trail system to Loop and to Murphey Park
Athletic facilities at Bull Branch
Need girls softball fields
Better upkeep of tennis courts
Teen activities – movies in the park, batting cages, drive-in movies, golf, bowling
Need a teen center (with a coffee bar)
Lighting in parks
Baseball/softball complex
Sand volleyball

Based upon the park needs, how would you expect to pay for these upgrades?
Grants
Tournament quality facilities will generate income
Bonds
Donors
Asset sale of unused park land
Partnerships

What issues should be kept in mind when enhancing the park system in Taylor?
Total scores for each characteristic: (Each respondent was given five points to distribute to each characteristic)

- Safety - 12
- Beautification - 24
- Economic impact -17
- Signature parks - 4
- Connectivity - 10
- Environment – 3

What is your vision of the park system 5 to 10 years from now?
Beautiful parks
Murphey park will be a signature park
ADA accessible parks
More out-of-the-box activities (Frisbee)

City of Taylor Public Meeting - January 20, 2004
Comprehensive Park, Recreation and Open Space Master Plan Discussion Questions
Leave this with the consultants at the end of the session
OR you may drop it at City Hall, Attn: Casey Sledge, 400 Porter Street
OR mail it to Casey Sledge, Director of Public Works, City Hall, 400 Porter Street, Taylor 76574
OR fax it to Casey Sledge – 512-352-8483

1. Identify the strengths of the parks, facilities and programs in Taylor.

_____

_____

2. Identify the weaknesses or areas improvement for the parks, facilities and programs in Taylor.

_____

_____

3. Are there areas in Taylor that are underserved? Are there demographic groups that are underserved?

_____

_____

4. On a scale from 1 to 5 (1=very low and 5=very high) how would you rate the park system in Taylor?

_____

5. What partnerships should be developed in Taylor to enhance parks and recreation facilities and programs? This would include internal (other city departments) and external partners (churches, businesses, schools, youth groups, senior groups, etc.).

_____

_____

6. What are the specific needs in Taylor with regard to parks, facilities and programs?

_____

_____

7. Based upon the park needs, how would you expect to pay for these upgrades?

_____

_____

8. What should the Taylor park and recreation system look like in 5 to 10 years?

_____

9. What issues should be kept in mind when enhancing the park system in Taylor? (HOW WOULD YOU DISTRIBUTE A TOTAL OF FIVE POINTS TO THE CHARACTERISTICS BELOW?)

_____a. Safety (providing safe parks – lighting, easy access, adequate parking, etc.)

_____b. Beautification (beautifying parks with landscaping, trees, flowers)

_____c. Economic impact (developing parks that can generate economic impact in Taylor such as tournament quality facilities)

_____d. Connectivity (connecting parks and the community through the use of trails)

_____e. Environment (developing parks that are environmentally friendly)

_____f. Signature parks (parks that make a statement about Taylor, a major destination park)

USE THE BACK IF NECESSARY

Taylor Public Meeting – Tuesday, January 20th, 2004 - 6:30pm

Strengths of the Taylor Park System

Swimming pool at Murphy Park
Murphy Park – lakes, trails (easily accessible), old cypress trees
Tennis courts – good access and lighted, large number of courts
Baseball
Soccer
Running track
Good number of sport fields
Bull Branch park – good balance of passive and active facilities
Golf course
Good partnership between the city and schools
July 4th Fireworks
Festivals
Easter Egg hunt
Facilities well utilized through events such as the fireworks, festivals and Easter egg hunt.
Parks are centrally located and easily accessible by everyone
Bull Branch park
Trail system
Maintenance of parks (making to effort to improve what is in place)
Ball fields
Large amount of park acreage

Needs/Weaknesses of Taylor Park System

Lack of basketball courts due to library expansion
Need more baseball fields
More athletic practice facilities
More benches and shaded pavilions
Need a skatepark (kids are not allowed to skate in the streets in Taylor)
Must keep in mind maintenance and liability issues regarding a possible skatepark
The old swimming pool site could be redeveloped into a skatepark for roller blades, and skate boards
No activities for teens. Teens would like;

- Activity center
- Place to do homework
- Play pool
- After school activities
- Indoor concerts
- Volleyball
- Basketball
- Soccer
- Tennis courts

Need better lighting along trails (don't make trail lighting too intense)

Need trash cans along trails
Longer pool hours (also open longer in the season)
Special pool hours for working adults for open swimming
Doak Street Park has not been developed to its full potential
East side of city is underserved;
- Lack of playgrounds
- Lack of picnic tables
- Extend trails to south side

Need younger, pre-school aged playgrounds
Murphy pool house is an eye sore; pavilion seems to be inaccessible most of the time;
- Need sand area
- Wading pool
- Restroom
- Water fountains

The field house at Murphy Park could be a possible teen area
Need better utilization of the Lion's Club mini golf course
Need lake improvements in Murphy Park; stock the lakes with fish
Do not sell the Sportsman's Field site, keep it as a park
Need girls softball fields – should coordinate effort with County park
Get adults interested in the teen center
Develop low maintenance facilities before development of high maintenance facilities
Need area for radio controlled model boats
Perceived weakness; narrow vision, need to be aware of surroundings
Adult oriented sports, fitness events
Poor park roads and infrastructure
Improve restroom facilities
Improve tennis courts
More basketball courts
Sand volleyball

Underserved areas in Taylor
South and east Taylor
Lack of basketball courts
Neighborhoods need small park playgrounds and ball fields
Teens and seniors

Park system rating in Taylor today (Rating scale 1=poor, 5=excellent)
1 – received four votes
3 – received fourteen votes
5 – received five votes

All agreed the park system has the potential to be a "5"

Partnership opportunities
YMCA
County park (Williamson County)
United Way
Schools
Private donations
Neighborhood associations
Local businesses
Eagle Scouts
Taylor Jaycees
Seniors
Youth groups
SPJST
Fish America Foundation
Texas Parks and Wildlife Department
Sponsored 5K/10K races to advocate fitness
Civic groups
Corporations (Walmart, Ercot, Labtops, HEB, etc.) to fund special needs facilities

Parks and park facility funding opportunities
Contact active foundations
Grants (need a position at city level to write grant requests)
Senior class gift
Volunteer efforts (for maintenance)
Revenue generating facilities (skatepark, pavilions, etc.)
User fees
Bonds
Implement a fee schedule for renting facilities
Donate portion to general fund for park upgrades
Issue G.O.B. for park improvements
Require developers to donate land or funds for parkland dedication
Meadows foundation
Lions Club
4-H Club
Kiwanis
Taylor Public library
Taylor Garden Club
Contribution from local families that may want to donate a bench with their family name on it

Solicit help from local builders, masons, roofers, electricians, etc. to work on items in the parks. Have a plaque with their company name on it for a lasting advertisement and community contribution.

Specific park and facility needs

Spray pool
Better pool hours at Murphy
Programming a swimming pool
Extend trail system to connect with Bull Branch
More playgrounds
Robinson Park needs improved lighting, picnic areas, playgrounds
Community recreation center
Par 3 golf course
Crossing at Lake Drive
Non traditional activities – Frisbee golf, movies in the park
Stage/amphitheater
Hierarchy of contact at city level
Demolish or upgrade old swimming pool pavilion to community/meeting room place or activity center
Designate flood plain areas to greenbelt space
Tennis courts – improve at Murphy park
Concession stand near Murphy park tennis courts
Upkeep and maintenance of parks

Vision for Taylor Park System

A connected park system throughout the city
Multi-use/multigenerational recreation opportunities
Better traffic flow through Murphy Park
Environmental sensitivity
Self sustaining design
A park system that will enhance the quality of life in Taylor
Enhance tourism and awareness of Taylor through the development of a quality park system
Market Taylor throughout east Texas
A park system that generates revenue and economic impact for the city of Taylor
Make it a goal to create more park space
Good lighting
Good maintenance and upkeep

Important characteristics for the Taylor Park Master Plan

Safety – 13
Beautification – 25
Economic impact – 6
Connectivity – 8
Environment – 5
Signature parks - 13

Taylor Daily Press
Public Offers Input on City Parks
By: David King

Between 30 and 40 people - a few toting skateboards - showed up for a public meeting Tuesday to help plan a course for Taylor's parks.

Their suggestions included converting the abandoned swimming pool and bath house in Murphy Park into a skate park and teen center, using the lake in the park as a catfish farm and creating more recreational facilities on the south and east sides of town.

The meeting was part of a process that will develop a master plan for city parks and recreation. It was hosted by the city but moderated by representatives from the consulting firms of Carter Burgess, which has been hired by the city to draft the plan, and National Service Research, a market research organization helping gather input for the project.

Generally participants gave the city's park system passing marks, noting that for a city the size of Taylor the available facilities are better than average and compared to the facilities that existed 10 or 15 years ago they are a leap forward. There also was widespread enthusiasm for the potential the city's park system has to be even better and a draw for new residents as well as visitors.

Strengths of the park system cited by the group included the municipal pool in Murphy Park, the hike and bike trail and the environmental quality of the park, including its trees and lakes. The parks' accessibility and the range of festivals and public celebrations that utilize the parks also are positives.

On the downside, people cited a need for more basketball courts, better tennis courts and better lighting on the hike and bike trail. They also criticized the lack of facilities south of US 79 and east of SH 95.

By far the longest discussion and the one involving more opinions than any other single issue was development of a skate park.

Skating on public property is illegal in Taylor, so a group of about a dozen teenagers sat in the back of the room to both support converting the abandoned pool in Murphy Park into a place to skate, and to briefly criticize the city administration for outlawing skateboarding downtown.

A skate park combined with a teen center would give young people a place to go year around, Neta Callahan, an outspoken advocate for the teen center, said.

Additional needs suggested by the crowd were garbage cans placed along the hike and bike trail east of SH 95, extended pool hours for families and adults, more playscapes - particularly ones designed for younger children - clean restrooms and fewer roads through Murphy Park.

Also needed are more baseball and softball fields and better quality fishing.

When asked to describe a vision for Taylor's park system, participants imagined a system of interconnected parks stretching throughout the community and serving all segments of the community equally, one with a rec center, more picnic facilities, less traffic and more parking. They envisioned a system that included a skate park, the pool and more basketball courts and playing fields.

The system should be more self-sustaining, funded in part by fees, and it should be "alive year around" with events, festivals and other public celebrations.

The next phase in the parks and recreation master planning process involves surveying local residents about their views of the existing facilities and needs. Once that information is compiled, a committee appointed by the city council will work with Carter Burgess to develop a list of priorities for the next decade.

That plan could be ready by the end of this year.

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Story by David King

ORDINANCE NO. 2001-13
LANDSCAPE ORDINANCE

"AN ORDINANCE OF THE CITY OF TAYLOR, TEXAS CREATING LANDSCAPE REQUIREMENTS AND STANDARDS; PRESERVATION, PROTECTION AND PLANTING OF TREES; ESTABLISHING PERMIT REQUIREMENTS; REPEALING ALL ORDINANCES AND PARTS OF ORDINANCES IN CONFLICT HEREWITH; PROVIDING CRIMINAL AND CIVIL VIOLATIONS AND PENALTIES; PROVIDING A PENALTY NOT TO EXCEED FIVE HUNDRED DOLLARS ($500.00) FOR EACH OFFENSE EXCEPT WHERE A DIFFERENT PENALTY HAS BEEN ESTABLISHED BY STATE LAW AND EACH AND EVERY DAY SAID VIOLATION IS CONTINUED SHALL CONSTITUTE A SEPARATE OFFENSE; PROVIDING A SEVERABILITY CLAUSE; PROVIDING A REPEALER CLAUSE; AND PROVIDING FOR PUBLICATION"

WHEREAS, the Board of Commissioners of the City of Taylor has determined quality of life and aesthetics are important issues and concerns affecting Taylor; and

WHEREAS, proper landscaping will augment those qualities while helping to improve air purification, storm water runoff, noise reduction and heat abatement while conserving energy, water and other natural resources; and

WHEREAS, landscape standards can enhance the quality of life and enhance the general welfare and beauty of the City of Taylor by creating and maintaining visual environmental amenities; and

WHEREAS, to promote and protect the health, safety, and welfare of the public by creating an urban environment that is aesthetically pleasing and that promotes economic development through enhanced quality of life.

WHEREAS, the Commission recognizes that the establishment of rules and regulations for mandatory tree requirements, mandatory planting areas in developments, limits of grading, landscaping, and tree preservation is necessary and in the interest of the public welfare, and that an effective method to provide for the same is the adoption of a new landscape ordinance rules and regulations.

NOW THEREFORE, BE IT ORDAINED BY THE CITY OF TAYLOR:

SECTION 1.0 PURPOSE

This ordinance shall apply to the incorporated area of the City of Taylor, Texas and is designed to preserve, protect, and enhance the ecological and aesthetic environments of the City of Taylor as well as promote the pleasant appearance and character of neighborhoods and high intensity commercial and industrial corridors; provide shade and thus reduce water consumption.

This ordinance also promotes water conservation and water efficiency. To assist in ensuring adequate water supplies exist for Taylor's future, it is important that water conservation be promoted in landscape watering policies. Water conservation should be promoted through techniques such as proper design, plant selection, education of the public, and the proper use of irrigation systems. This ordinance promotes and encourages the planting of water-thrifty plants and other landscape materials for apartments, commercial and industrially zoned properties.

SECTION 2.0 SCOPE

The provisions of this ordinance shall be interpreted and applied as the minimum requirements for landscaping in the City of Taylor.

The City of Taylor experiences frequent droughts; therefore, it is a purpose of this ordinance to encourage the use of drought resistant plants that do not consume large quantities of water. Plants native to Central Texas are recommended. See Preferred Plant List, Appendix A.

The terms and provisions of this ordinance shall apply to real property as follows:

1. All new construction of non-single family property.

2.1 Exemptions

The provisions of this ordinance shall not apply to the following:

1. Single family dwellings,

2. Property zoned as the Central Business District, and

3. The Taylor Municipal Airport.

4. Property used for agricultural purposes or zoned “Rural/Agriculture.” (Ordinance 2003-37, 12/9/03)

SECTION 3.0 GENERAL REQUIREMENTS

3.1 Installation

Landscaping shall consist of an appropriate combination of deciduous and evergreen trees, shrubs, vines, and/or ground cover (including grass). A minimum of three (3) inches of shredded hardwood mulch shall be added in a non-turf area to the soil surface after planting. Non-porous material, such as sheet plastic, shall not be placed under the mulch. All landscape materials shall be installed according to acceptable landscape standards. Landscape plantings on city right-of-way is strictly prohibited.

3.2 Maintenance

The current owner and subsequent owners of the landscaped property or the manager or agent of the owner shall be responsible for the maintenance of all landscape areas. Said areas shall be maintained so as to present a healthy, neat and orderly appearance at all times and shall be kept free of refuse and debris. Maintenance shall include the replacement of all dead plant material if that material was used to meet the requirements of this ordinance.

3.3 Irrigation Standards

One of the following irrigation methods shall be used to ensure survival of the required plant material in landscaped areas:

1. Conventional System: An automatic or manual underground irrigation system which may be a conventional spray or bubbler type heads.

2. Drip or Leaky-Pipe System: An automatic or manual underground irrigation system in conjunction with a water-saving system such as a drip or a leaky pipe system.

3. Temporary and Above-Ground Watering: Landscape areas utilizing xeriscape plants and installation techniques, including areas planted with native grasses, wildflowers and trees may use a temporary and above-ground system, and shall be required to provide irrigation for the first three growing seasons.

3.3.1 Natural and Undisturbed Areas

No irrigation shall be required for undisturbed natural areas or undisturbed existing trees.

3.4 Planting Criteria

3.4.1 Trees

Trees shall be a minimum of two (2) inches in caliper measured three (3) feet above finished grade immediately after planting. If trees are proposed that are not chosen from the Preferred Plant List provided in Appendix A, trees shall have an average mature crown greater than twenty (20) feet in diameter. Trees having an average mature crown less than twenty (20) feet in diameter may be substituted by grouping the same so as to create at maturity the equivalent of a twenty (20) foot diameter crown if the drip line area is maintained.

3.4.2 Shrubs, Vines and Ground Cover

Shrubs, vines and ground cover planted pursuant to this ordinance shall be good, healthy nursery stock. Shrubs must be, at a minimum, a one (1) gallon container size.

3.4.3 Lawn Grass

Grass areas should be planted in drought resistant species normally grown as permanent lawns, such as Bermuda or Buffalograss. Grass areas may be sodded, plugged, sprigged or seeded except that solid sod shall be used in swales or other areas subject to erosion.
3.4.4 Synthetic Lawns or Plants

Synthetic or artificial lawns or plants shall not be used in lieu of plant requirements in this ordinance.

3.4.5 Other

Any approved decorative aggregate or pervious brick pavers shall qualify for landscaping credit if contained in planting areas, but no credit shall be given for concrete or other impervious surfaces.

SECTION 4.0 LANDSCAPE PLAN REQUIREMENTS

The landowner or his/her agent shall submit and receive approval of a landscape plan demonstrating compliance with the landscape requirements contained herein. Plans shall show all dimensions, types of materials, size and spacing of vegetative materials, and plans for providing irrigation to plants. The plan(s) shall demonstrate that landscaping materials will:

1. Abate objectionable noise, light, glare, visual clutter, dust or loss of privacy.

2. Adequately accomplish the purpose of which they were intended.

4.1 Required Site Landscaping

4.1.1 Minimum Percentage

A minimum percentage of the total lot area of property on which development or new construction occurs after the effective date of this ordinance shall be devoted to landscape development in accordance with Table 4.1. The landscaping shall be placed upon that portion of a tract or lot that is being developed. Fifty percent (50%) of the required landscaped area and required plantings shall be installed between the front property lines and the building being constructed. Undeveloped portions of a tract or lot shall not be considered landscaped, except as specifically approved by the ZBA.

For every six hundred (600) square feet of landscape area required by Table 4.1, two (2) trees and four (4) shrubs shall be planted.

Should a tree die or be removed for which credit has been obtained pursuant to the terms of this ordinance, landscape development sufficient to equal the area credited shall be required. A small tree that will have a mature crown similar to the tree removed may be substituted if the planting area or pervious cover provided for the larger tree is retained.

TABLE 4.1 REQUIRED LANDSCAPING

Land Use	Landscaping Required (% of constructed impervious coverage of the lot)
Multifamily structures	25
Manufactured home park	25
Office and professional uses	20
Institutional	20
Commercial	15
Industrial or manufacturing	15

4.2 Credit for Trees

In order to reward the preservation of existing trees, one hundred (100%) percent of the crown area of undisturbed existing trees shall be reduced from the landscape area requirements; provided that the area surrounding the tree is left undisturbed and that this area consists of a least one hundred (100) square feet but not less than fifty percent (50%) of the crown area.

4.3 Screening

Off-street loading spaces, refuse and outside storage areas, antennas, satellite dishes, and mechanical equipment within the street yard must be screened from all public streets. The screening must be of a minimum of six (6) feet in height or a height sufficient to obscure the area or equipment requiring the screening, whichever is less. The screening may be provided by plants, a solid screen fence or wall, or a combination thereof.

4.3.1 Acceptable Landscape Screening Materials

1. No artificial plant materials may be used to satisfy the requirements of this ordinance.

2. Plant materials required by this ordinance must comply with the following minimum size requirements at the time of installation. At time of planting, plant height shall be measured from the top of the root ball or, if the plant is in a container, from the soil level in the container.

a. Large trees must have a minimum caliper of two (2) inches and shall be planted in an area with a minimum of one hundred (100) square feet of permeable surface area. This area may be reduced to fifty (50) square feet if a permanent life support system, which must include but is not limited to an irrigation system and an internal drainage mechanism, is incorporated within the planting area.

b. Small trees must have a minimum height of six (6) feet and shall be planted in an area with a minimum of twenty-five (25) square feet of permeable surface area.

c. Large shrubs must have a minimum height of two (2) feet and must be planted in an area with a minimum of nine (9) square feet of permeable surface area. The permeable surface areas for shrubs may be included within permeable surface areas required for trees.

3. Each large tree, small tree or large shrub must be planted at least thirty-six (36) inches away from any paved surface or city right-of-way.

4.4.1 Protection of Plant Areas

Plant areas must be protected from vehicular traffic through the use of concrete curbs, wheel stops, or other permanent barriers.

SECTION 5.0 LANDSCAPE PLAN SUBMITTAL, REVIEW, AND APPROVAL

5.1 Plan Submittal

A landscape plan must be submitted to the Community Development Director or his/her designee with the application for a permit for new construction. The Community Development Director must approve the plan before a building permit is issued for the work. A landscape plan shall consist of two (2) sets of prints drawn to scale with sufficient clarity to indicate the location, nature and extent of the work proposed, and show in detail that it conforms to the requirements of this ordinance. A landscape plan shall contain the following information:

1. Project name, street address, legal description, date, scale, north arrow and the names, addresses and telephone numbers of both the property owner and the person preparing the plan.

2. Designation of zoning areas adjacent to property.

3. A vicinity map, location of lot lines, and dimensions of the building site and the street yard.

4. Approximate center lines of existing water courses and the location of the 100-year floodplain; approximate location of significant drainage features, and the location and width of existing and proposed streets and alleys, utility easements, driveways and sidewalks on or adjacent to the lot.
5. Identification, location, and dimensions of required plant materials, screening, and off-street parking and loading spaces within the street yard.

6. Description of plant materials shown on the plan, including names (common and botanical), quantities, container or caliper sizes at installation, heights, spread, and spacing.

7. Description of proposed irrigation methods.

5.2 Issuance of Building Permit

The Community Development Director shall review the landscape plan to verify compliance with all requirements of this ordinance prior to the issuance of a building permit. All landscape plans must comply with the mandatory provision of this ordinance. The building permit shall not be issued for new construction of a building within the city unless the Community Development Director approves the landscape plan verifying that the applicant's plan complies with this ordinance.

No final certificate of occupancy shall be issued by the building official for the occupancy of a new building unless all plant and screening materials required by this ordinance have been provided. Prior to the issuance of a certificate of occupancy, the building official shall inspect the building site to verify compliance with the approved landscape plan.

SECTION 6.0 TREE PRESERVATION AND PROTECTED TREES

This section preserves and protects existing, healthy and desirable trees within the City of Taylor, to provide guidelines for the protection of trees and establish guidelines for planting trees. Protected trees are: Pecan, American Elm, Cedar Elm, Texas Ash, Sycamore, Southern Magnolia, Cottonwood, all varieties of Oak, and all varieties of Maple.

6.1 Preliminary Development Plans

A general survey of natural vegetation showing tree groupings and anticipated protected tree losses shall be submitted with all preliminary site plans.

6.2 Tree Removal Permit

No person directly of indirectly, shall cut down, destroy, top-off, remove or effectively destroy through damaging, any protected tree six (6) inches in diameter or larger, measured twenty-four (24) inches from the ground on any commercial, industrial or multi-family property within the City without first obtaining a Tree Removal Permit as provided by this section.

6.2.1 Permit Required

Protected trees shall not be removed prior to the issuance of a Tree Removal Permit until the Community Development Director or authorized designee, approves the removal due to the following:

1. Said tree(s) are injured, dying, diseased or infested with harmful insects;

2. Are in danger of falling, interfere with utility service or create unsafe vision clearance; or

3. In any manner create a hazardous or dangerous condition so as to endanger the public health, welfare or safety.

Utility companies shall be exempt from authorization of the Community Development Director when public health, welfare or safety of the general citizenship is in danger.

Under no circumstances shall the clear-cutting of protected trees six (6) inches or larger in diameter, measured twenty-four (24) inches from the ground on any property, other than single-family homesites, be allowed prior to the issuance of a Tree Removal Permit of said property. Any protected tree removed will be required to follow the guidelines of this ordinance.

6.3 Penalties

If any protected tree(s) are removed from any property, excluding single-family homesites, including any injury to a tree resulting from the owner's failure to follow required tree protection measures that causes or may reasonably be expected to cause the protected tree to die, the property owner shall be determined to be in violation of this ordinance.

6.4 Application

Tree Removal Permits shall be obtained by making application to the Community Development Department on a form provided by the City. Upon receipt of a proper application for a Tree Removal Permit, the Community Development Director or his/her designee shall review the application and may conduct field inspections of the development.

The application for Tree Removal Permit, if required, shall be considered an integral part of the application for development plan approval, and no new development plan for any new development subject to the terms and provisions of this ordinance shall be approved without approval of said Tree Removal Permit.

SECTION 7.0 PARKING LOTS

All parts of a parking area or lot not occupied by parking spaces or driveways shall be landscaped with grass, shrubs, ground cover, and/or paved pedestrian paths. The following additional requirements are intended not only to improve the appearance of large paved areas, but also to provide for adequate circulation and drainage; and to help moderate wind, noise, and temperature extremes.

1. All outdoor parking areas having spaces for more than twenty (20) vehicles shall have landscaping within the perimeter of the parking area equal in area to not less than five (5%) percent of the total paved area.

2. No parking space shall be located more than seventy (70) feet from a portion of the required landscaping.

3. One tree of at least two (2) inch caliper in size shall be provided within the perimeter of the parking area for each two hundred fifty (250) square feet of landscaping required.

4. Required or provided landscaping shall not obstruct the view of any vehicle backing areas or turning areas in a way so as to create a hazard.

5. All required or provided landscaping and trees shall be maintained in a clean, safe, and healthy condition.

6. The landscaping required in this section shall be provided in addition to the screening requirements of Paragraph 4.3 of this ordinance.

7. The requirements of (1) (2) and (3) of this section do not apply to vehicle display, storage or loading areas for businesses which sell or service vehicles, farm equipment, or for commercial or industrial parking areas intended specifically for trucks having a rated capacity of 26,000 pounds gross vehicle weight or more.

SECTION 8.0 APPEALS

When the Community Development Director or his/her designee does not approve a landscape plan, irrigation plan, tree removal request, or the installation or removal of these improvements, the owner or duly authorized representative may appeal that decision to the Zoning Board of Adjustment (ZBA). The ZBA may only grant exceptions to this ordinance for the following circumstances:

1. For in-fill development when surrounding landscaping or prevailing practices in the vicinity dictate different standards than those contained in this ordinance.

2. When the requirements of this ordinance create a safety hazard as determined by the ZBA.

The ZBA may only grant exceptions when the applicant has provided evidence sufficient to show that the proposal meets or exceeds the purpose of this ordinance. Granting of a request for alternative compliance as provided in this ordinance shall not have the effect of nullifying the intent and purpose of this ordinance. Special conditions may be imposed by the ZBA where necessary to assure conformity with the purpose and intent of this ordinance.

SECTION 9.0 SEVERABILITY CLAUSE

That if any provision of this ordinance or its application to any person or circumstances is held invalid for any reason, the invalidity does not affect any other provisions or applications of this ordinance which can be given effect without the invalid provision or application, and to this extent the provisions of this ordinance are declared to be severable.

SECTION 10.0 REPEALER CLAUSE

All other ordinances, parts of ordinances or resolutions in conflict with this ordinance are hereby repealed to the extent of any such conflict.

SECTION 11.0 PUBLICATION

The City Clerk is hereby authorized and directed to publish the caption of this ordinance, together with the penalty provision contained therein, in the manner and for the length of time prescribed by law.

SECTION 12.0 PENALTY

Any person, firm or corporation violating any of the provisions of this ordinance shall be deemed guilty of a misdemeanor and, upon conviction in the municipal court of the City of Taylor, Texas, shall be subject to a fine not to exceed the sum of five hundred ($500.00) for each offense, except however, where a different penalty has been established by state law for such offense the penalty shall be that fixed by state law, and for any offense which is a violating of any provision of law that governs fire safety, zoning, or public health and sanitation, including dumping of refuse, the penalty shall be a fine not to exceed the sum of two thousand dollars ($2,000.00) for each offense; and each and every day said violation is continued shall constitute a separate offense.

An offense under this ordinance is punishable by a fine not to exceed:

1. Five Hundred Dollars ($500.00); or

2. The amount fixed by state law if the violation is one for which the state has fixed a fine.

SECTION 13.0 INTRODUCTION

In accordance with Article VIII, Section 1 of the City Charter, this ordinance was introduced before the City Commissioners on the 15th day of March, 2001.

PASSED, APPROVED and ADOPTED on this the 24th day of April, 2001.

_____
Randall J. Pick, Chairman
Board of Commissioners
ATTEST:

_____
Barbara S. Belz, City Clerk

APPROVED AS TO FORM:

_____
Ted W. Hejl, City Attorney

APPENDIX A
PREFERRED PLANT LIST

TABLE 4.1

REQUIRED LANDSCAPING

Land Use	**Landscaping Required (% of constructed impervious coverage of the lot)**
Multifamily structures	25
Manufactured home park	25
Office and professional uses	20
Institutional	20
Commercial	15
Industrial or manufacturing	15

APPENDIX A

PREFERRED PLANT LIST
(This list is a guide and is not meant to be exclusive)

EVERGREEN TREES (*Native)	HEIGHT (Feet)	FEATURES
Afghan Pine* *Pinus eldarica*	25-50	Fast growing, best pine for alkaline soils
Arizona Cypress *Cupressus arizonica*	30-75	Good heat and drought tolerance, aromatic foliage
Cherry Laurel* *Prunus caroliniana*	25-30	Screening plant, wildlife food
Deodar Cedar *Cedrus deodara*	40-50	Fine texture, needs drainage, spreads far and wide, resembles Colorado Blue Spruce
Glossy Privet or Japanese Ligustrum *Ligustrum lucidum*	20-25	Moderate-to-rapid rate of growth, glossy leaves, white flowers late spring. Purplish-black berries in fall. Requires pruning & stem removal to train as tree
Japanese Black Pine *Pinus thunbergii*	20-30	Long dark green needles, develops erratic multibranched shapes, few serious insect or disease problems
Live Oak* *Quercus virginiana*	30-50	Oak wilt susceptible, some 1,000-year old live oaks in Texas
Loquat (Japanese Plum) *Eriobotrya japonica*	20-25	Large tropical-looking leaves, blooms late fall-early winter, no showy flowers but extremely fragrant, small accent tree
Pineapple Guava *Feijoa sellowiana*	15-18	Full sun, large grounded shrub or small tree, oval gray-green foliage, waxy white flowers with red stamens. Fruit tasty, with slight pineapple flavor
Southern Magnolia *Magnolia grandiflora*	60-70	Slow rate of growth while young, dark green leaves, large (8-12 inches) white flowers in late spring and early summer, fragrant, durable tree
Yaupon Holly* *Ilex vomitoria*	15-20	Red berries in winter only from female plant, plant one male for each 10 females to insure pollination

DECIDUOUS TREES/ LARGE SHRUBS (*Native)	HEIGHT (Feet)	FEATURES
Bald Cypress* *Taxodium distichum*	60-70	Cone-bearing, fall color dark rust-red, interesting winter twig character, foliage is medium-green, ferny and soft-textured.
Big Tooth Maple* *Acer grandidentatum*	20-30	Outstanding fall foliage, requires drainage
Bradford Pear *Pyrus calleryana* "Bradford"	30-40	Showy white spring flowers, brilliant coppery-red foliage in late fall, moderate-to-fast growth
Burr Oak* *Quercus macrocarpa*	50-60	Majestic large oak, yellow to brown fall color, insect and disease problems rare
Cedar Elm* *Ulmus crassifolia*	50-60	30-40 feet spread, good winter bark characteristics, good elm species for Texas landscapes
Chinese Pistachio *Pistacia chinensis*	40-50	Attractive tree of increasing popularity and importance, brilliant yellow or red fall color, male plants offer better overall plant habit
Chinese Tallow Tree* *Sapium sebiferum*	30-40	Not adaptable to highly alkaline soils, brilliant red, wine, yellow and orange fall color, small white popcorn-looking berries, no major insect or disease problems
Chinquapin Oak* *Quercus muhlenbergil*	30-50	Tall, slender form, dark glossy lush foliage
Crepe Myrtle *Lagerstroemia indica*	12-20	Actually a large shrub, that must be trained into tree form by regular shoot removal from base of plant, good fall color if powdery mildew is kept under control
Desert Willow* *Chilopsis linearis*	15-25	Orchid-like blooms, not a true willow
Dogwood *Cornus florida*	20-30	Must have acid soil, pure white flowers most common, pink and red also available, attractive and showy
Escarpment Cherry* *Prunus serotina*	20-30	Fall color, fruit for wildlife and jellies
Flameleaf Sumac* *Rhus copallina* and *Rhus glabra*	15-20	Brilliant fall color, may colonize
Golden Rain Tree *Koelreuteria paniculata*	25-30	Brilliant buttery yellow flowers in early summer, somewhat difficult to transplant successfully, excellent small shade tree

DECIDUOUS TREES/ LARGE SHRUBS (*Native)	HEIGHT (Feet)	FEATURES
Green Ash *Fraxinus pennsylvanica*	40-50	Moderate-to-fast rate of growth, dark green foliage, bright yellow fall color, erect, attractive growth
Lacey Oak* *Quercus glaucoides*	20-30	Small tree, peach colored foliage in spring and fall
Little Walnut* *Juglans microcarpa*	20-30	Small tree, strongly scented good for attracting wildlife
Mexican Buckeye* *Ungnadia speciosa*	10-15	Small tree, large shrub, pink spring flowers
Mexican Plum* *Prunus mexicana*	15-25	White spring blossoms, wildlife food, weak wood
Orchid Tree* *Bauhinia Spp.*	6-12	Small understory or patio tree, showy white blossoms
Pecan* *Carya illinoinensis*	60-80	50-60 feet across, plant new improved varieties for better disease and insect resistance, large shade tree, regular spraying for good nut production
Possumhaw* *Ilex decidua*	12-15	Red winter berries, large shrub
Red Buckeye* *Aesculus pavia*	10-20	Good understory tree, requires deep well-drained soils
Redbud* *Cercis canadensis*	25-30	Outstanding spring color with pink blossoms being most common, holds flowers longer than most flowering trees, somewhat weak wooded
Shumard Red Oak* *Quercus shumardii*	50-60	Moderate rate of growth, good fall red foliage coloration, very tolerant of limestone soils, 40-60 feet across, stately formal tree, grows well in variety of soil conditions
Texas Ash* *Fraxinus texensis*	40-50	Fast growing shade tree, exceptional fall color
Texas Persimmon* *Diospyros texana*	15-25	Wildlife food, multi-trunk
Texas Redbud* *Cercis canadensis var. 'Texensis'*	25-35	Adapts to a variety of soils, early pink blossoms, drought tolerant, excellent source of spring color
Vitex, Lilac Tree Vitex Agnus-castus	15-20	Late spring lavender blooms, small tree

EVERGREEN SHRUBS (*Native)	SUN	SHADE	FEATURES
Abelia *A. grandiflora*	X	X	Spreading shrub to 2 to 8 feet, bright white flowers, use as landscape accent, rock gardens, low hedge
Agarita* *Berberis trifoliolata*	X		Prickly leaves, fragrant flowers, bright red berries
Barbados Cherry* *Malpighia glabra*	X	X	Pale pink flowers, berries attract wildlife
Burford Holly *Ilex comuta "Burfordii"*	X	X	Glossy dark green foliage, red fruit
Century Plant Agave *Agave. Sp.*	X		Sends up flowering spikes 10-20 feet after 6-10 years of growth, gray-green foliage, require perfect drainage, leaves pointed and extremely sharp
Dwarf Burford Holly *Ilex comuta "Burfordii nana"*	X	X	Glossy leaves, berries not prominent
Dwarf Chinese Holly *Ilex comuta "Rotunda nana"*	X	X	Spiney foliage, no berries
Dwarf Yaupon Holly *Ilex vomitoria "Nana"*	X	X	Low mound-like shrub, no berries
Elaeagnus *Elaeagnus pungens*	X	X	Silver foliage, fragrant white fall flowers
Evergreen Sumac* *Rhus virens*	X	X	Glossy leaves, red fall color when mature
Indian Hawthorn *Raphiolepis indica*	X		Pink flowers, copper colored new foliage
Japanese Aralia *Fatsia japonica*		X	Rounded shrub 6-8 feet, star shaped leaves give lush tropical appearance
Ligustrum, Privet *Ligustrum sp.*	X	X	Upright shrub 6-20 feet, bold, dark green waxy foliage, creamy white flowers in late spring, purple-black berries in fall/winter
Mountain Laurel* *Sophora secundiflora*	X	X	Showy fragrant purple flower, large shrub
Nandina *Nandina domestica*	X		Bright red berries, 4-6 feet in height, very adaptable, specimen plant, boarder, ground cover and mass plantings

EVERGREEN SHRUBS (*Native)	SUN	SHADE	FEATURES
Oleander *Nerium oleander*	X		Summer flowers in red, pink, white and pale yellow varieties, large shrub to 20 feet, all parts of plant poisonous
Pampas Grass *Cortaderia selloana*	X		Large clumping grass to 6-7 feet, taller when blooming, showy white flower plumes, good screen
Pittosporum *Pittosporum tobira cv.*	X		Glossy foliage and dense habit of growth, spreading shrub in varying heights, inconspicuous fragrant flowers
Red Yucca* *Hesperaloe parviflora*	X		Coral flower spike, not a true yucca
Rock Cotoneaster *Cotoneaster horizontalis*	X		Red fall fruit, small leaves
Rosemary *Rosmarinus officinalis*	X		Aromatic leaves
Sacahuista, Bear Grass* *Nolina texana*	X	X	Grass-like mounding clumps
Santolina (Lavendercotton) *Santolina sp.*	X		Low spreading sub-shrub to 1-2 feet, fragrant foliage either intense gray or bright green, yellow flowers, commonly used in rock gardens, must have perfect drainage
Shore Juniper *Juniperus conferta*	X		Spreading, blue-green ground cover
Silverleaf Cotoneaster *Cotoneaster glaucophyllus*	X		Silver leaves, red fall fruit
Texas Sage, Ceniza* *Leucophyllum frutescens*	X		Rounded shrub 4-7 feet, beautiful orchid or lavender flowers, gray-green foliage, drought-resistant
Texas Sotol* *Dasylirion texanum*	X		Long blade-like leaf with spines

SEMI-EVERGREEN SHRUBS (*Native)	SUN	SHADE	FEATURES
Cast Iron Plant *Aspidistra elatior*		X	Broad strap shaped leaves to 2 feet in height
Glossy Abelia *Abelia grandiflora*	X		Small pink flowers, glossy leaves
Muhly Grass* *Muhlenbergia lindheimen*	X		Looks like small pampas grass
Pineapple guava *Feijoa sellowiana*	X		Exotic fragrant flowers
Pomegranate *Punica granatum*	X	X	Orange flowers, yellow fall color
Primrose Jasmine *Jasminum mesnyi*	X		Yellow flowers, mounding form
Viburnum (Snowball) *Viburnum sp.*		X	Excellent shrub for shade, upright 5-15 feet, Flowers spring, with showy white clusters, few if any insect and disease pests

DECIDUOUS SHRUBS (*Native)	SUN	SHADE	FEATURES
Althaea *Hibiscus syriacus*	X		Showy summer flowers
American Beautyberry* *Callicarpa americana*	X	X	Purple fruit in autumn, wildlife food
Aromatic Sumac* *Rhus aromatica*	X	X	Red berries in late spring, brilliant fall foliage
Arrowwood* *Viburnum dentatum*	X	X	Spring flowers, fall color
Black Dalea* *Dalea frutescens*	X		Purple summer flowers, fine foliage
Butterfly Bush* *Buddleia davidii*	X		Lavender/lilac flowers, small fuzzy leaves

Texas Lantana* *Lantana horrida* and *Lantana camara*	X		Good summer color, many varieties
Trailing Lantana* *Lantana montevidensis*	X	X	Lilac colored flowers summer through fall

EVERGREEN VINES & GROUNDCOVERS (*Native)	SUN	SHADE	FEATURES
Ajuga *Ajuga reptans*		X	Heights 2-6 inches, low-growing rosetting plant with spoon-shaped dark green leaves, intense blue flowers, requires good drainage
Asian Jasmine *Trachelospermum asiaticum*	X	X	Low vigorous groundcover
Bigleaf Periwinkle *Vinca major*		X	Loose groundcover, blue flowers
Carolina Jessamine* *Gelsemium sempervirens*	X	X	Fragrant yellow flowers in spring
Coral Honeysuckle* *Lonicera sempervirens*	X	X	Coral flowers, red fruit, attracts wildlife
Cross Vine* *Bignonia capreolata*	X	X	Climbs by twining leaf tendrils and sticky disc tips reaching up to 50 feet, beautiful trumpet-shaped 2 inches long flowers with red inside and yellow outside
Damianita* *Chrysactinia mexicana*	X		Yellow flowers, low growing to 12 inches in height
English Ivy *Hedera helix*		X	Clinging, vigorous, self-climbing vine to 25-35 feet, dark green leathery leaves
Fig Ivy, Climbing Fig *Ficus pumila*		X	Clinging vine to 20-30 feet, fine texture,
Lady Banksia Rose *Rosa banksiae*	X		Yellow spring flowers, large cascading form
Liriope *Liriope muscari*		X	Purple spike flowers, clump-like foliage 12-18 inches high, dark green grass-like leaves
Littleleaf Periwinkle		X	Blue flowers, groundcover

Vinca minor			
Mock Strawberry (Yellow) *Duchesnea indica*	X		Height 4-8 inches, sends our runners profusely, bright yellow flowers, followed by bright red marble-sized flavorless fruit
Mondograss, Monkey Grass *Ophiopogon japonicus*		X	Tufted grass-like groundcover, very dependable and aggressive ground cover

EVERGREEN VINES & GROUNDCOVERS (*Native)	**SUN**	**SHADE**	**FEATURES**
Oregano *Origanum vulgare*	X	X	Perennial, spreading herb
Passionflower, Blue *Passiflora caerulea*	X		Multi-petalled blue flowers, does best in loose garden soil and ample moisture
Santolina *S. chamaecyparissus*	X		Fine textured, aromatic foliage
Star Jasmine, Confederate Jasmine *Trachaelospermum jasminoides*	X		Attractive vine to 12-18 feet, may suffer winter burn , glossy dark green foliage, flowers in spring are bright white, one inch across, pinwheel and deliciously fragrant
Stonecrop *Sedum spp*.	X	X	Low, fast growing groundcover

DECIDUOUS VINES & GROUNDCOVERS (*Native)	**SUN**	**SHADE**	**FEATURES**
Boston Ivy* *Parthenocissus tricuspidata "Veitchii"*	X	X	Red fall color, clinging vine
Bush Morning Glory Ipomoea lelptophylia	X	X	Forms 1-1/2 feet to 3 feet mounds of foliage, lavender to purple flowers in June and July
Coral Vine, Queen's Wreath, *Rosa de montana* *Antigonon leptopus*	X		Stands heat and sun very well, fast growing vine to 35-40 feet, bright showy pink flower clusters, dark green foliage, keep well water during prolonged drought

Cypress vine *Ipomoea quamoclit*	X		Red tube-like flowers, twining vine, annual
Gregg Dalea* *Dalea greggii*	X	X	Purple flowers in fall, groundcover
Honeysuckle *Lonicera japonica*	X	X	Fragrant, white flowers turning yellow as they age, and flowers with purple-red tint, prune severely in late winter
Mustang Grape *Vitis mustangensis*	X	X	Climbs by tendrils, large and vigorous vine 15-25 feet, grown for edible fruit, grown on patio roofs for shade and to soften impact of long fences
Old Man's Beard *Clematis Drummondii*	X	X	Twining vine, feathery seeds
Passion Vine* *Passiflora incarnata*	X	X	Lavender flowers, edible fruit
Sweet Autumn Clematis *Clematis paniculata*	X		Fragrant fall flowers, twining vine
Trumpet Vine* *Campsis radicans*	X	X	Orange-scarlet flowers, invasive
Virginia Creeper* *Parthenocissus quinquefolia*	X	X	Red fall color, clinging vine
Wisteria *Wisteria sinensis*	X		Vigorous vine to 30-45 feet, blooms like bunches of grapes, flowers most commonly fragrant lilac-purple, white and blue variety available, needs strong support

FLOWERING PERENNIALS (*Native)	**SUN**	**SHADE**	**FEATURES**
Artemisia* *Artemisia ludoviciana*	X		Aromatic foliage, white fuzzy leaves
Black-eyed Susan* Rudbeckia hirta	X	X	Yellow dark-centered daisy, flowers May to September
Blackfoot Daisy* *Melampodium leucanthum*	X		Short white daisy flowers all summer long
Butterfly Weed* *Asciepias tuberosa*	X	X	Orange/yellow flowers, attracts butterflies

Canna Lilly *Canna x generalis*	X		Banana-like foliage blooms in summer
Cedar Sage* *Salvia roemeriana*		X	Red flowers, naturalizes
Cherry Sage* *Salvia greggii*	X	X	Red, pink or white flowers
Cigar Plant *Cuphea micropetala* ‘	X		Orange-yellow fall flowers
Coreopsis* *coreopsis lanceolata*	X		Yellow spring and fall flowers, clumping
Daylilly *Hemerocallis fulva*	X		Orange/yellow funnel-shaped flower
Fall Aster *Aster frikartii*	X	X	Purple autumn flowers
Firebush *Hamelia patens*	X		Red-orange flowers, red fall color
Gayfeather* *Liatris spp.*	X		Purple flower spikes in autumn
Hinckley’s columbine *Aquilegia Hinckleyana*		X	Bright yellow flowers in spring
Lamb’s Ears *Stachys byzantina*	X		Unique foliage, low growing
Maximillian Sunflower* *Helianthus Maximiliana*	X		Yellow flower, late summer to fall
FLOWERING PERENNIALS (*Native)	**SUN**	**SHADE**	**FEATURES**
Mealy Blue Sage* *Salvia farinacea*	X		Blue flower spikes spring and summer
Mexican Bush Sage *Salvia leucantha*	X		Tall purple flower spikes
Mexican Heather *Cuphea hyssopifolia*	X		Tiny purple, pine or white flowers
Mexican Marigold Mint *Tagetes lucida*	X	X	Yellow fall flowers, anise flavored foliage
Mexican Oregano	X		lavender/pink flowers, aromatic

Poliomintha longiflora			
Oxeye Daisy *Chrysanthemum leucanthemum*	X		White early summer flower, yellow center
Peruvian Verbena *Verbena peruviana*	X		Pink, purple, red or white flowers
Pink Skullcap *Scutellaria suffrutescens*	X	X	Pink flowers in summer, low growing
Plumbago *Plumbago auriculata*	X	X	low growing, blue flowers
Purple Coneflower* *Echinacea purpurea*	X	X	Purple daisy-like flowers
Rose Mallow* *Pavonia lasiopetala*	X	X	Pink hibiscus-like flowers
Scarlet Sage* *Salvia coccinea*	X	X	red, pink or white flowers, spring to fall
Spiderwort* *Tradescantia x Andersoniana*		X	Purple-blue flowers, informal ground cover
Turk's Cap* *Malvaviscus arboreus "Drummondii"*	X	X	Red flowers and fruit, colonizing
Wild Petunia *Ruellia nudiflora*		X	Purple flowers from March to December
Yarrow *Achillea millefolium*	X	X	Off white flowers, pink variety available

TURF & LOW GRASSES (*Native)	SUN	SHADE	FEATURES
Bermuda *Cynodon dactylon*	X		Seed or hybrid sod
Blue Grama* *Bouteloua gracilis*	X		Seed, fine-leaf tufted grass, good meadow grass
Buffalograss* *Buchloe dactyloides*	X		Many seed varieties, sod available in '609' and Prairie hybrids
Little Bluestem* *Schizachyrium scoparium*	X		Seed, blue-green, fine texture
Side Oats Gramma* *Bouteloua curtipendula*	X		Seed, Texas State Grass

PARK DEDICATION ORDINANCE

Chapter 2
Subdivision Improvements

ARTICLE I: GENERAL

2.12 Park and Playground Sites

In a residential subdivision of twenty (20) acres or more, the subdivider is required to dedicate five (5) percent of the total area of the subdivision that is not in the floodplain for park purposes or pay an escrow, with terms established by the city, in lieu of the parkland dedication. All dedication of land is subject to the approval of the City.

Park and playground sites shall be reserved as indicated on the Future Land Use Plan. Size shall be in accordance with the City's Comprehensive Plan for the park system.

Existing Parks and Facilities

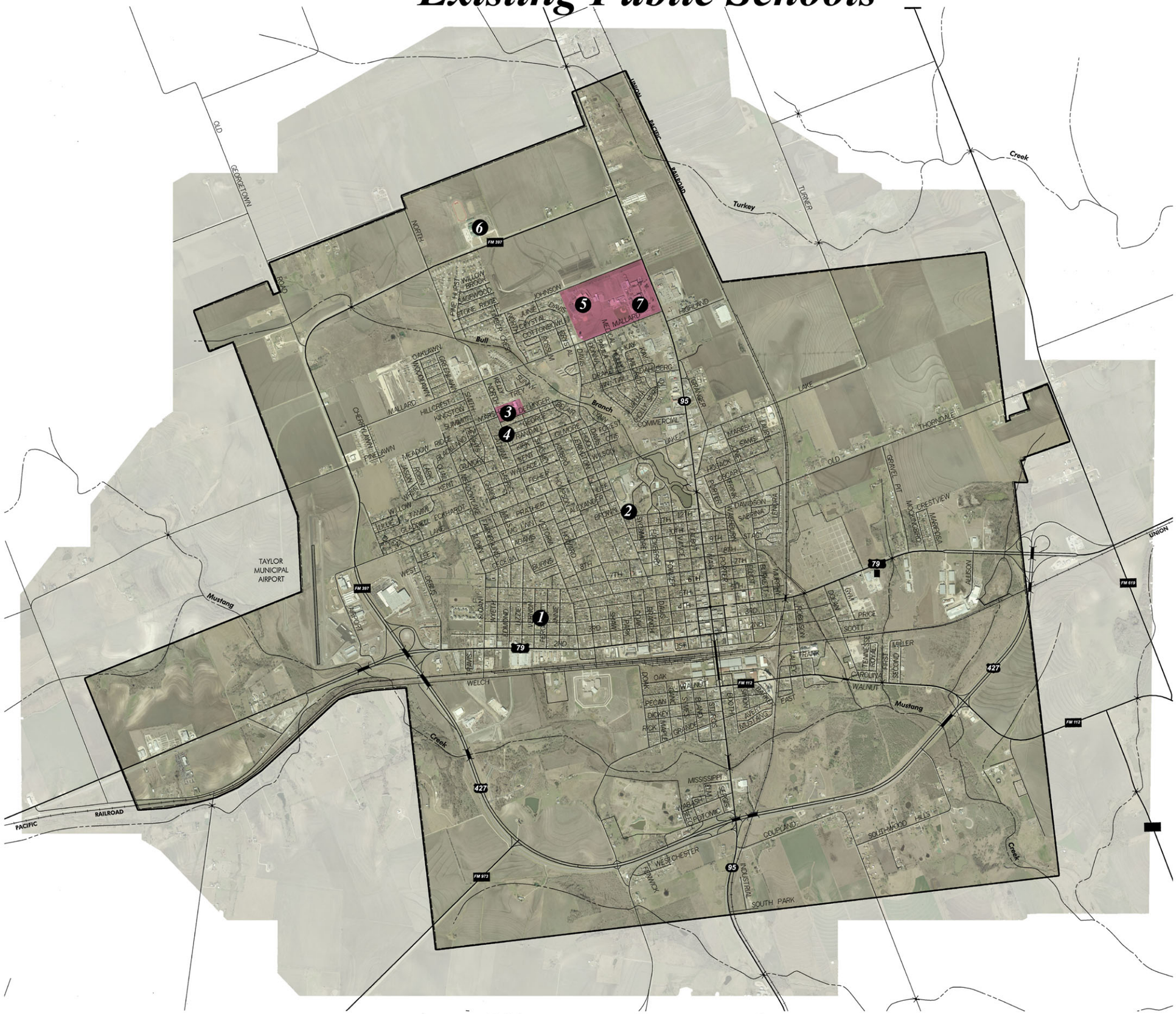
City of Taylor

Parks, Recreation & Open Space Master Plan

Carter::Burgess

January 2005

Existing Public Schools



Public Schools

1. Taylor Head Start
2. Taylor ISD Administration
3. Northside Elementary
4. Pasemann Elementary
5. T.H. Johnson Elementary
6. Taylor Middle School
7. Taylor High School

City of Taylor

Carter::Burgess

January 2005

Existing Community Parks

City of Taylor

Parks, Recreation & Open Space Master Plan

Carter::Burgess

January 2005

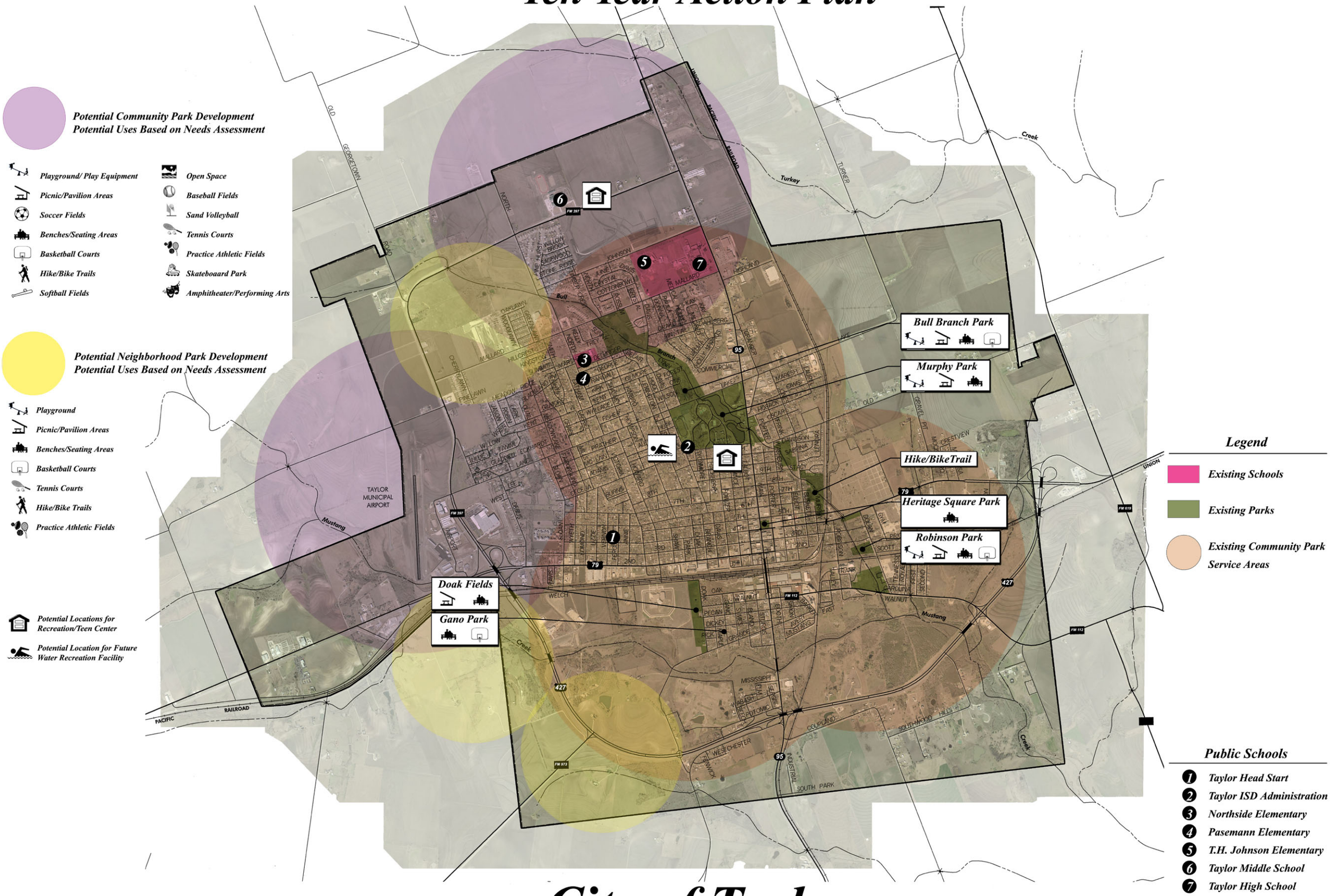
Existing Metropolitan/Regional Parks

City of Taylor

Carter::Burgess

January 2005

Ten Year Action Plan



City of Taylor

Parks, Recreation & Open Space Master Plan

Carter::Burgess

Scale: 1" = 1,056'
January 2005

2004 PARKS, RECREATION & OPEN SPACE MASTER PLAN

SUPPLEMENTAL INFORMATION

May 2005

Prepared by:

CARTER & BURGESS, INC.
Consultants in Planning, Engineering, Architecture,
Construction Management, and Related Services
777 Main Street
Fort Worth, Texas 76102
817.735.6000

NATIONAL RESEARCH SERVICE
6300 Ridglea Place, Suite 1011
Fort Worth, Texas 76116
817.731.3493

011965

EXECUTIVE SUMMARY

Carter & Burgess, Inc. completed a Parks, Recreation and Open Space Master Plan for the City of Taylor in early 2005. An important aspect of the Master Plan was to conduct a demand and needs assessment which involved citizen, task board and City Council input. The purpose of the needs assessment study was to provide a foundation for the Park, Recreation and Open Space Master Plan that would guide future park and recreation decisions based upon citizen needs and priorities. As a result of the needs assessment study in the Master Plan, the top indoor recreation facility priorities were a multi-use recreation center and a youth/teen center.

An indoor recreation facility is an establishment primarily engaged in activities intended to provide personal amusement and recreation, with the largest number of patrons typically during the evening hours or on weekends. Food and refreshments may be provided as an incidental service. Recreational elements including such uses as bowling alleys, billiard, pool or bingo parlors, amusement arcades, and indoor theaters (live or motion pictures), and completely enclosed or indoor recreation space, such as racquet ball courts, weight rooms, fitness studio, indoor skating rink, swimming pool and a gymnasium.

A teen center would provide recreational and educational activities for teens and create a much needed community resource for the Taylor area. A teen center could provide areas for recreational activities such as games, fitness, sports events and after school/evening programs. A teen center could also provide educational resources such as computer labs and after school tutoring.

This document is intended to be used as a guide for future indoor recreation facility and program development within the City of Taylor.

INDOOR FACILITY PROGRAMMING-NEEDS ASSESSMENT

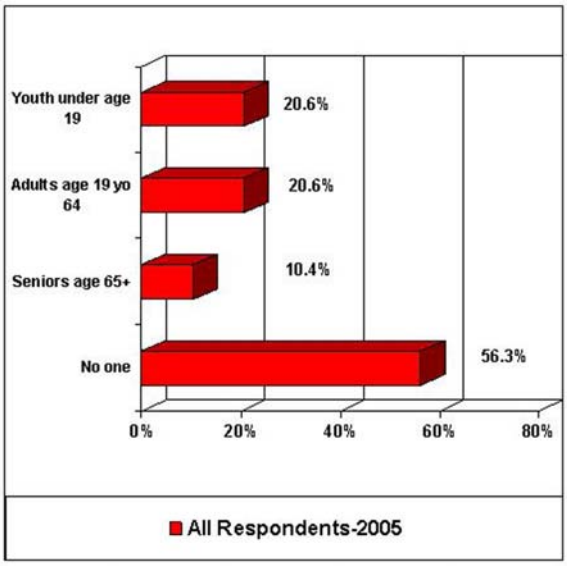
Introduction and Methodology
National Service Research (NSR) completed a comprehensive research study for the City of Taylor Texas as part of the Comprehensive Park, Recreation and Open Space Master Plan. An important aspect of the Master Plan was to conduct a demand and needs assessment which involved citizen input. The purpose of the needs assessment study was to provide a foundation for the Comprehensive Park and Recreation Master Plan that will provide guidance based upon citizen needs and priorities. NSR worked closely with Carter & Burgess, Inc. and the City of Taylor staff throughout the research process.

As a result of the needs assessment study, the top priorities were a multi-use recreation center and a youth/teen center.

In order to determine the facilities and programs that are needed within the recreation center a public meeting was held on February 24, 2005. Based upon the public meeting input, NSR designed a mail-out survey to determine citizen preferences for programs, facilities, anticipated use of the recreation center and user fees willing to pay. The survey was mailed to 3,000 randomly selected residents on March 11, 2005 by the City of Taylor. As of April 11th, 2005 a total of 364 surveys were returned and computer processed a 12% response rate. The margin of error of this sample size at a 95% confidence level is plus or minus 5.4%.

The following pages present the citizen survey results.

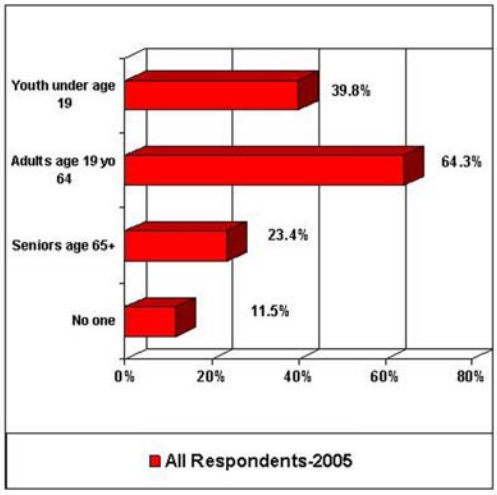
Participation in Recreation Programs



More than half of respondents have not participated in a recreation program with in the past year.

One in five youth and adults have participated in a recreation program.

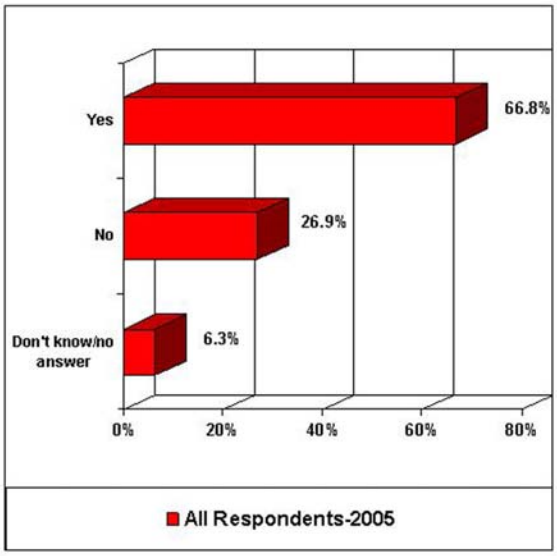
Who in Your Household Would Use a Recreation Center if One Were Built in the City of Taylor?



Respondents of all ages would use the recreation center if one were built in Taylor.

Only 12% would not use the recreation center.

Would You Pay a Fee to Use the Recreation Center?

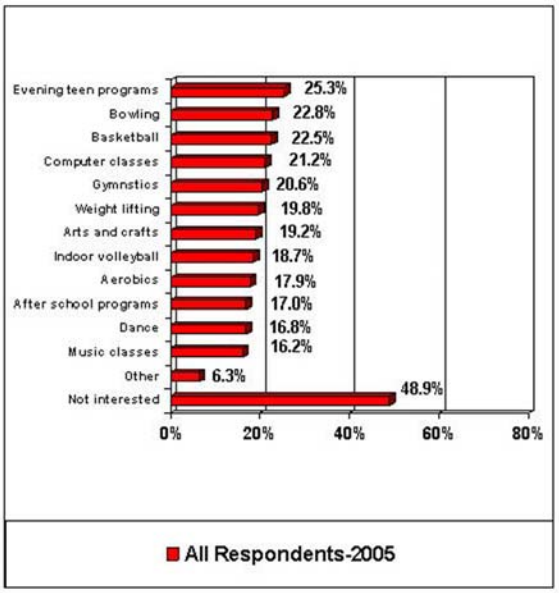


A majority of respondents would pay a fee to use the recreation center if one were built in Taylor.

81% of respondents under the age of 55 would pay a fee to use the recreation center, while 48% of respondents 55 or older would pay a fee to use the center.

83% of households with kids under the age of 19 would be willing to pay a fee to use the recreation center.

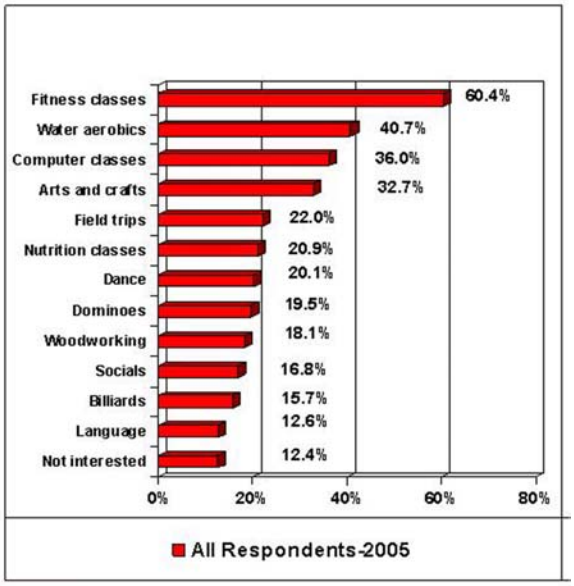
Youth/Teens – Programs of Interest



The top programs of interest among teens/youth were evening teen programs (movies, games, etc.), bowling, basketball computer classes and gymnastics.

Among households with teens age 11 to 18, 69% were most interested in participating in evening teen programs

Adult/Senior Programs of Interest



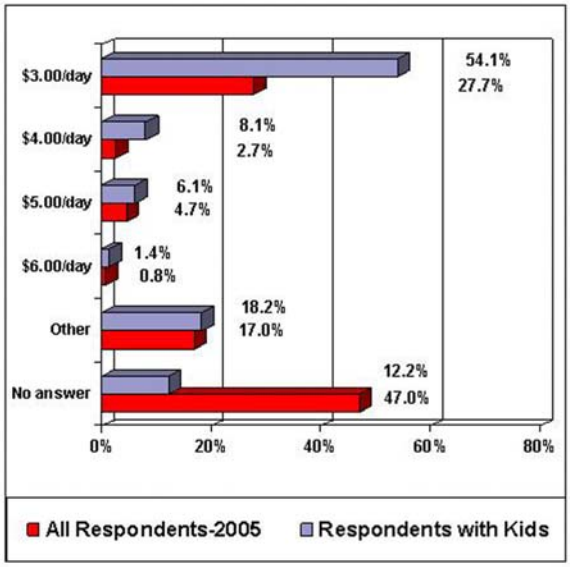
The primary programs of interest among adults/seniors were fitness classes, water aerobics, computer classes, arts and crafts and field trips.

Needed Recreation Center Facilities

Recreation Facility	% Responding Very Important	Mean Score
Exercise/karate/dance room	50.8%	3.35
Gymnasium	48.9	3.33
Weight room	45.6	3.26
Locker/dressing rooms	38.5	3.16
Indoor swimming pool	37.4	3.07
Multi-use rooms	36.8	3.09
Child care area	31.9	2.96
Play area for toddlers	28.6	2.90
Game/media rooms	26.4	2.82
Computer lab	22.5	2.72
Cooking/kitchen facility	22.3	2.67
Auditorium with stage	22.3	2.63
Indoor track	21.4	2.62
Sauna	13.5	2.30
Racquetball courts	11.5	2.23
Indoor ice skating rink	10.4	2.08
Sound proof music practice room	9.9	2.07

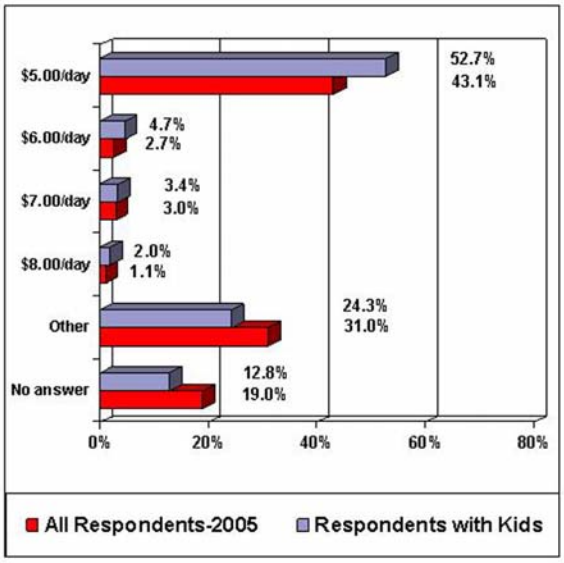
Important elements in planning for the future recreation center in Taylor are the facilities the citizens feel are needed in the center. The table above presents the facilities that the citizens felt are needed in order of importance. The mean rating scale is: 4=very important and 1=not important. Those who had no opinion or were not familiar with the need for a particular facility were excluded from the mean score calculation. The first column presents the facility, the second column presents the percentage of respondents who scored the facility as "very important" or a "4" score and the third column presents the mean score.

Willing to Pay: Daily Admission – Teens/Youth



Among respondents with kids under the age of 19, 54% are willing to pay $3.00 per day for daily admission for teens/youth, while 8% are willing to pay $4.00/day.

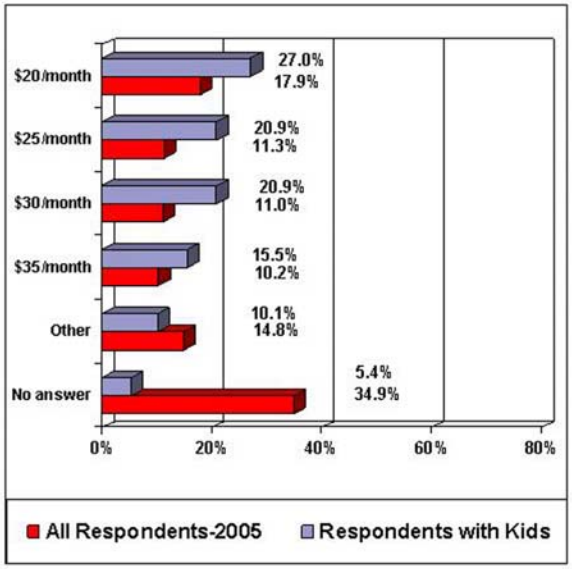
Willing to Pay: Daily Admission – Adults/Seniors



Among all respondents, 43% are willing to pay $5.00 per day for a daily admission for an adult or senior.

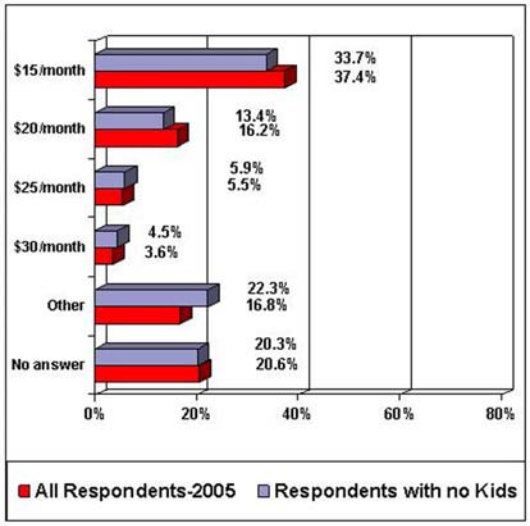
Among households with kids under the age of 19, 53%% are willing to pay $5.00 per day for daily admission for an adult or senior.

Willing to Pay: Monthly Fee – Family of Four



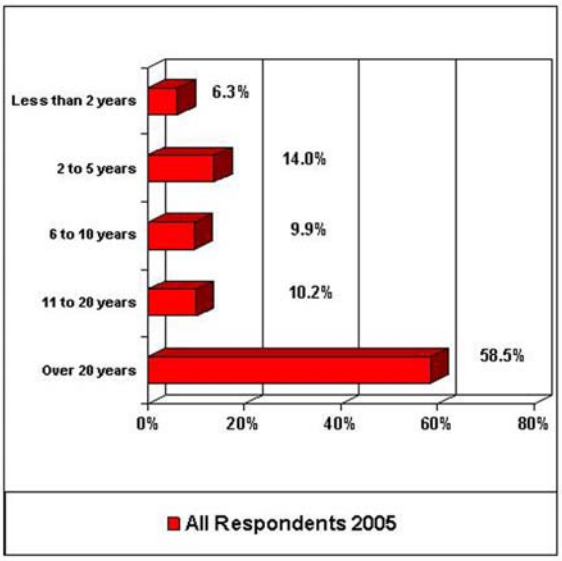
Respondents with kids under the age of 19 are willing to pay a higher monthly fee compared to all respondents.

Willing to Pay: Monthly Fee – Single Membership



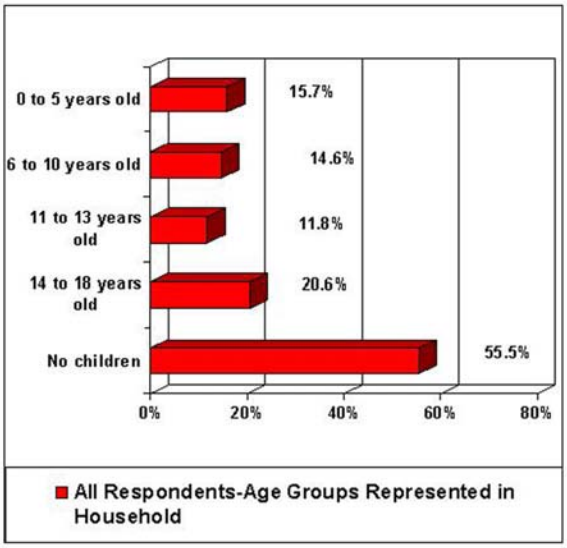
Most respondents are willing to pay $25/month or less for a single membership.

Length Lived in Taylor



More than half of citizens who responded to the survey have lived in Taylor over 20 years.

Demographics



45% of respondents have children residing within their household under the age of 19.

Household size:

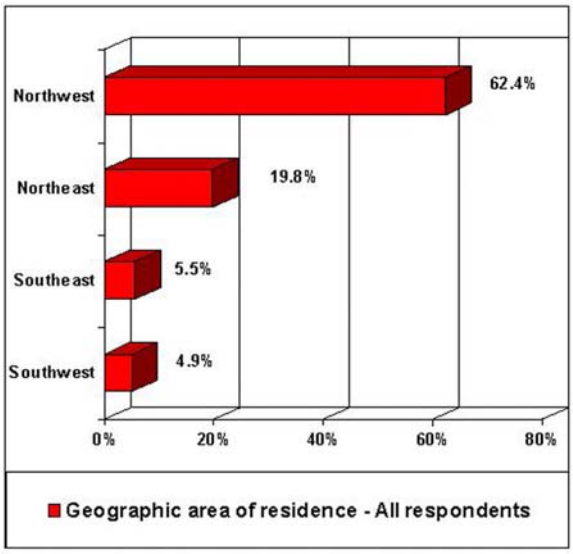
One person	19.8%
Two persons	36.0
Three persons	13.2
Four or more	26.1

Age of respondents:

Under 35	15.6%
35 to 44	21.2
45 to 54	20.1
55 to 64	16.2
65+	26.6

Mean age 52.3 yrs

Geographic Area of Residence



A majority of respondents reside northwest of Davis Street and 2nd Street.

CITY BOARD/COUNCIL – RESPONSES TO RECREATION CENTER SURVEY

Important elements in planning for the future recreation center in Taylor are the facilities the citizens feel are needed in the center. The table presents the facilities that the 10 park board/council members who responded to the survey felt are needed in order of importance. The mean rating scale is: 4=very important and 1=not important. Those who had no opinion or were not familiar with the need for a particular facility were excluded from the mean score calculation.

The first column presents the facility, the second column presents the percentage of respondents who scored the facility as "very important" or a "4" score and the third column presents the mean score.

Recreation Facility	% Responding Very Important	Mean Score
Gymnasium	50.0	3.10
Cooking Kitchen facility	30.0	3.00
Weight room	30.0	2.75
Game/media room	20.0	2.70
Multi-use rooms	20.0	2.70
Exercise/aerobic/dance room	40.0	2.67
Child care area	20.0	2.63
Play area for toddlers	10.0	2.63
Indoor swimming pool	30.0	2.57
Auditorium with stage	10.0	2.38
Looker/dressing rooms	20.0	2.38
Racquetball courts	0.0	2.00
Indoor track	20.0	2.00
Sauna	0.0	2.00
Computer lab	10.0	1.89
Indoor ice rink	10.0	1.57
Sound proof music practice room	0.0	1.50

Teen/Youth and Adult/Senior Programs of Interest

Teen/youth programs of Interest

Evening teen programs	60.0%
Basketball	60.0
Bowling	50.0
After school programs	40.0
Gymnastics	30.0
Arts/crafts	30.0
Weight lifting	30.0
Computer classes	30.0
Dance	20.0
Billiards	20.0
Drama	10.0
Music classes	10.0
Aerobics	10.0
Not interested	20.0

90% of park board/council would pay a fee to use the recreation center

Adult/senior programs of Interest

Fitness classes	70.0%
Computer classes	40.0
Water aerobics	30.0
Dominoes	20.0
Arts/crafts	20.0
Woodworking	20.0
Socials	20.0
Language	10.0
Billiards	10.0
Nutrition classes	10.0
Not interested	10.0

SUMMARY OF INDOOR FACILITY PRIORITY ITEMS

Priority Summary

The recommendations and priorities in this section are based on results from the citizen survey and Park Board / City Council input. At the completion of the citizen survey during the needs assessment phase, a method of ranking priorities was implemented. This method included citizen input, and City Council and Park Board recommendations. The following factors were considered in order of importance with weighted values assigned to each:

1. Citizen Input/Survey Results (75%) – The specific needs and requests by the Taylor community.

2. City Council Input /Park Board Results (25%) – Specific needs as identified by City Council members and members appointed to Park Board.

The results of the priority ranking were tabulated into three categories: High Priority, Moderate Priority, and Low Priority. The tables on the following pages provide a summary of the indoor recreation facility priorities for the City of Taylor.

The results of the teen survey will serve as a stand-alone piece of information. The City of Taylor will use the information gained from the Teen Survey to guide *recreational programming* decisions at a Teen Center or Recreation Center.

Priority Ranking Matrix

Taylor Parks, Recreation and Open Space Master Plan
May 2005

		Citizen		Park Board/Council		
Weighted Value		0.75		0.25		
Facility		Average Ranking	Weighted Ranking	Average Ranking	Weighted Ranking	Total
1	Gymnasium	3.33	2.50	3.10	0.78	3.27
2	Exercise/karate/dance room	3.35	2.51	2.67	0.67	3.18
3	Weight room	3.26	2.45	2.75	0.69	3.13
4	Multi-use rooms	3.09	2.32	2.70	0.68	2.99
5	Locker/dressing rooms	3.16	2.37	2.38	0.60	2.97
6	Indoor swimming pool	3.07	2.30	2.57	0.64	2.95
7	Child care area	2.96	2.22	2.63	0.66	2.88
8	Play area for toddlers	2.90	2.18	2.63	0.66	2.83
9	Game/media rooms	2.82	2.12	2.70	0.68	2.79
10	Cooking/kitchen facility	2.67	2.00	3.00	0.75	2.75
11	Auditorium with stage	2.63	1.97	2.38	0.60	2.57
12	Computer lab	2.72	2.04	1.89	0.47	2.51
13	Indoor track	2.62	1.97	2.00	0.50	2.47
14	Sauna	2.30	1.73	2.00	0.50	2.23
15	Racquetball courts	2.23	1.67	2.00	0.50	2.17
16	Indoor ice skating rink	2.08	1.56	1.57	0.39	1.95
17	Sound proof music practice room	2.07	1.55	1.50	0.38	1.93

SUMMARY OF INDOOR FACILITY PRIORITY ITEMS

Taylor Parks, Recreation and Open Space Master Plan

Facility		High	Moderate	Low
1.	Gymnasium	•		
2.	Exercise/karate/dance room	•		
3.	Weight room	•		
4.	Multi-use rooms	•		
5.	Locker/dressing rooms	•		
6.	Indoor swimming pool	•		
7.	Child care area		•	
8.	Play area for toddlers		•	
9.	Game/media rooms		•	
10.	Cooking/kitchen facility		•	
11.	Auditorium with Stage		•	
12.	Computer lab		•	
13.	Indoor track			•
14.	Sauna			•
15.	Racquetball courts			•
16.	Indoor ice skating rink			•
17.	Sound proof music practice room			•

PROGRAMMING ANALYSIS			
Rank	**Recreation Facility Recommendation**	**Example Uses**	**Description**
HIGH PRIORITY ITEMS			
1.	Gymnasium	A gymnasium could serve a variety of recreational purposes. Athletic events such as basketball, wrestling, indoor hockey, indoor volleyball and children's game could occur in a gymnasium. Social events in a gymnasium could range from pep rallies, bingo, dances, award ceremonies and many other events. A gymnasium could also serve as the location for little league games and other senior/teen events.	The gymnasium area of the building can be designed in size to accommodate one official high school basketball court or one full size competition volleyball court. The gym can be set for two practice volleyball courts or two badminton courts or six baskets with backstops for general recreation basketball. The gym floor can be covered with quarter inch vinyl surfacing to allow for multi-purpose use, including gymnastics. The design should allow an area for folding bleachers for spectators.
2.	Exercise/karate/dance room	A fitness studio can serve a variety of uses including cardio, strength training, karate, yoga/pilates, dance and kickboxing classes.	A fitness studio room varies in size dependant on programmed uses and available area within recreation center.
3.	Weight room	A weight room serves as a permanent area for weight training and circuit training.	A weight room varies in size, but should be large enough to hold oversize weight equipment.
4.	Multi-use rooms	Multi-use rooms can be used for a variety of private recreational and social uses. Non-profit organizations, families, schools and commercial businesses can reserve multi-use rooms for diverse functions and events.	Multi-use rooms must be large enough to adequately hold a large number of people during various events.
5.	Locker/dressing rooms	Locker/dressing rooms are essential to recreational centers. Locker rooms should be equipped with lockers for rent, toilets, showers and dressing areas.	Locker rooms need to be large enough to adequately serve the members/users of the recreation center.

PROGRAMMING ANALYSIS			
Rank	**Recreation Facility Recommendation**	**Example Uses**	**Description**
6.	Indoor swimming pool	Indoor swimming pools offer year-round pool use to the citizens of Taylor. Indoor pools provide areas for recreational swimming and programs. Possible programs could include swim lessons, pool rentals, water aerobics, lifeguard training and local school swim practice.	The size of an indoor pool can vary. Many indoor pools are close to a 25 meter pool with room for lap lanes and a diving board / free swim area.
MODERATE PRIORITY ITEMS			
7.	Child care area	A child care area in a recreation center allows for citizens with small children to enjoy the recreation center while their children are being cared for on-site. Child care areas can offer many activities and educational opportunities for youth as well.	Child care areas vary in size and should be located near more passive recreational use areas.
8.	Play area for toddlers	An indoor play area for toddlers allows for fun and exercise throughout the year. A play area for toddlers allows for all ages to enjoy the recreation center. Play areas could have indoor play equipment, game areas and educational play programming elements.	The play area for toddlers needs to be strategically located to assure appropriate supervision.
9.	Game/media rooms	A game/media room would serve as a safe alternative for after school entertainment for children and a gathering area for adults. A game/media room can be used for many types of activities including bingo, teen movie night, pool, board games, checkers and chess.	The game room needs to be large enough to hold a large group of people. The game/media room can be used by reservation only to ensure many differing activities occur.
10.	Cooking/kitchen facility	A cooking/kitchen facility allows for small groups to prepare food for social events.	Varies in size.

PROGRAMMING ANALYSIS			
Rank	**Recreation Facility Recommendation**	**Example Uses**	**Description**
11.	Auditorium with stage	An auditorium with a stage gives the City of Taylor a protected space for social and cultural activities. An auditorium could be utilized by many groups including civic organizations, churches and schools. Special ceremonies and productions would take place in the auditorium.	An auditorium varies in size based on expected occupancy.
12.	Computer lab	A computer lab would serve to introduce children and adults alike to more productive ways of utilizing computer and technology resources than recreational web surfing, or by helping seniors conquer their fears of technology. A computer lab would offer low-cost computer access to the citizens of Taylor. Programs could include technology instruction, career services, academic assistances and arts programs.	Computer labs vary in size and should be located in a passive area of the recreation center.
LOW PRIORITY ITEMS			
13.	Indoor track	An indoor track allows for protected jogging/walking year-round. An indoor track could also be used jointly with Taylor Independent School District.	Indoor tracks vary in size/length of track. Most indoor tracks range from 1/10th mile to 1/8th mile.
14.	Sauna	Saunas provide healthful and therapeutic results and are used mainly by adults.	Saunas can be incorporated into dressing/locker rooms.
15.	Racquetball courts	Racquetball may be played by two or four players per court. Leagues may be formed to promote interest in the sport.	Racquetball courts are usually the standard four wall court. A standard court is 20' wide, 20' high and 40' long.

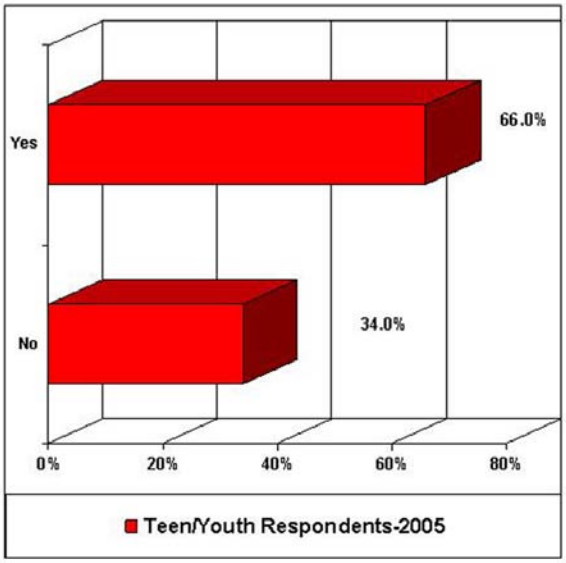
PROGRAMMING ANALYSIS			
Rank	**Recreation Facility Recommendation**	**Example Uses**	**Description**
16.	Indoor ice skating rink	An ice skating rink provides an exciting place for citizens to celebrate cold weather throughout the year. Ice rinks serve as an ideal place for fun for all ages and a great place for parties and group outings. Ice rinks are also ideal for hockey, figure skating and curling programs.	Ice rinks vary in size and shape. The rinks require a great deal of maintenance because of the complex refrigeration and control system.
17.	Sound proof music practice room	A sound proof music room provides a space for rehearsal, digital recording and editing, composition and interactive music.	A sound proof room varies in size and must be designed for acoustics, noise control and sound absorbers.

TEEN SURVEY RESULTS

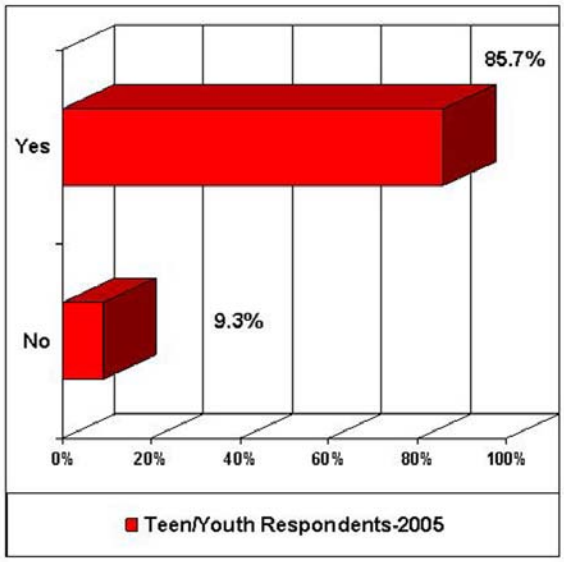
National Service Research (NSR) designed a youth/teen survey to determine programs and activities the teens would be most interested in participating. 1,200 teen surveys were distributed to students in schools throughout Taylor. A total of 300 returned surveys were tabulated and the results are presented herein. The margin of error of 300 surveys at a 95% confidence level is plus or minus 5.8%.

Participation in Teen Programs

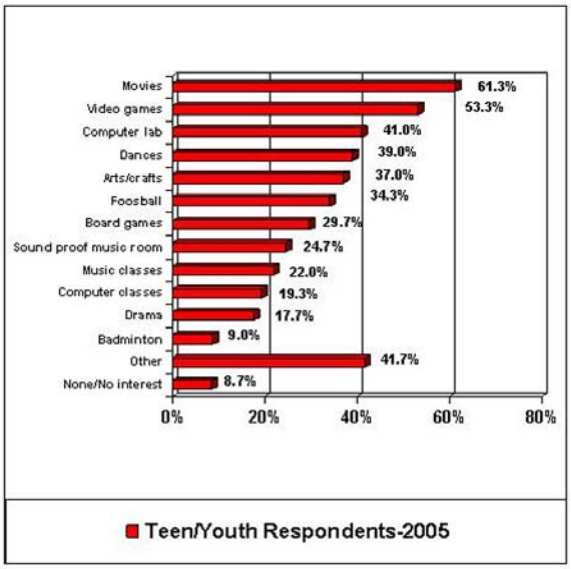
- 66% of teen have participated in a teen program within the past year.
- Venues where teen participated in programs:
    - Church 70.2%
    - School 61.1
    - YMCA 5.6
    - Other 13.1



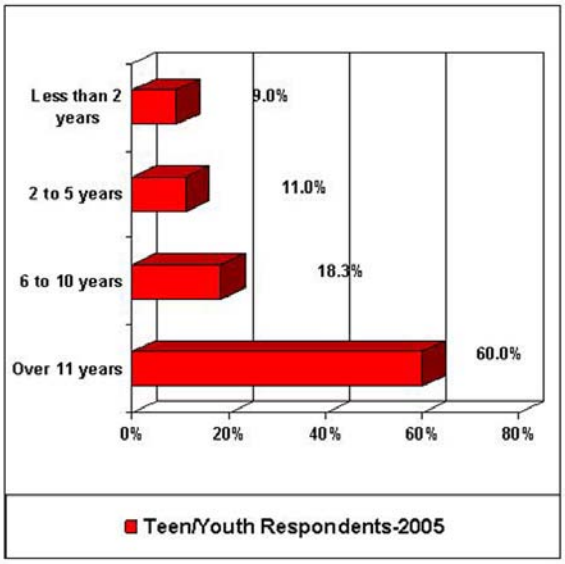
- A majority of teen would use a teen center if one were built in Taylor.



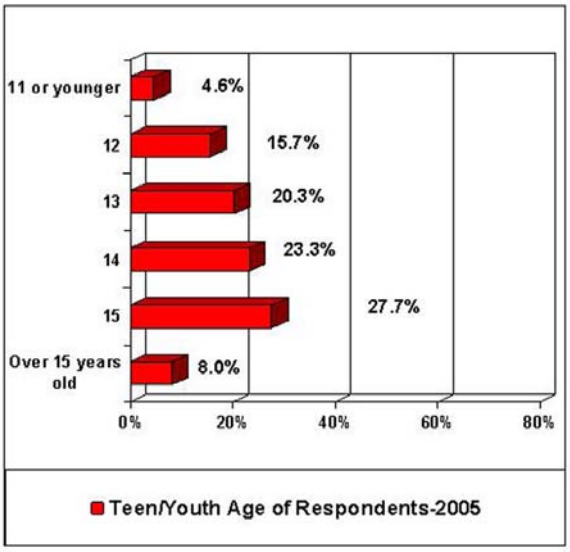
- The activities teens are most interested in participating include movies, video games, computer lab, dances, arts and crafts and foosball.
- Other activities mentioned:
  - Bowling
  - Sports (soccer, basketball, football, baseball)
  - Swimming pool/swimming activities
  - Skate park
  - Card games



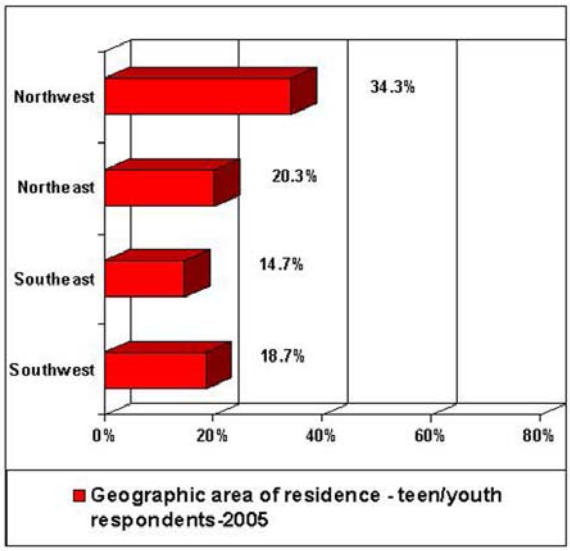
- More than half of the teens who responded to the survey have lived in Taylor over 11 years.



- The survey included teens/youth of all ages.



- The survey included a geographic cross-section of teens.



SUMMARY OF PROGRAMMING PRIORITY ITEMS

Taylor Parks, Recreation and Open Space Master Plan

Facility		High	Moderate	Low
1.	Movies	•		
2.	Video Games	•		
3.	Computer Lab	•		
4.	Dances	•		
5.	Arts & Crafts		•	
6.	Foosball		•	
7.	Board Games		•	
8.	Sound Proof Music Room		•	
9.	Music Classes			•
10.	Computer Classes			•
11.	Drama			•
12.	Badminton			•

Other activities mentioned:

- Bowling
- Sports (soccer, basketball, football, baseball)
- Swimming pool/swimming activities
- Skate park
- Card games

APPENDIX

- Citizen Survey
- Teen Survey

March 2005

Dear Resident:

The city of Taylor recently completed a City-wide Parks, Recreation, and Open Space Master Plan that will be utilized by the City to guide park development for the next 10 years. As part of that process, the city of Taylor surveyed the citizens about park and recreation needs. As a result, the City found out that the top priorities were a multi-use recreation center and a youth/teen center. Now that we know this, we need to know what you think this community needs in a multi-use recreation center. This will include facilities as well as programs that are needed. This recreation center will be used by all members of this community including toddlers, youth, teens, adults and seniors.

Your opinion will provide the City with specific priorities. This short survey will only take a few minutes to complete. Your specific answers will be completely anonymous. Your views, in combination with those of others, are extremely important.

Please return your survey within the next seven days. Fold and tape the survey so the return address to National Service Research is shown. Please call 352-5990 if you need more information.

Sincerely,

Frank Salvato
City Manager
City of Taylor

City of Taylor Indoor Recreation Center Citizen Survey

1. Who in your household has participated in a recreation program within the past year? *(Check all that apply)*

1☐ Youth under age 19 3☐ Seniors age 65+
2☐ Adult (s) age 19 to 64
4☐ No one in household has participated in a City recreation program (5-7)

2. In which of the following programs, if offered by the proposed Recreation Center, would you or other household members participate?

TEENS/YOUTH *(Check only those programs of interest)*
(8-33) (V5-75)

01 ☐ Indoor volleyball 06 ☐ Computer classes 11 ☐ Evening teen programs (movies, games, etc.)
02 ☐ Gymnastics 07 ☐ Billiards 12 ☐ After school programs
03 ☐ Dance 08 ☐ Racquetball 13 ☐ Basketball
04 ☐ Bowling 09 ☐ Drama 14 ☐ Weightlifting 16 ☐ Other_____
05 ☐ Arts and crafts 10 ☐ Music classes 15 ☐ Aerobics 17 ☐ None/Not interested

ADULTS/SENIORS *(Check only those programs of interest)*

01 ☐ Fitness classes 06 ☐ Dance 11 ☐ Field trips 16 ☐ Nutrition classes
(34-67) (V76-150)
02 ☐ Water aerobics 07 ☐ Drama 12 ☐ Woodworking
17 ☐ Other_____
03 ☐ Table tennis 08 ☐ Bridge/cards 13 ☐ Socials 18 ☐ None/Not interested
04 ☐ Dominos 09 ☐ Billiards 14 ☐ Senior day care
05 ☐ Language 10 ☐ Arts and crafts 15 ☐ Computer classes

Recreation Center Facility Needs

3a. Who in your household would use a recreation center (for use by all age groups) if one were built in the City of Taylor?

1☐ Youth under age 19 3☐ Seniors age 65+
2☐ Adults age 19 to 64 4☐ No one in household would use the recreation center
(68-70)

3b. Would you pay a fee to use the recreation center if one were built in the City of Taylor?

1☐ Yes 2☐ No (71)

3c. If there were a Recreation Center in Taylor, please rate the importance of each facility listed below.
(72-89) (V151-225)

(Please circle one number for each facility)	Not Important		No opinion/		Very Important	Not Needed
Auditorium with stage (for drama/music programs)	1	2	3	4		5
Child care area	1	2	3	4		5
Computer lab	1	2	3	4		5
Cooking/kitchen facility	1	2	3	4		5
Exercise/aerobic/karate/dance room	1	2	3	4		5
Gymnasium (for indoor basketball, volleyball, gymnastics, etc.)	1	2	3	4		5
Game/media rooms (video games, movies, pool, table tennis, etc.)	1	2	3	4		5
Indoor ice skating rink	1	2	3	4		5
Indoor swimming pool	1	2	3	4		5
Indoor track	1	2	3	4		5
Lockers/dressing rooms	1	2	3	4		5
Multi-use rooms (meetings, arts & crafts, cards, bingo, etc.)	1	2	3	4		5
Play area for toddlers	1	2	3	4		5
Racquetball courts	1	2	3	4		5
Sauna	1	2	3	4		5
Sound-proof music practice room	1	2	3	4		5
Weight room (weights, treadmills, stationary bicycles, etc.)	1	2	3	4		5
Other – (_____)	1	2	3	4		5

4. What would you be willing to pay for a daily admission for use of the recreation facility?

TEENS/YOUTH: *(Check one answer)*
(90) (V226-300)

1☐$3.00/day 2☐ $4.00/day 3☐ $5.00/day 4☐ $6.00 5☐ Other_____

ADULTS/SENIORS: *(Check one answer)*
(91) (V301-375)

1☐$5.00/day 2☐ $6.00/day 3☐ $7.00/day 4☐ $8.00 5☐ Other_____

5. What would you be willing to pay per month for use of the recreation facility?

FAMILY OF FOUR: *(Check one answer)*
(92) (V376-450)

1☐$20.00/month 2☐ $25.00/month 3☐ $30.00/month 4☐ $35.00/month
5☐ Other_____

SINGLE MEMBERSHIP: *(Check one answer)*
(93) (V451-525)

1☐$15.00/month 2☐ $20.00/month 3☐ $25.00/month 4☐ $30.00/month
5☐ Other_____

6. How long have you been a resident of Taylor?

1☐Less than 2 years 2☐ 2 to 5 years 3☐ 6 to 10 years 4☐ 11 to 20 years
5☐ Over 20 years (94)

7. Which age groups are represented in your household? *(Check all that apply)*

1☐ 0 to 5 years of age (95-98) 3☐ 11 to 13 years of age 5☐ No children in household
2☐ 6 to 10 years of age 4☐ 14 to 18 years of age

8. How many persons, including yourself, reside within your household?

1☐ One 2☐ Two 3☐ Three 4☐ Four+ (99)

9. Your age? (100) 1☐ Under 18 3☐ 25 to 34 5☐ 45 to 54 7☐ 65 to 74
2☐ 18 to 24 4☐ 35 to 44 6☐ 55 to 64 8☐ 75+

10. In which geographic area of Taylor do you reside? (101)

1☐ Northwest of Davis Street and 2nd Street
2☐ Northeast of Davis Street and 4th Street/Business 79
3☐ Southeast of 4th Street/Business 79 and South Main Street
4☐ Southwest of 2nd Street and South Main Street.

March 2005

Dear Teen Resident:

The city of Taylor recently completed a City-wide Parks, Recreation, and Open Space Master Plan that will be utilized by the City to guide park development for the next 10 years. As part of that process, the city of Taylor surveyed the citizens about park and recreation needs. As a result, the City found out that the top priorities were a multi-use recreation center and a youth/teen center. Now that we know this, we need to know what you think this community needs in a teen center. This will include facilities as well as programs that are needed. This teen center will be used by all members of this community including toddlers, youth, teens, adults and seniors.

Your opinion will provide the City with specific priorities. This short survey will only take a few minutes to complete. Your specific answers will be completely anonymous. Your views, in combination with those of others, are extremely important.

Please return your survey within the next seven days. Fold and tape the survey so the return address to National Service Research is shown. Please call 352-5990 if you need further information.

Sincerely,

Frank Salvato
City Manager
City of Taylor

City of Taylor Indoor Teen Center Survey

1a. Have you participated in any teen programs within the past year?

1☐ Yes 2☐ No (5)

1b. If YES, where did you participate in these teen programs? *(Check all that apply)*.....
(6-9) (V5-75)

1☐ Church 3☐ School
2☐ YMCA 4☐ Other_____

2a. Would you use a teen center is one were built in Taylor?

1☐ Yes 2☐ No (10)

2b. If YES, in which of the following activities, if offered in the proposed teen center, would you participate? (11-36) (V76-150)
(Check only those programs of interest)

01 ☐ Arts and crafts
02 ☐ Badminton
03 ☐ Board games
04 ☐ Computer classes
05 ☐ Computer lab
06 ☐ Dances
07 ☐ Drama
08 ☐ Foosball
09 ☐ Movies
10 ☐ Music classes
11 ☐ Sound-proof music practice room
12 ☐ Video games
13 ☐ Other_____
14 ☐ None/not interested

3. How long have you been a resident of Taylor?

1☐Less than 2 years 2☐ 2 to 5 years 3☐ 6 to 10 years 4☐ 11 or more
(37)

4. Your age?

1☐ Under 11 3☐ 12 5☐ 14 7☐ Over 15 (38)
2☐ 11 4☐ 13 6☐ 15

5. In which geographic area of Taylor do you reside?
(39)

1☐ Northwest of Davis Street and 2nd Street
2☐ Northeast of Davis Street and 4th Street/Business 79
3☐ Southeast of 4th Street/Business 79 and South Main Street
4☐ Southwest of 2nd Street and South Main Street.

Historical Development Report
Report 1 of 3

City of Taylor

March 2004

FINANCED THROUGH THE OFFICE OF RURAL COMMUNITY AFFAIRS OF THE STATE OF TEXAS. The preparation of this document was financed through provisions of a Texas Community Development Program Grant from the U.S. Department of Housing and Urban Development.

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Review of Factors leading to Taylor's Development	**Page 3**
Relationship of Taylor to Region	**Page 5**
Review of Past Economic Development Reports and Plans	**Page 12**
Review of Past Marketing Efforts	**Page 19**

The Office of Rural Community Affairs in conjunction with the United States Department of Housing and Urban Development furnished support to the activity described in this publication which does not necessarily indicate the concurrence of the Office of Rural Community Affairs or of the United States Department of Housing and Urban Development with the statements or conclusions contained in this publication.

Executive Summary

Three reports have been developed for the City of Taylor, culminating in the Five-Year Economic Development Plan. This *Historical Development Report* is the first of three reports.

The *Historical Development Report* provides the City with a solid understanding of how Taylor has developed into the City it is today, how Taylor's growth and development compares to neighboring communities, and what initiatives it has taken that have had the most favorable results.

The second report, *Baseline Analysis Report*, provides the City with a thorough understanding of the City's strengths and challenges. The information in this document is both quantitative and qualitative, with the qualitative information relying on citizen input received through focus groups, interviews, and surveys.

The third report is the *Five-Year Economic Development Strategic Plan*. This document contains recommended strategies for the City that will lead to an improved economy.

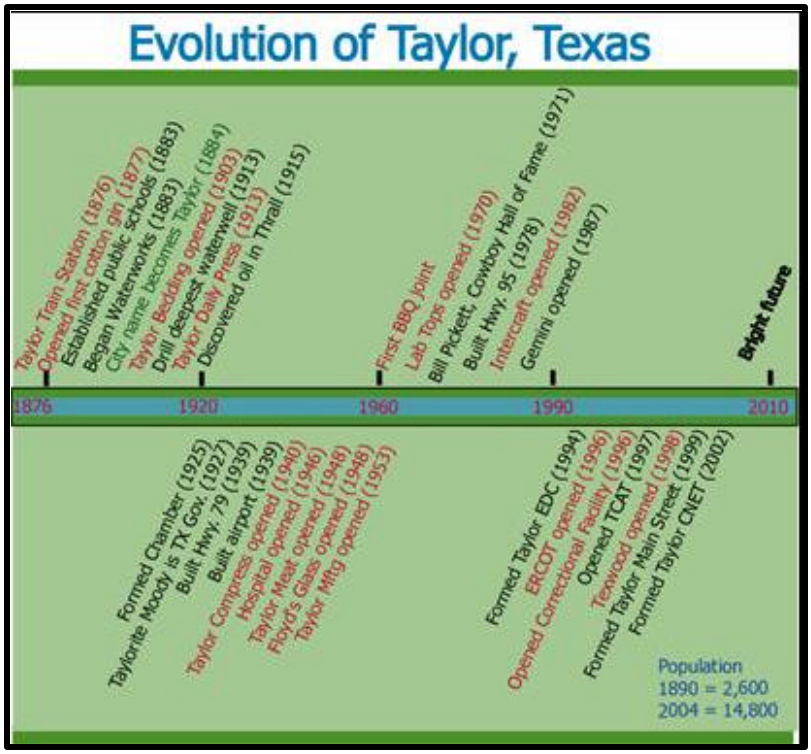
Introduction[1]

Before developing any type of community plan, one must first look to the past to understand how a community has developed.

Similar to many Central Texas cities, the City of Taylor began as a railroad depot. In 1876 the International & Great Northern Railway reached a point in the vast open cattle ranges of Central Texas called Taylor Station. This station was named for a railroad official, later called Taylorsville and, finally, Taylor in 1884.

The first cotton gin in Taylor was built in 1877, quickly establishing the community as a Central Texas agricultural hub. Cotton has been one of the mainstays of Taylor's economy since the early 1800s, and its rich soil and the skilled farmers who work it, made Williamson County a leading cotton producer.

Public services began with the establishment of public schools in 1883. h that same year, Taylor Water Works began pumping water from the springs in Murphy Park as well as from the San Gabriel River to a 75-foot high water tower (water had previously been hauled into town in barrels and sold door-to-door). In the summer of 1884**,** a dog pound was initiated on the public square. A small boy was paid 25 cents for each stray dog he could round up. The City Marshall then sold them back to the owners for $1, along with a numbered brass dog tag. The revenue was used for completion of a sewer system.



The 1890 census recorded Taylor's population as 2,584. By the turn of the century, Taylor was well established as a trade and transportation center, and more than 200 Taylor residents owned telephones in 1902. In 1913, a 3,260-foot deep artesian well was drilled, the deepest water well in the world at that time, and it remained in use until 1994. The discovery of oil in nearby Thrall in 1915 only served to boost the already booming economy.

[1] Much of the historical references in this section were obtained from the Taylor Chamber of Commerce

Review of Major Factors leading to Taylor's Development

The development of Taylor can be attributed to several factors, including:

- City Annexation that has increased the geographic area of the City
- Transportation projects that have led to better exposure and improved access to markets and increased tourism
- Water and wastewater development and expansion
- Organizational development that supports community and economic development initiatives

Annexation

Taylor has grown from a town of 6,553 acres (10.24 square miles) in 1963 to 8,691 acres (13.58 square miles) in 2003. Several annexations during Taylor's history have changed the size and composition of the City of Taylor, providing city services to new areas that fall within the city limits and expanding the City's tax base.

Transportation

It has been said that the Highway Act had the largest impact on rural America than any other single act or event because new roadways enabled better access to smaller communities. Although, the railroad first opened Taylor to the rest of the world in 1876, highways increased tourist and business access to Taylor, and they provided Taylorites better access to external markets.

Highway 79 was built in 1939 and Highway 95 was built in 1978. Both of these major roadways, as well as the railroad that came to the City in 1876, are the some of the most important factors in the history of Taylor's development.

The airport was originally built in the late 1930s and has undergone several improvements since then, with the last major improvement being completed in April of 2003. Improvements included an additional 500 linear feet of runway (total now is 4,000), an extension of the taxiway along the full length of the runway, a widening of the runway to 75 feet, additional tarmac and 20 more tie-downs.

Water and Wastewater

The City began serving water in the early 1900's. By 1929, the city had 16 miles each of water and wastewater mains and the ability to produce 1.8MGD of well water. The City's first and only surface water treatment plant came online in 1994. The plant currently has a capacity of 4.9MGD. The City began providing wastewater treatment service in the 1920s. The wastewater treatment plant was expanded in 1996 to a capacity and permit rating of 4MGD.

Community and Economic Development Organizations

It is important to understand who has been responsible for community and economic development in Taylor. The development of a community's economy can be attributed to several factors, including the ones mentioned above. However, leadership and

organizational development play a major factor in the types of businesses that develop within a community and in the number of jobs that are created.

Every community should have the same basic approach to economic development, including a focus on tourism, expansion of existing business and the development of new business. Additionally, community development is an integral component of economic development that ensures sufficient infrastructure is available for businesses, schools are performing well to meet labor force needs, and parks and other quality of life factors are continually being updated to meet the needs of individuals and families.

Therefore, the formation of community and economic development organizations to address these issues is crucial to a community's success. Taylor has several organizations that have been formed during the last century.

The chart below lists these organizations, their primary purpose, and when they were established.

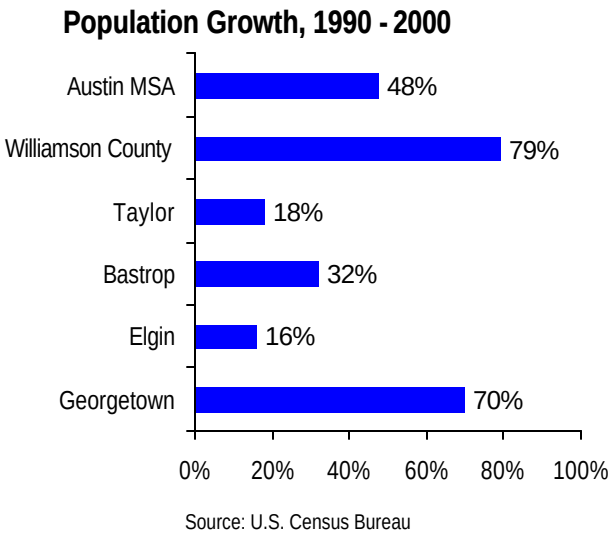
Organization	Primary Purpose	Year Established
City	Development of Infrastructure and improvements in Quality of Life	1884
Taylor ISD	K-12 Education	1967 (first public school founded in 1883)
Chamber of Commerce	Business retention, events and tourism	1925
TEDC	Business retention and recruitment	1994
Main Street	Downtown business retention and recruitment, and tourism	1999
Temple College	Secondary Education	1997
Taylor CNET	Telecommunication Infrastructure	2002

Relationship of Taylor to Region

Understanding how a city compares to neighboring communities is important when undertaking any community planning initiative. This comparison provides insight into how other communities have grown in contrast to Taylor.

Population

Population growth in the Austin MSA has mostly been to the north. During the 1990s exceptional growth was seen along I-35 in Round Rock and Georgetown. Taylor's growth during the same period was much slower but is likely to reach similar rates as northern cities continue to develop their commercial bases and new housing developments begin in Taylor.



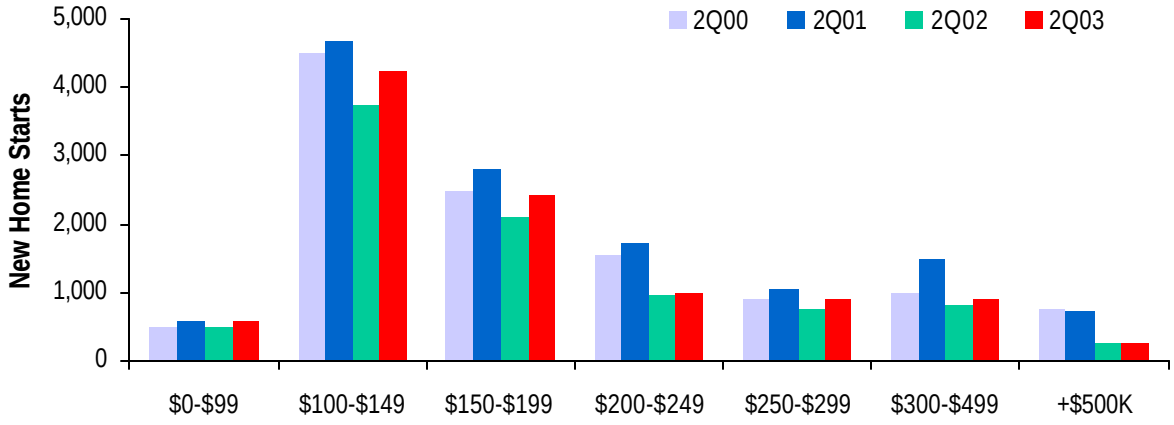
Taylor has seen increases in population in both early and late career age groups. Comparing metro and benchmark trends, Taylor was the only one to see significant gains in its early career population.

	Early Career (25-44)			Late Career (45-64)		
	1990	2000	Change	1990	2000	Change
Austin MSA	37.1%	35.3%	-1.8%	14.7%	18.8%	4.1%
Williamson County	37.0%	35.6%	-1.4%	15.0%	19.1%	4.1%
Taylor	27.9%	29.2%	1.3%	17.2%	19.4%	2.2%
Bastrop	30.3%	29.4%	-0.9%	17.2%	23.1%	5.9%
Elgin	28.0%	28.2%	0.2%	16.4%	18.3%	1.9%
Georgetown	30.0%	27.2%	-2.8%	15.5%	21.6%	6.1%

Housing

Approximately 1,000 new homes are being built in Taylor in three new developments. However, the quality of the new housing stock may not appeal to the young professionals the city is trying to attract. Estimates by McMakin and Associates put the average price of new homes in Taylor between $110-125,000. While at the low end of the distribution, these prices are in line with housing development in the Austin MSA and are appealing as starter homes. These new homes are providing ownership opportunities to Taylor's current workforce, which local employers believe is building stronger ties to the community and reducing employee turnover. However, more higher-end housing or higher quality multifamily housing could attract more young professionals to reside in Taylor.

Austin MSA Annual Starts by Finished Home Price, 2000-2003



Source: MetroStudy

Demographics

Taylor has a rich cultural heritage absent in many of the high growth communities in Central Texas. Over one-third of Taylor residents are Hispanic, and almost one-tenth of the population has Czech ancestry.

Also noteworthy is Taylor's Median Household Income ($38,549), significantly lower than Georgetown and Bastrop, and somewhat lower than Elgin.

	Austin MSA	Williamson County	Taylor	Bastrop	Elgin	Georgetown
Population						
1990	846,235	139,547	11,486	4,041	4,918	16,678
2000	1,249,778	249,967	13,575	5,340	5,700	28,339
% Change	47.7%	79.1%	18.2%	32.1%	15.9%	69.9%
Race & Ethnicity						
White	72.5%	82.4%	67.9%	72.3%	85.4%	85.4%
Black or African American	8.0%	5.1%	14.2%	17.0%	3.4%	3.4%
American Indian / Alaskan Native	0.6%	0.5%	0.5%	0.7%	0.4%	0.4%
Asian	3.6%	2.7%	0.3%	1.0%	0.7%	0.7%
Some Other Race	12.8%	7.2%	15.0%	7.0%	8.4%	8.4%
Two or More Races	2.6%	2.1%	2.1%	1.9%	1.8%	1.8%
Hispanic	26.2%	17.2%	34.1%	17.8%	18.1%	18.1%
Czech	1.6%	2.7%	9.8%	1.2%	2.2%	2.2%
Age Distribution						
0-4	7.4%	8.5%	7.8%	7.9%	6.6%	6.6%
5-13	12.6%	15.2%	14.7%	12.8%	12.3%	12.3%
14-17	5.4%	6.3%	6.1%	6.0%	5.7%	5.7%
18-24	13.4%	8.1%	9.0%	7.5%	10.9%	10.9%
25-34	18.3%	16.8%	14.5%	13.6%	12.5%	12.5%
35-44	17.0%	18.8%	14.7%	15.8%	14.7%	14.7%
45-54	12.5%	12.6%	12.1%	14.3%	12.2%	12.2%
55-64	6.3%	6.5%	7.2%	8.8%	9.4%	9.4%
65+	7.4%	7.6%	13.9%	13.9%	16.0%	16.0%
Median Age	31.0	32.5	33.4	36.5	31.9	36.9
Average HH size	2.57	2.82	2.74	2.46	2.98	2.52
Incomes						
Median HH Income	$48,950	$60,642	$38,549	$40,212	$38,750	$54,098
Per Capita Income	$24,516	$24,547	$16,683	$19,862	$16,698	$24,287
Mean Commute Time (minutes)	25.5	28	25.3	30.7	28.8	25.2

source: U.S. Census Bureau

Labor Force

	Austin MSA	Williamson County	Taylor	Bastrop	Elgin	Georgetown
Labor Force*	797,934	167,715	11,673	3,392	3,730	16,088
Unemployment Rate*	4.8%	4.1%	6.9%	8.5%	7.9%	4.9%
Growth, 1990-2003	63%	110%	110%	77%	76%	110%
Average Wage, 2001	$39,322	$31,668	$24,701	$21,240	$23,515	$27,645

source: Texas Workforce Commission; Census Zip Code Business Patterns

*November, 2003

Taylor has a labor force about three times the size of Bastrop and Elgin but smaller than that of Georgetown. The number of people in the labor force has grown considerably since 1990, at the same rate as both Williamson County and Georgetown. Unemployment is high relative to the rest of the county but normal for a small rural town. Above average unemployment and a low cost of living has kept Taylor wages low.

Tax Rates

	Taylor	Bastrop	Elgin	Georgetown
Property Tax Rate, County + City	$1.2071	$1.0631	$1.3333	$0.7609
ISD Tax Rate	$1.6100	$1.6080	$1.5891	$1.7300
Combined Property Tax Rates	$2.8171	$2.6711	$2.9224	$2.4909
Sales Tax Rate*	2.00%	2.00%	2.00%	1.75%

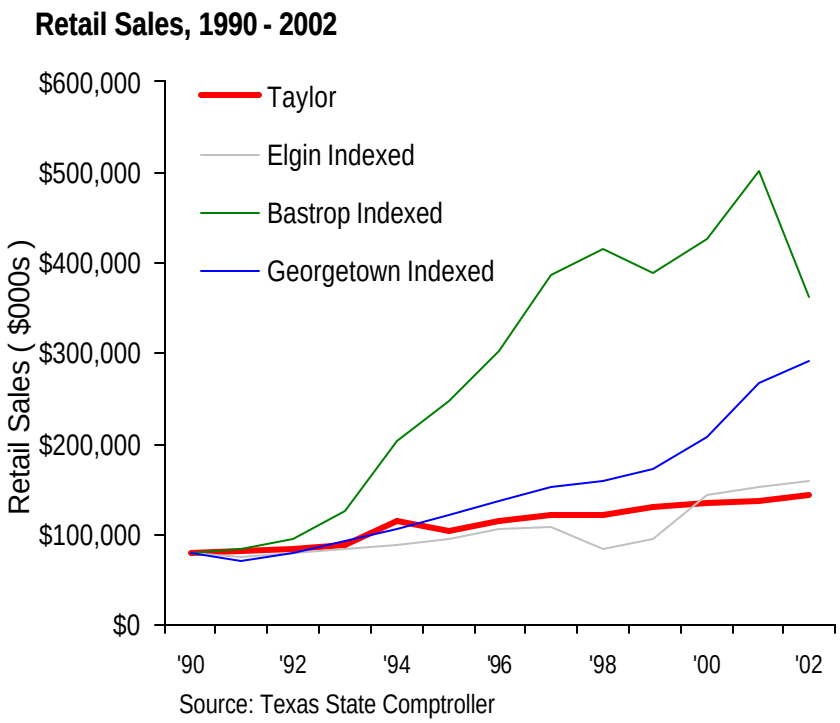
source: Texas Comptroller of Public Accounts

*Bastrop County has a half cent sales tax. Rates are county and city combined.

Compared to its benchmarks, Taylor is a high tax-rate community. The comparison is somewhat skewed since Georgetown has such low taxes. Additionally, Georgetown benefits from having its own electric utility, which can be used to “subsidize” its tax rate. Georgetown ISD, however, is the school district with the highest rate. Taylor’s combined City, County and ISD tax rate is $2.8171, making it lower than Elgin’s $2.9224 but higher than Bastrop’s $2.6711 and Georgetown’s $2.4909.

Retail Sales

The following graph shows Taylor's retail sales trend as well as the benchmarks indexed to Taylor's 1990 sales. By setting each city's 1990 sales figure to Taylor's value then allowing them to grow at their actual rates of growth, direct comparisons can be made between towns. It is as if they all started from the same point in 1990. Comparatively, Taylor has seen slow but steady growth in retail sales. As seen in the graph, Bastrop and Georgetown saw remarkable growth in retail sales throughout the 1990s. Bastrop also saw a large drop following the 2000 recession.



Retail Sales

	Taylor		Georgetown		Elgin		Bastrop	
	Gross Retail Sales	Avg Annual Growth	Gross Sales	Avg Annual Growth	Gross Sales	Avg Annual Growth	Gross Sales	Avg Annual Growth
1990	$80,182,164	--	$206,624,146	--	$56,438,529	--	$66,636,927	--
1995	$104,529,459	6.1%	$315,939,415	10.6%	$67,088,270	3.8%	$206,216,815	41.9%
2000	$133,923,547	5.6%	$539,740,615	14.2%	$100,903,030	10.1%	$353,308,115	14.3%
2002	$142,984,092	3.4%	$753,317,067	19.8%	$111,474,768	5.2%	$301,802,380	-7.3%

source: Texas State Comptroller

Education

Taylor ISD has a poor reputation in the region despite remarkable graduation rates and average scores on standardized tests. The school district is rated "acceptable" and is comparable to other area school districts. Average teacher experience remains high despite lower salaries, possibly a result of teachers' attachment to the community and the lower cost of living in Taylor.

Low test scores may be a product of the large proportion of minority students and non-English speaking households. Statistically, these groups under perform on standardized tests. While this fact should be acknowledged, it does not overcome the public's perception of local schools.

Improving student performance is not just about focusing on standardized tests. Better schools is a very long range objective and one that the ISD has been working on for the past few years to build a strong foundation and curriculum development for better schools in upcoming years

2002-2003 School District Performance

	Number of Students	Student/Teacher Ratio	Average Teacher Salary	Avg. Teacher Experience
Taylor ISD	3,122	14.1	$36,687	11.3
Austin ISD	78,155	14.5	$40,212	11.1
Georgetown ISD	8,511	12.6	$37,525	12.6
Elgin ISD	3,005	13.5	$38,301	11.1
Bastrop ISD	7,233	14	$39,793	10.6

source: Texas Education Agency

	Mean SAT Score	Mean ACT Score	Graduation Rate
Taylor ISD	939	19.1	85.8%
Austin ISD	1041	20.4	75.7%
Georgetown ISD	1086	18.2	88.2%
Elgin ISD	968	19.2	84.2%
Bastrop ISD	980	18.9	78.8%

source: Texas Education Agency, Class of 2000

TAKS 2002 - % of Students Meeting Panel Recommendation

	Reading	Science	Mathematics	All Tests
Taylor ISD	66.3%	36.9%	52.7%	41.2%
Austin ISD	68.6%	41.3%	54.3%	44.4%
Georgetown ISD	82.0%	56.0%	72.7%	60.5%
Elgin ISD	65.8%	36.3%	42.4%	32.4%
Bastrop ISD	68.6%	37.9%	55.1%	42.9%

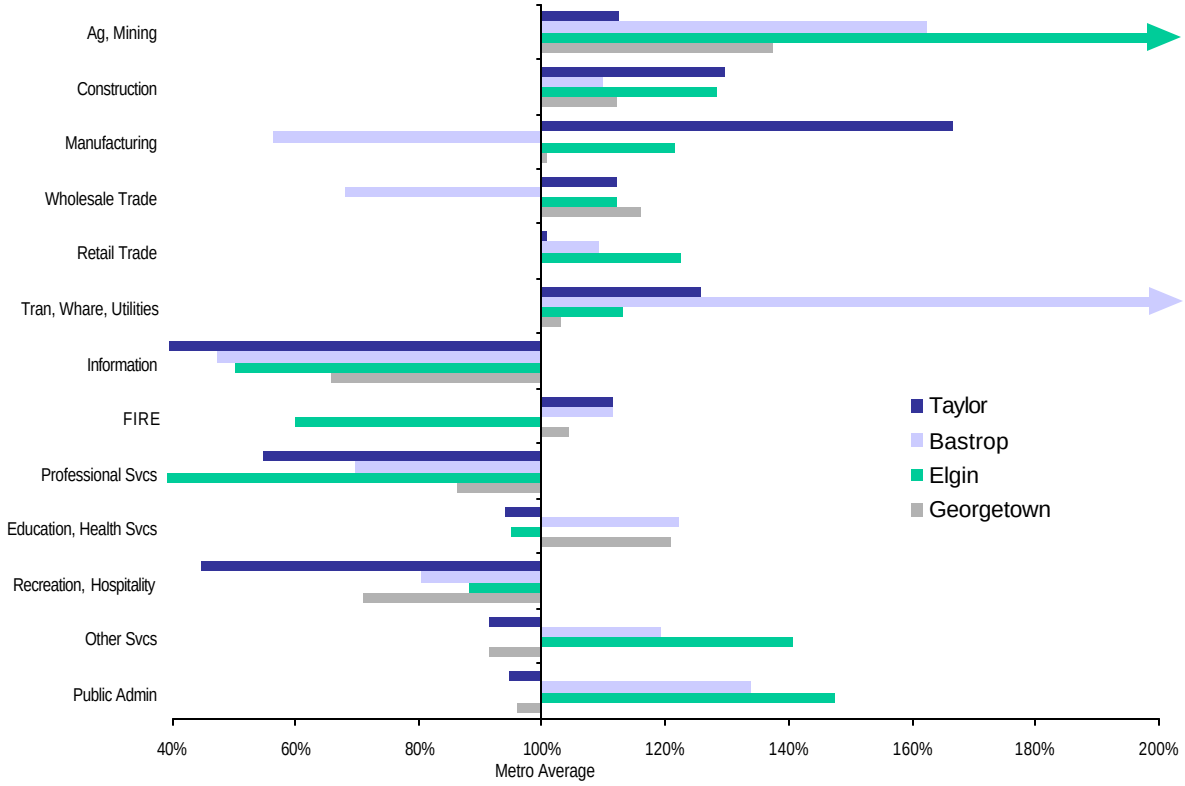
source: Texas Education Agency

Industrial Makeup

The following chart shows the comparative advantage of Taylor's workforce. The bars measure the ratio of percentage of residents employed in each industry to the percentage of metro residents employed in that industry. For example, the proportion of Taylor residents working in manufacturing is more than one and a half times that of the metro average. Information, on the other hand, is a major employer in the Austin metro, yet few of the rural communities have strong clusters of Information Technology workers. All of the benchmark communities are seeing new housing developments, leading to above average concentrations of construction workers.

While Taylor has a rich tradition in agriculture than the metro average, Taylor's labor force in agriculture is relatively much less than its benchmarks. **The highest location quotients for resident employment are in manufacturing and transportation, warehousing, and utilities**.

Employment Location Quotients
Taylor and Benchmark Cities Compared to MSA



Source: U.S. Census Bureau; AngelouEconomics

Review of Past Economic Development Reports and Plans

The City of Taylor has undertaken several planning studies during the last eight years in order to develop strategies to improve its economy. The reports that AE has reviewed include:

- Economic Development Plan (1996) and Economic Development Plan Update (1999)
- Texas Main Street Program Resource Team Report (1999)
- Tourism Assessment (2002)

In this section, AE provides an overview of each report with a summary of those recommendations that were implemented. The purpose of this section is to provide an overview of several key strategies that have worked for the City of Taylor and to better understand why certain strategies have not been successful for the City.

Economic Development Plan (1996) and Economic Development Plan Update (1999)

AE developed Taylor's 1996 Economic Development Plan and the 1999 Economic Development Update. The 1999 plan incorporates original findings while suggesting new strategies for Taylor. Because the goals of the 1996 and 1999 plans contain many recommendations that are dependent on one another, AE will analyze these reports together in the section below. Both plans contained recommendations focused on four goals:

- **Community Development**
- **Marketing and Image Building**
- **Targeted Industry Recruitment**
- **Workforce Development and Education**

Overarching Recommendations

1. Focus the community's economic development (ED) efforts on growth industries that can take advantage of Taylor's proximity to Round Rock, Austin, and the Austin Bergstrom International Airport.
2. Develop a targeted recruitment strategy based on higher wage industries linked to the job skills of students attending Temple College at Taylor and local residents employed in Austin.
3. Taylor can position itself as a dynamic community for ED projects by creating a new "image" and aggressively marketing the city.
4. Taylor should broaden its definition of ED projects to include beautification, downtown development, and education.

The following is a summary of activities listed by goal that the City of Taylor undertook to address strategies identified in the 1996 and 1999 plans.

Community Development

Both plans placed a heavy emphasis on community development. Taylor needed to make improvements in education, infrastructure, and business retention efforts before devoting substantial time to recruitment efforts.

One of the top recommendations was for Taylor to recruit a college, which the community achieved by bringing **Temple College** to Taylor in 1997. Temple College at Taylor (TCAT) provides academic courses for an Associates degree, plus workforce training and continued education classes. An expansion currently underway will allow TCAT to expand its offerings and enrollment.

Taylor obtained a grant from the State of Texas Telecommunication Infrastructure Fund (TIF). Taylor leaders successfully formed **TaylorCNET**, a collaborative partnership between the City of Taylor, Taylor ISD, Taylor Economic Development, Williamson County, the Taylor Housing Authority, Johns Community Hospital, Taylor Chamber of Commerce and Temple College at Taylor. This type of community partnership is a model for other communities to emulate. TaylorCNET manages the city's wireless high-speed Internet infrastructure and has 14 public access points throughout the city along with a state-of-the-art distance access facility. TaylorCNET gives the city a competitive advantage to economic development by providing leading edge technology.

Another recommendation in the 1996 plan was for the city to conduct a **vitality survey**. A group of Taylor organizations conducted a survey in January 2004. This survey information was used in the development of the Comprehensive Plan.

In 1999, the City of Taylor was designated as a **Texas Main Street City**. Only 88 Texas cities have received this designation. The City and TEDC partnered to provide funding for the Taylor Main Street Program.

Additional community improvements that Taylor has made since 1996:

- Street improvements, specifically Davis Street and aesthetic improvements to City Hall.
- Improvements to Bull Branch Park
- New county park
- Airport improvements
- Obtaining TEA-21 Grant to make major improvements to Central Business District (CBD)

Marketing & Image Building

One of the first steps to building a community's image is to form trusted relationships with local organizations that promote economic development. For over two years, leaders of the TEDC, Taylor Main Street Program, Taylor Chamber of Commerce, City of Taylor, and many other local organizations have been meeting monthly to discuss economic development, community development, marketing, and other opportunities to improve Taylor. As a result of building this **team foundation**, these organizations collaborate well and are committed to a unified approach. Each organization has already committed to working together to implement the 2003 Economic Development and Marketing Plan.

Taylor is still known as an agricultural community, but this industry sector is becoming less dominant as Taylor diversifies into manufacturing and technology-based industries. Taylor's image within the community has improved over the last five years; however the image with neighboring communities still needs to be improved. Some say that in the past Taylor had a "redneck" image. Today, individuals view the city as one with unlimited potential. Taylor invests a great deal in marketing to local businesses and citizens. These efforts contribute to a better image and enhance services to local companies, which assist the TEDC in retention efforts. Local business investments and volunteerism with the Chamber has increased substantially over the last five years. The Chamber has annual banquets every January to recognize local employers and individuals.

Economic development marketing involves the promotion of community services to citizens. The City and TEDC's quarterly newsletter is a great example of successful local press relations.

Taylor has improved its regional cooperative marketing efforts by building relationships with Chambers and EDCs in the region, including Elgin, Georgetown, Leander, and Round Rock. The TEDC and Chamber of Commerce devote time to networking with regional economic development colleagues to discuss ways to promote the entire county.

Target Industry Recruitment

As the 1999 plan states, Taylor has sizeable concentrations of material supplies, retail, electronics, health services, agriculture, and computer equipment employment. Some of Taylor's current major employers are Texwood, ERCOT, and Laboratory Tops, Inc. The target industries recommended for Taylor included professional services, telecommunication equipment, software development, multimedia/data processing, and semiconductors. This section will discuss Taylor's efforts in growing these industries, as well as other industries.

Taylor has had a fair share of successes during the last eight years. The TEDC has helped several companies, including Texwood, Alliance Chemical, Williamson County Equipment, Gemini, and Laboratory Tops, to expand their facilities and train their workforce. The TEDC has worked with Taylor businesses that have invested nearly $100,000,000 in plant and equipment and created over 1,000 jobs within the city since TEDC's inception in 1994.

More recently, Basler Electric Co., and Laboratory Tops, Inc. have expanded their operations in Taylor. ERCOT's recently announced expansion of 75,000 square feet will bring $12 million in investment and 100 new jobs to the city. The Correctional Institution was also developed in the late 1990s. The City also partnered to expand the capacity of a lift station that will serve HEB and Wal-Mart in their recent expansions.

The following chart[2] illustrates the success that the City has had with business recruitment and expansion:

Year	TEDC Investment Company	TEDC Investment Community	Appraisal Value	Jobs Created/Retained	Average Hourly Salary
1995	$88,980	$38,669	$3,465,993	112	$10.48
1996	$63,067	$209,453	$24,783,266	194	$9.00
1997	$46,425	$174,768	$5,368,311	218	$13.78
1998	$177,013	$89,003	$2,327,375	140	$13.04
1999	$87,438	$306,170	$38,746,960	240	$29.84
2000	$431,175	$474,558	$3,753,182	51	$15.15
2001	$143,770	$578,669	$803,024	8	$11.28
2002	$46,284	$388,452	$64,318	2	NA
2003	$83,622	$216,486	$3,000,000	51	NA
Total	***$1,167,774***	***$2,476,228***	***$82,312,429***	***1016***	***$15.53***

Workforce Development and Education

Education is a key factor that business leaders and site selectors review when deciding to expand or relocate. As stated under the Community Development section, the City has made significant improvements to the educational resources available in the City by partnering with Temple College to establish a satellite campus in Taylor. Recommendations in previous plans called for TEDC and Temple College to assist local employers by providing interns. This has not yet been implemented.

However, Taylor ISD has created a program to train students to become certified in phlebotomy that has encouraged many students to pursue nursing degrees. Taylor High School has improved its facility by building a technology center and providing classes for high school students to become more familiar with technology advances.

Texas Main Street Program Resource Team Report (1999)

The Taylor Main Street Program (TMSP) operates as a city department and works under the rules outlined by the Texas Historical Commission (THC). The Taylor Main Street's mission incorporates the four major areas of the THC approach. Taylor Main Street

[2] Chart provided by TEDC

does an effective job of communicating its mission and vision by stating them on its Web site and through local advertisements in the Taylor Daily Press.

The TMSP Resource Team Report provides guidelines and recommendations to enhance and promote downtown Taylor. These recommendations are aimed at the TMSP. Recommendations cover the following topics:

- **Organization**
- **Marketing and Promotion**
- **Economic Development**
- **Heritage Tourism**
- **Historic Preservation and Landscape Architecture**

Organization
Since receiving the Main Street designation in 1999, Taylor has hired a director and assembled an advisory board. The TMSP has not developed a newsletter, but it does inform and include local citizens in planning meetings and uses local media to advertise and communicate projects.

Marketing and Promotion
Some of the TMSP merchants use the theme "In Downtown Taylor" in marketing materials. Some also use "As friendly As a Texas Smile" as a slogan. This organization promotes downtown restaurants and retailers by printing a directory twice a year. Business sponsors cover a majority of the cost of this promotional tool and it is distributed through downtown establishments, City Hall, and at regional meetings / events. The bookstore downtown distributes a large portion of these brochures to locals and tourists.

Economic Development
TMSP works closely with the TEDC and Taylor Chamber to provide incentives for businesses looking to expand or relocate downtown. The city has a historic overlay zoning district. TMSP pursues businesses that would be a fit for downtown Taylor, finding a balance between community development and tourism and encourages working relationships among various cultures. Most economic development efforts have helped downtown establishments to expand and market.

Heritage Tourism
To market downtown, there is the Taylor Bloomin' Festival, their largest annual event, and Christmas Stroll. This is their fifth year to sponsor the Bloomin' Festival. Last year's festival was more successful and profitable than previous years. TMSP also cooperates with the Chamber of Commerce on several brochures to promote tourism.

TMSP works with the Texas Brazos Trail, but it needs to meet with more regional visitor centers and hotels so that they send tourists to Taylor.

Historic Preservation and Landscape Architecture
To its advantage, TMSP has used the historic downtown buildings as a major asset in marketing communications.

Taylor Main Street Program joined with Keep Taylor Beautiful and repainted benches in Heritage Park last summer. TMSP has worked with many establishments downtown to improve storefront displays and make downtown more attractive.

The Cottonseed building on the corner of 4th and Main Street and the 4th Street Station have been filmed and aired on Restore America and Extreme Homes. This type of marketing gains national publicity among a targeted audience.

Tourism Assessment (2002)

Market Texas Tourism developed this report for the City of Taylor.

The Tourism Assessment Report provides recommendations, in a SWOT (strengths, weaknesses, opportunities, and threats) format, to enhance its image and promote Taylor to tourists. These recommendations are aimed at the Chamber and TMSP. Recommendations cover the following topics:

- **Improve Landscaping and Signage**
- **Market Local Restaurants, Parks, and Attractions**
- **Strengthen Regional Relationships and Jointly Promote**
- **Host Festivals**

Overall, this report lists over 50 recommendations for Taylor to consider, and the city has done an effective job of implementing top priority recommendations. The Taylor Chamber of Commerce, along with TMSP, led implementation of the recommendations outlined in the Tourism Assessment. They have made progress and use this on a daily basis when deciding how to promote tourism in Taylor.

One major recommendation was for Taylor to work with the Texas Department of Transportation (TxDOT) to obtain more highway signage so that tourists can easily find the city. This recommendation still needs to be addressed.

The Taylor Chamber of Commerce does a good job of balancing tourism and local business marketing activities. There is collaboration with local and regional organizations to promote the Texas Brazos Trail and BBQ Trail. In fact, the Chamber and TMSP periodically host the Brazos Trail Board meetings. The City is also taking initial steps to promote parks. Market days are held during the week and the recommendation to have this during the weekend should be reconsidered. Taylor has not held any special events at Granger Lake to draw in tourist, but this is something to consider since the lake is an asset for the area.

Taylor has made big strides when it comes to jointly marketing the city. The City, TEDC, Chamber of Commerce, and Taylor Main Street Program jointly host a “fly-in” event annually that attracts 300 – 400 pilots from Central Texas. The Chamber and TMSP provide welcome packets at the airport and meet and greet pilots on “fly-in” days. This has turned into a great free community event. It also increases revenue for local retail, restaurant, and motel businesses in Taylor.

The Chamber has developed several joint brochures to promote Taylor and the surrounding cities. For instance, the BBQ Trail brochure that is currently being printed features John Kelso, Columnist with the *Austin American Statesman* and is an attractive marketing tool. Taylor and Bastrop Chambers jointly market by distributing a "No Dim Bulbs Here" flyer through local business establishments and other regional events. This piece promotes Christmas lights and parades in Granger, Taylor, Coupland, Elgin, Bastrop, Hutto, and Thorndale.

The Lights Trail brochure is distributed through statewide welcome centers and at regional events such as the Motorcycle Rally, which attracts 3,000 plus each year. Taylor, along with 15 other Central Texas Chambers, jointly produces "Festivals of Central Texas 2003," a brochure that promotes three annual events for each city. This is distributed throughout the State and has generated interest with individuals who reside along the I-35 corridors from San Antonio to Dallas. A major accomplishment for the Chamber was to secure the Texas Downtown Association for a mid-year conference and meeting.

As for the biggest annual events, the annual BBQ cook-off draws in the most tourists, approximately 7,000 per year, over a two-day timeframe and the Christmas parade brings in about 4,000. The garden club bazaar attracts about 2,500.

The Tourism Assessment recommends that Taylor have a festival with local employers and a film festival. Although Taylor has had movies filmed in the city, they have not had any festivals to expand this opportunity.

The TEDC, TMSP, and Chamber visit surrounding cities to learn from them and discuss ways to jointly promote the region.

Review of Past Marketing Efforts

Taylor has made numerous improvements in the city's attractiveness to economic development.

The **TEDC's** purpose is to retain and recruit targeted businesses to the city. Two ways that the TEDC measures success is by job creation and retention, and tax base increases. The organization primarily uses a Web site and brochures to convey its services. The TEDC's Web site contains valuable information for a business client and prospect. The photos and streaming video add a personal touch and enables Web visitors to become more familiar with what the city offers. However, the Web site and brochures don't always have the same look and feel. Being consistent and professional will lead to increased awareness and an improved perception over time.

A strong asset of the TEDC's marketing efforts is its leadership and professionalism when dealing with clients, partners, and prospects. Another strength of TEDC's marketing efforts is public relations. The City and TEDC newsletter does an excellent job of informing residents on important economic development issues and successes.

The **Taylor Chamber** is successful at promoting services to local businesses, events to citizens, and tourist attractions to individuals residing outside of Taylor. The use of a Web site as the primary communication tool is excellent. The online business directory, ShopTaylor.net does a fantastic job of providing information and recognizing local businesses. Showcasing a business of the month also builds enthusiasm and encourages local companies to continue to improve. The Chamber's events calendar is another good tool for citizens to use to get information on festivals. By recruiting citizens to help promote Taylor, the Ambassador program has enables the city to have a much larger successful marketing team. The Chamber has made great strides by working with regional peers to promote the region. This collaborative effort will greatly improve awareness of Taylor as a place to visit or do business. The "Taste Texas' Best BBQ Legends" and "Festivals of Central Texas 2003" are two attractive and effective brochures. An area of improvements that the Chamber could facilitate is business to business marketing.

Since 1999, **Taylor Main Street Program's** strong leadership and marketing have positively impacted downtown improvement efforts. The Taylor Main Street Program supports redevelopment of downtown through historic preservation, education, economic development and heritage. The Taylor Main Street Program Web site is succinct and provides information on its mission and vision, as well as its services. It also markets local festivals and provides awards to recognize outstanding local citizens and businesses. One of the major assets of this organization's site is that it promotes commercial property that is available downtown and lists specific incentives to entice expansion or relocation.

The City of Taylor promotes services to residents, including local government, police, tax abatement, utilities, building permits, and community development. These services contribute to the quality of life in Taylor. The community development arm of the city strives to continuously make improvements to public places so that Taylor is a more aesthetically appealing city. The city is making an investment in Taylor's physical outlook by developing a new comprehensive plan. The City Manager's online newsletter

is a good way to communicate progress. Listing photos and contact information of each city council member is also helpful to citizens and adds a personal touch. This Web site provides relevant information and links to other organizations' sites, but the site's look should be refined and expanded to include an economic development focus.

The **Taylor Independent School District and Temple College at Taylor** provide education to local and regional individuals. Both entities have Web sites to communicate the role of education and specific programs offered.

TaylorCNET is one of the city's biggest assets. This entity helps residents and businesses with their technological needs by providing affordable wireless Internet access and technology training. It does an effective job of communicating services to citizens. The Web site, brochure, and local press articles provide relevant and interesting information. The site provides similar information to the Chamber, but it also has an online community job listing. This could better be promoted to citizens in the job market. TaylorCNET represents collaboration, success, and innovation, and the city should continue to market this as a top strength.

Williamson County government is another entity that promotes Taylor when it comes to economic development. Taylor City officials and the TEDC have a good working relationship with the county. However, when logging onto the county's Web site, http://www.williamson-county.org and clicking on Taylor to get information, the page is not available. For Web visitors using this site to get information on Taylor, this could be very discouraging.

Over the last year, Taylor has received positive regional **publicity**. The *Austin Business Journal* published several articles on businesses that were expanding and locating in Taylor. This type of publicity leads to increased awareness of the City of Taylor. Taylor is fortunate to have the support of the local paper, *The Taylor Daily Press,* and regional radio stations. The Newcomer guide that the paper distributes annually is a nice addition that informs new residents of city assets and attractions. **To be even more competitive, Taylor should strive to triple the amount of articles it places with regional media and in industry publications.**

The City of Taylor is fortunate to have many organizations marketing economic development and tourism. To stand out and make a bigger impact, Taylor should promote a single, unique message in every marketing activity. While researching current marketing, several **themes** are used to promote Taylor, Texas. Themes include: "Made For You," "A place to grow," "Select sites," and "In pursuit of excellence." This is confusing to an audience that receives thousand of messages from communities across the nation. It's also important to note that Taylor, Michigan uses this same theme to promote itself.

To conclude the marketing assessment, Taylor organizations use Web sites as a primary communication tool. Each organization has developed and distributes brochures, some of which are over two years old. Taylor has established some good relationships with regional media companies.

Economic Base Study
Report 2 of 3

City of Taylor

March 2004

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The Office of Rural Community Affairs in conjunction with the United States Department of Housing and Urban Development furnished support to the activity described in this publication which does not necessarily indicate the concurrence of the Office of Rural Community Affairs or of the United States Department of Housing and Urban Development with the statements or conclusions contained in this publication.

February 2004

This Economic Base Analysis Report examines Industry Composition, Barriers to Development, Business Climate, Workforce and Education, Quality of Life, Infrastructure, and Economic Development Efforts of the City of Taylor.

The analysis is both qualitative and quantitative. The report is based on consultant observations as well as input from the community, and supported by research.

This report is meant to be an assessment of Taylor's readiness to mount an economic development campaign that will generate job growth and improvements in the overall economy. The goal of this interim report is to have a clear understanding of Taylor's assets and areas of potential that can be built upon and better marketed.

Additionally, this report contains an economic impact assessment of the East Williamson County Park on the City of Taylor.

The final recommendations and strategies are found in Report Three, Economic Development and Marketing Plan. All three reports can be found at the Library, City Hall, and TEDC offices.

Thank you for your input.

Angelos Angelou, Principal
Sean Garretson, AICP, Project Manager
Nicole Urbis, Marketing Strategist, Co-project Manager
Travis Warziniak, Research Manager

AngelouEconomics

Introduction

The first phase of developing a plan of action for improving Taylor's economy is to build a baseline for Taylor to learn what issues need to be addressed and the strengths that must be promoted to make the city conducive to economic growth. A total of eight focus groups and more than 30 interviews were conducted throughout Taylor, with more than 200 individuals providing input. This qualitative input has been combined with extensive research on key economic and demographic issues impacting Taylor and the region.

In addition, AE has worked closely with Wilbur Smith Associates (WSA) during the community input phase to ensure that comprehensive information is analyzed. As a result of participating in this SWOT and Visioning Session, held on January 26, AE gathered supplemental information from 75 individuals related to economic development, tourism, and the central business district.

As a summary, individuals in this session noted that for economic development, TCAT, highway access, and cost of doing business are major strengths. Many stated that the roads desperately need repair before any substantial business growth occurs and the physical image needs to be improved. Top opportunities are to hire a public relations specialist to co-ordinate advertising and promotion for Taylor, grow downtown, and retain "smart" workers. A major threat mentioned was loss of residents.

This report begins with a quantitative assessment followed by a qualitative assessment of Taylor's readiness in five key areas that are integral to the community's economic development effort:

- **Business Climate**
- **Infrastructure and Land Use**
- **Workforce and Education**
- **Quality of Life**
- **Economic Development Efforts**

The evaluation of each area is based on economic and demographic data as well as information gathered in focus groups, phone interviews, surveys and the economic development workshop.

Key Findings

Although we provide in depth analysis throughout this report on several variables, some of the most important points are described below:

Potential

Potential is one of the first descriptors that come to mind when considering Taylor. Not only are major transportation projects (SH 130, SH 45 and the extension of Chandler Road) going to have a significant impact on the city, but the East Williamson County Park, the new HEB / Wal-Mart, as well as the TEA-21 grant for downtown or CBD and expanded community college programs will all positively impact the community. Potential also applies to the downtown. Many individuals wish that the downtown would

be as energetic and dynamic as it was 35 years ago. After the TEA-21 grant is implemented (2004/05), the downtown will improve in appearance.

Education:

Taylor's K-12 education can be improved upon. Several superintendents have served TISD over the past decade, and the district remains fairly stable at this point in time. The current school board and staff have worked behind the scenes to improve basic necessities such as ensuring the curriculums from grade level to grade level are aligned. These types of non-cosmetic improvements, although absolutely essential, are rarely seen or understood by the general public. TISD also seems poised to begin to make other, more tangible improvements. Having spoken with high school leaders and students, it is very apparent that there are lots of opportunities for improvements that will improve the interest in Taylor and the school. Some of the more important areas for the community to focus on include developing more sophisticated career counseling programs geared towards non-college options and developing entrepreneur training for high school students. Additionally, as TISD considers new high school facilities, TISD may wish to look at non-traditional models such as Natomas, California (http://www.natomascharter.org).

Temple College at Taylor (TCAT) is a major economic resource for the city, and recent plans for improvements will only make this facility an enhanced learning environment for Taylorites as well as others in the region. This is a major asset to the community. Leaders may wish to pursue more partnering opportunities with TCAT in such areas as small business development.

Entrepreneurial Environment

This is one area that Taylor needs to explore and develop. There are very few programs in place in Taylor to support a budding entrepreneur. TCAT has a "start your own business" program in Temple, but there are no significant incubators or training programs that exist in Taylor to support small business. Additionally, there are no junior achievement or junior entrepreneur programs at TISD. This is an area that Taylor must address to become successful in the new economy.

Quality of Life

The quality of life in Taylor is low key, and relatively safe. Shopping options will improve, but restaurant and retail options still remain low, relative to neighboring communities. Facilitating the sale of liquor in restaurants and bars will aid in Taylor's ability to attract certain types of restaurants.

The East Williamson County Park will provide ample recreational opportunities to residents and tourists, but developing teenager specific recreational programs are a must for the city. Examples include the possibility of developing a skateboard park in the empty swimming pool at Murphy Park and developing a recreational youth complex. Additionally, Taylor should look to the downtown area as an Arts and Entertainment District for the city.

Marketing

Over the last few years, leaders in Taylor have focused on forming trusted relationships with each other. This foundation and readiness to market Taylor will help the city

succeed in the next phase of marketing. Taylor has many assets to tout, including Taylor CNET, dedicated workforce, TCAT, airport, proximity to Austin, Main Street City, historic buildings, community festivals, and a diverse ethnic population.

However, there are areas that need improvement. The physical appearance of the city, entertainment, perception, and need for balanced development throughout the entire city are current challenges. Marketing efforts need to balance improving weaknesses and building awareness of Taylor's assets to local businesses and citizens, target industry businesses, and tourists.

Community Feedback

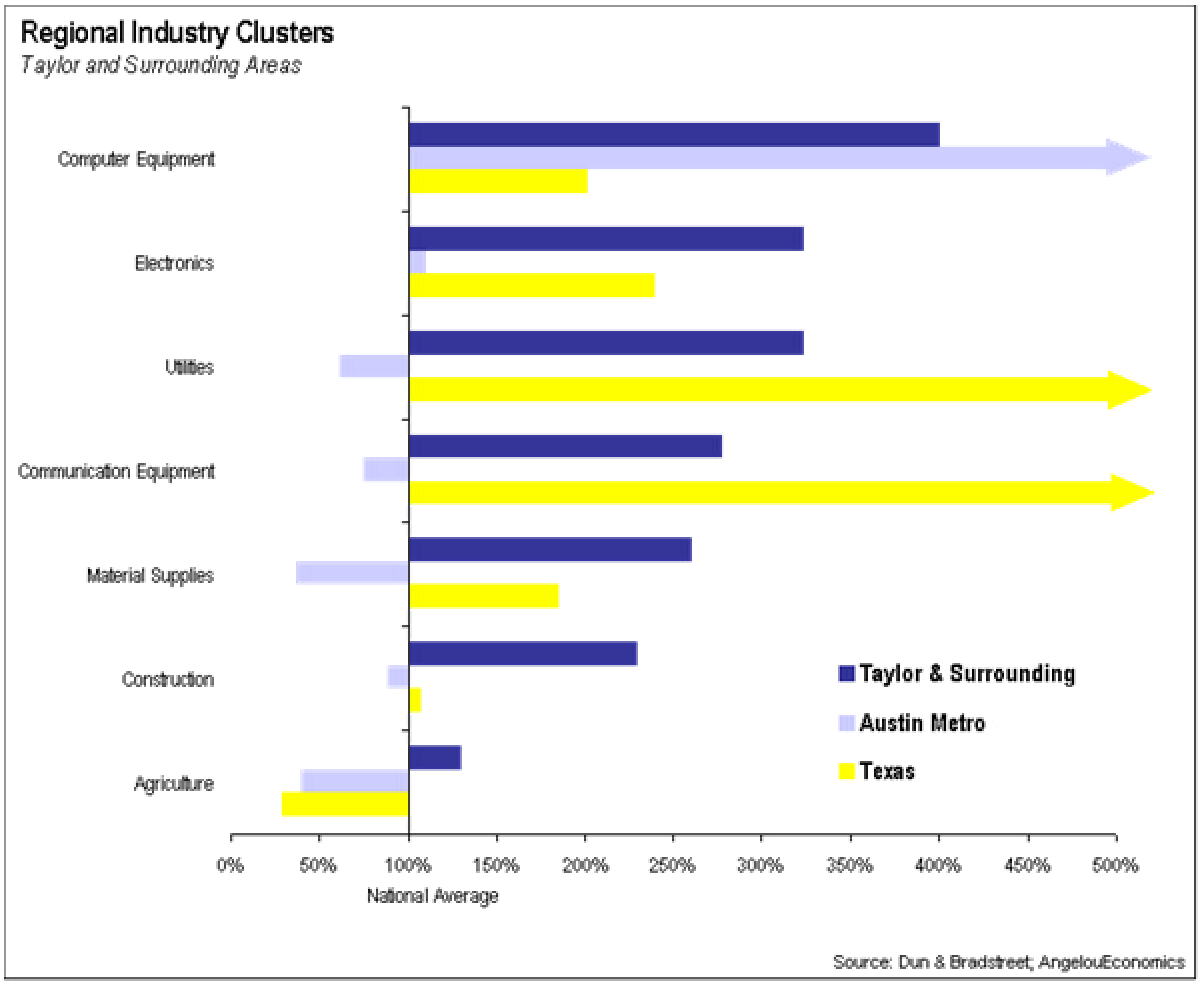
A "Quality of Life" survey was completed by the City of Taylor (see Appendix in Final Report) covering a wide range of issues provides some valuable insight into what the community perceptions are and what the community feels are the most important issues to address. Below are some of the major points that relate to economic development:

- **45% of respondents think the quality of life is about the same, while 14% think it is getting worse.**
- **Almost 50% of the survey respondents think that the biggest priority for the community should be increasing business activity downtown.**
- **Nearly 92% of respondents feel that Taylor is safe.**
- **57% of respondents have Internet access (including access at home, library, school, Taylor CNET, and other public access points)**

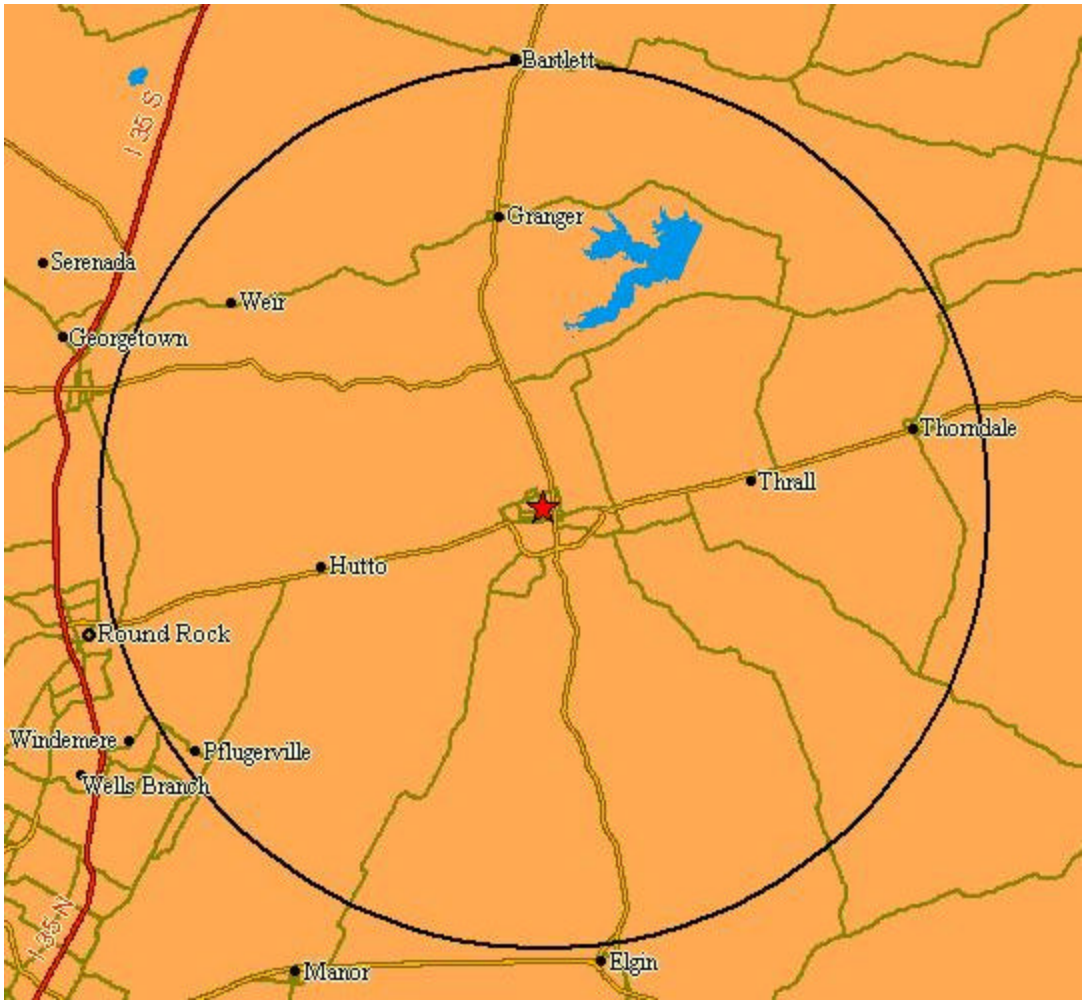
An on-line survey was also used to gather community input. Information gained from both surveys was used while forming final recommendations for the *Economic Development and Marketing Plan*.

Industry Assessment

To define Taylor's industry base, AE uses a cluster analysis methodology that identifies existing sets of industries, assesses their performance, and evaluates their potential as future growth industries for the city. In contrast to approaches that focus exclusively on individual industries, industry cluster analysis considers sets of inter-related industries. Inter-related industries are those that share markets, suppliers, technologies, and labor. In addition, we will examine the types of industries that a community like Taylor can recruit based on the markets each industry serves, including local, state, national, and international markets.



A cluster analysis was done for the City of Taylor in a 1999 update to its Economic Development Plan. Five years later, many of the same clusters remain dominant. In this analysis, a number of surrounding communities were included with the Taylor data in order to capture regional effects. More than ever Taylor has an open economy and is influenced by its neighbors.



The area examined stops just short of Round Rock and is heavily influenced by computer equipment companies. While Dell is not included, its presence has produced a number of smaller tech companies and Dell vendors. Other clusters, such as electronics, utilities (heavily influenced by ERCOT, the Electric Reliability Council of Texas), and communication equipment have also helped build up high tech around Taylor.

This geography shows Taylor's unique situation. Taylor is a small rural town, with characteristics much different than the MSA; likewise, Dell's presence in Round Rock would make county-level data meaningless. City-level data in heavily influenced by a few large employers, and thus does not paint an accurate picture of the resources available for economic development.

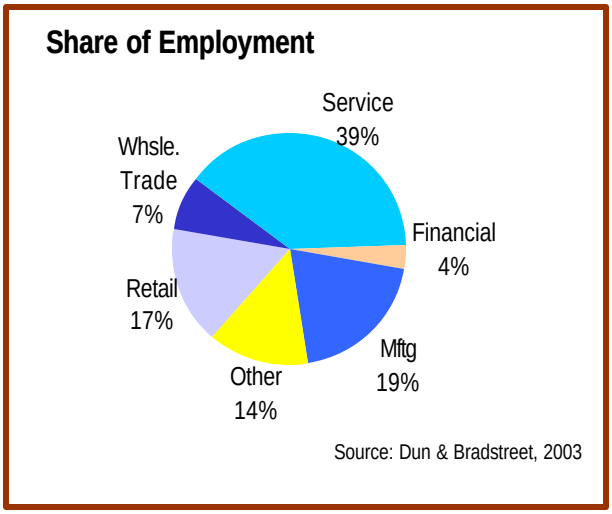
Material Supplies was the strongest cluster listed in the 1999 report. The cluster is still an important part of the local economy due to a number of concrete, brick, and stonework companies. Other dominant clusters are also based around natural resources, including traditional agriculture.

Rapid growth in new homes has increased construction employment in recent years. This trend is likely to continue as the northern part of the MSA continues to develop.

Current Employment

The cluster analysis in the previous section examined concentrations of employment relative to the national average. Raw employment figures paint a slightly different picture of the local economy. These figures show the importance of Taylor's service, retail, and manufacturing sectors.

The service sector is the largest employer in Taylor, accounting for 39% of all jobs. In areas with relatively small economic bases, area hospitals and schools tend to be major employers as is the case in Taylor. **Both Johns Community Hospital and Scott & White are tremendous assets to the City of Taylor.**



Taylor also has a strong manufacturing sector with several quality employers. Intercraft, which manufactures picture frames, is the largest single employer in Taylor with roughly 135 full-time and 35 part-time employees. There are also strong linkages between companies. The parent company of Texwood, for example, is the largest customer of Labtops, which makes laboratory countertops to go on Texwood's parent company's base and woodwork. Texwood employs 90 people; Labtops employs over 200 people.

ERCOT pays some of the highest wages in Taylor, with salaries between $25,000 and $100,000. The current facility employs about 315 people with plans to add another 100.

The table at right shows average annual wages by industry for Williamson County; unfortunately, detailed wage data is not available at the city level. Local employers report two different views of local wages. Manufacturers benefit from a large pool of low-wage labor, giving Taylor manufacturers a cost advantage. High skilled employers like ERCOT, however, report difficulties in filling positions with local labor and must offer high wages in order to compensate for employee commuting.

Average Annual Wages, Williamson County

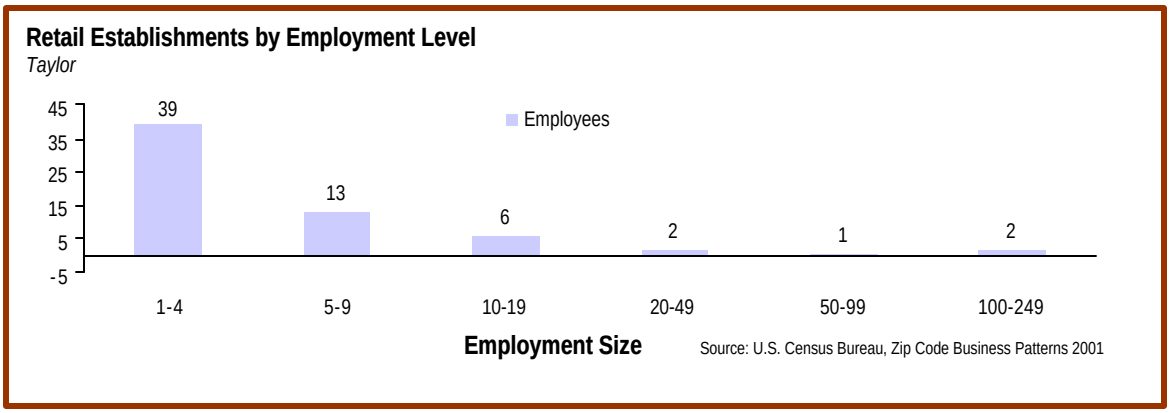
Industry	Average Wage
Natural Resources and Mining	**$36,300**
Construction	**$35,700**
Manufacturing	**$41,200**
Trade, Transportation, and Utilities	**$57,200**
Utilities	**$47,600**
Wholesale Trade	**$90,800**
Retail Trade	**$23,200**
Transportation and Warehousing	**$29,100**
Information	**$42,600**
Financial Activities	**$41,700**
Professional and Business Services	**$32,000**
Education and Health Services	**$29,000**
Educational Services	**$28,200**
Health Care and Social Assistance	**$28,900**
Leisure and Hospitality	**$12,600**
Other Services	**$22,500**
Public Administration	**$34,900**

source: Bureau of Labor Statistics, 2002

Retail

The retail industry in Taylor is worth examining in greater detail. Generally, retail is considered a locally serving industry, with support coming from the pockets of local citizens. For this reason, the state recently limited the types of economic development funds that can go directly to attracting retail. However, Taylor currently has very few retail options and so large portions of local dollars are being spent elsewhere. Building up local retail, therefore, becomes important to building up the local tax base and providing basic amenities to local residents. The City should obtain specific information on potential retailers that would be a good fit in Taylor.

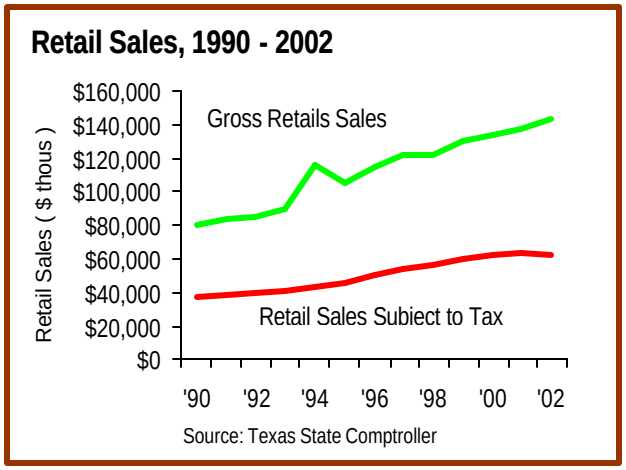
Small stores (with fewer than 5 employees) overwhelmingly dominate retail in Taylor. In fact, these small businesses make up over 60 percent of total retail employment. The largest retail employers in Taylor are Wal-Mart and HEB. Wal-Mart's recent expansion is forcing HEB to do the same. Wal-Mart will more than double in size to 155,000 square feet and plans to add another 175 employees. HEB will expand to 68,000 square feet and will add 50 employees.



Retail also directly brings revenues into the City of Taylor through a 2 cent sales tax, a half cent of which is for 4A economic development efforts.

Retail sales have been increasing steadily over the past decade, but at rates slower than neighboring cities. Furthermore, retail sales subject to taxation represent a relatively small share of total retail sales.

With the expansion of HEB and Wal-Mart, sales tax revenue will rise considerably. Studies have shown that large retailers have the power to draw shoppers from a wide area, significantly impacting the communities in which they build.

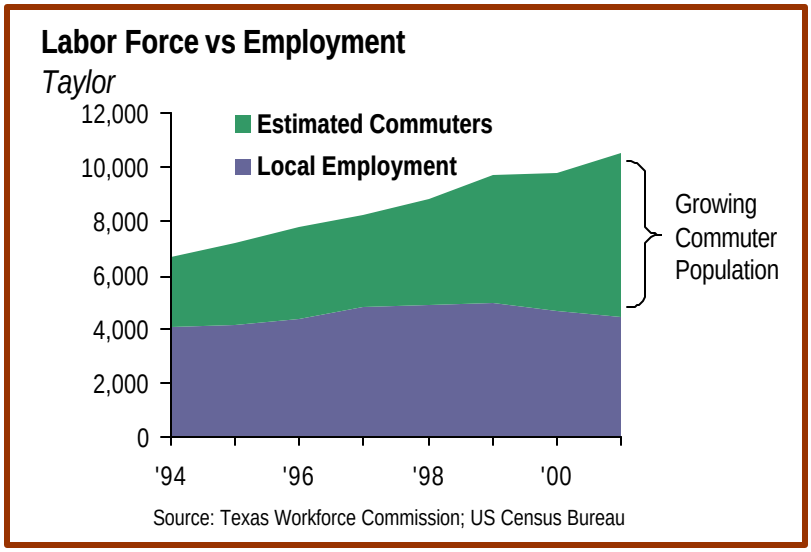


Many of Taylor's clusters are developing, in the sense that a few large companies account for a majority of total industry employment. **The top six manufacturers, for example, account for almost 95 percent of local manufacturing jobs.** The top four wholesalers account for almost 63 percent of the industry's total employment.

Business	Employees	% of Total Employees in Industry
Agriculture, Mining	**100**	**100%**
Construction	**320**	**100%**
Transportation and Public Utilities	**200**	**100%**
Public Administration	**110**	**100%**
Wholesale	**375**	**100%**
Wright Distributing Co.	30	8.00%
Taylor Meat Co.	25	6.67%
Total	**55**	**14.67%**
Services	**2050**	**100%**
Taylor Independent School District (inlcuding schools)	520	25.37%
Johns Community Hospital	200	9.76%
Don Hutto Correctional Center (Corrections Corp America)	160	7.80%
Sweetbriar of Taylor (Advanced Healthcare Tech)	150	7.32%
Total	**1030**	**50.24%**
Manufacturing	**1140**	**100%**
Labtops	200	17.54%
Intercraft Company	150	13.16%
Accurate Inc.	140	12.28%
FloydCo	94	8.25%
Texwood Furniture	90	7.89%
Gemini Inc	90	7.89%
Transit Mix Concrete & Mtl Co.	70	6.14%
Taylor Bedding Company	67	5.88%
Total	**701**	**61.49%**
Retail	**841**	**100%**
Walmart	140	16.65%
HEB Groceries	150	17.84%
Maxwell Plymouth (Maxwell Chrysler Plymouth-Dodge)	80	9.51%
Meyer Enterprises	50	5.95%
Golden Fried Chicken (Bo Stover Enterprises Inc.)	45	5.35%
Total	**465**	**55.29%**
FIRE (Finance, Insurance, Real Estate)	**172**	**100%**
City National Bank of Taylor	56	32.56%
McMakin & Associates Inc.	12	6.98%
Total	**68**	**39.53%**

source: Dun & Bradstreet, 2003

Labor Force



The above picture shows the difference between employment levels in Taylor and the local labor force. Local employment stood at 4,400 while there were 10,600 residents employed. Unfortunately, employment figures are not entirely comparable across sources, but the difference in the two numbers gives a rough estimate of residents that travel outside of the city for work.

The increase in commuter population is due to a number of factors, including a higher willingness of metro residents to commute long distances and an increase in employment opportunities in North Austin and Williamson County.

Labor Force Composition by Sex

	Both Sexes	Male	Female
Population 16 years and over*	15,699	7,745	7,954
Labor force participation rates**	60.1%	67.2%	53.6%

source: *DemographicsNow 2003 estimate; **U.S. Census Bureau, 2000

Employment by Industry	
Taylor	
Accommodation and food services	6.00%
Admin, support, and waste management service	3.70%
Agriculture forestry fishing and hunting	0.50%
Arts entertainment and recreation	1.50%
Construction	**8.10%**
Educational services	**10.00%**
Finance and insurance	4.70%
Health care and social assistance	7.70%
Information	3.80%
Management of companies and enterprises	0.00%
Manufacturing	**14.00%**
Mining	0.30%
Other services (except public administration)	4.70%
Professional scientific and technical services	**8.60%**
Public administration	7.40%
Real estate and rental and leasing	2.30%
Retail trade	**11.10%**
Transportation and warehousing	2.40%
Utilities	0.70%
Wholesale trade	2.50%
source: US Census Bureau, 2000	

Manufacturing is the largest industry in which *residents are employed*, regardless of whether they work in Taylor or commute out of the city. Retail and educational services also each make up more than ten percent of the resident labor force. Despite Taylor's agricultural reputation, very few Taylorites actually work in the agriculture industry.

Availability of Raw Materials

About 30 percent of the land in Williamson County is prime farmland. Mineral resources include dolomite, limestone, sand, gravel, oil, and gas. Twenty-two years ago the county produced 16,271 barrels of crude oil and 355,000 cubic feet of casing head gas. Among other minerals that play a part in the county economy, limestone is produced as crushed limestone, dimension limestone, fieldstone limestone, and pulverant limestone; sand and gravel are also marketed. Cotton is yet another material that has not only been a traditional cash crop in the Taylor area, but continues to be exported out of the Taylor railroad station.

SWOT Analysis

This analysis is a qualitative assessment of Taylor's strengths, weaknesses, opportunities, and threats related to community and economic development. This information has been gleamed from consultant observations as well as from input received in interviews, surveys, and focus groups.

Business Climate

AE defines "business climate" as the capacity of the public sector to support business expansion and development opportunities. Typical factors that help shape a community's business climate are listed below. An analysis of each factor follows.

Overall, the business climate in Taylor is good. Taylor has experienced several significant events that will change the city dramatically, including the ERCOT, HEB, and Wal-Mart expansions. However, the City must continue to promote industrial and retail activity to lighten the tax burden on its residents and businesses. Additionally, one area that is a weakness but that can be easily overcome is the lack of an entrepreneurial environment. Finally, with the location of Taylor and all of the major regional infrastructure projects that are being completed in the area, Taylor will become an ideal place to do business and to start a business. Taylor's incentive programs could be better tailored for existing businesses and start up businesses that will enhance the average wages and elevate Taylor's image in the region. Leadership in Taylor has come together very well for specific projects such as CNET and Temple College at Taylor, but leadership and the community at large is reluctant to embrace change.

Tax Rates - *composed of property taxes levied by the City, County and school district*

As illustrated below, tax rates in Taylor are relatively high compared to some of the benchmarks, but compared to Elgin the tax rates are competitive. This will continue to be an issue for the City since so many other infrastructure improvements (e.g., continued street repair/maintenance) will need to be made and the City relies heavily on property tax income.

	Taylor	Bastrop	Elgin	Georgetown
Property Tax Rate, County + City	$1.2071	$1.0631	$1.3333	$0.7609
ISD Tax Rate	$1.6100	$1.6080	$1.5891	$1.7300
Combined Property Tax Rates	$2.8171	$2.6711	$2.9224	$2.4909
Sales Tax Rate*	$0.02	$0.02	$0.02	$0.0175

source: Texas Comptroller of Public Accounts

*Bastrop County has a half cent sales tax. Rates are county and city combined.

Regulatory Climate - *the length, complexity, and consistency of the permitting process and the responsiveness of city officials and staff towards business development*

Most everyone that AE has spoken with regarding the permitting process speaks very highly of the City staff. However, businesses have repeatedly expressed a concern that it is difficult to get an answer from the City on several different issues regarding permitting.

One issue that was heard more than a few times is that the City is not "business-friendly." Some of this perception may be due to incentives that a new company received versus incentives that an existing company received. Nevertheless, this is an opportunity for the City to address through more internal marketing efforts.

Location - *the access to major highways, airports, seaports, and to metropolitan areas*

Location was one of Taylor's historical strengths in the railroad era but the cities located on major highways I-35 have developed, while Taylor's growth has stagnated.

Taylor is at the intersection of State Hwy 95, U.S. Hwy 79, and FM 973. Additionally, new infrastructure, such as SH130 and SH45 will positively impact Taylor.

Communication and Collaboration - *communication and cooperation between public and private sector on initiatives*

Although Taylor businesses receive a newsletter, the City has no formal way to communicate to the business community about how it is addressing big issues that impact business. Some cities hold a monthly mayor's breakfast or business roundtable meeting to communicate with the business community.

The TEDC and Chamber do host job fairs that support the business community. Businesses we have spoken with find these to be very useful.

As mentioned above, leadership in Taylor is great – there is a deep commitment, aggressiveness, and cohesiveness among community leaders that has served the community well on projects such as TaylorCNET and Temple College at Taylor. However, the leadership does not have a unified vision for what they want Taylor to become. Nor, do leaders share a unified vision for how certain areas of town (e.g. South/West Taylor, Downtown) should develop. Furthermore, AE has heard repeatedly that new residents and businesses have a hard time succeeding in Taylor. By embracing change and newcomers, the leadership in the community can help new businesses succeed and new residents feel more welcome.

Entrepreneurial environment - *the availability and/or access to business incubators, research and development facilities, financing and business advisory networks*

The entrepreneurial environment is one of the biggest weaknesses yet best opportunities for Taylor. Currently, very few grant resources are available for individuals wishing to start their own business. Additionally, there are no local angel investor networks, although there are regional resources. Taylor does have a few

individuals who have started their own business, not including retail. Some of the reasons these individuals have started their business here include: affordability, market needed, (housing, land, buildings) and telecommunications infrastructure.

AE also found that very few resources are devoted to developing business-to-business relationships or business to youth relationships. This is yet another good opportunity for the City.

Incentive policy - *includes tax abatements, permitting fee waivers, and utility hook-up waivers*

Due to the nature of the 4A legislation (that created the TEDC), the TEDC must primarily assist heavy commercial and manufacturing-based businesses. The City and County have also provided tax abatements to induce companies to locate and/or expand in Taylor. However, a more concentrated effort to focus on existing businesses, and small businesses should be considered. The TEDC and the City have utilized sales tax rebates for businesses. This is a creative incentive to generate retail activity. Much of the incentive assistance that the TEDC provides is in site development costs (e.g. roads, sewer, and water to support business development).

What AE has found is that very few of the businesses' upper management live in Taylor. One area that could be explored is to have a residency incentive for new jobs for certain tax abatements (e.g. requiring a certain percentage of employees live within the ETJ of Taylor after 2-3 years of operations. Rather than recommending a flat 110% of average wages in that industry in Williamson County, the City could consider a sliding scale of tax abatement per average wage, with a higher abatement for a higher wage.

The City can continue to facilitate private investment by making significant aesthetic improvements in areas of town that need investment. The areas that should now be identified as strategic investment zones should be: 1) downtown, 2) south Taylor, and 3) 2nd Street (the US Hwy 79 entrance to Taylor). The northern section of the city will continue to be developed through private investment without much public subsidy.

Workforce & Education

AE defines this component as the skill sets of the available labor pool and the programs of organizations involved in workforce development. The organizations include K-12 education, community colleges, universities, and workforce development boards/organizations. Factors that shape Taylor's workforce and education capacity are listed below. An analysis of each factor follows.

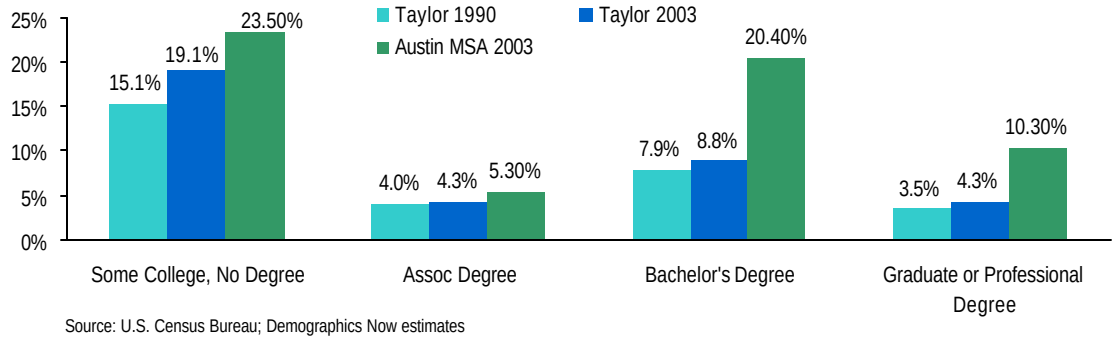
Workforce and education in Taylor is in a period of transition. High School superintendent turnover during the last decade has hurt the ISD's image and effectiveness. However, the school has made significant "behind the scenes" improvements that will serve the district and its students well, yet there still remain several areas that could be improved upon to elevate the students' and District's success. TCAT has also played a significant role in the city during the last few years, and is poised to begin expansion into health sciences. This will undoubtedly have a positive impact on the community if leveraged correctly. TCAT can also have an impact on developing an entrepreneurial environment if the other partners can embrace this type of fundamental change in the way that the City views economic development.

Educational attainment levels - *This factor analyzes the percentage of residents that have received high school, bachelors, or advanced degrees. The higher percentage of residents with bachelors degrees the greater the potential to support high-skilled, high wage jobs.*

The attainment of some college but no degree has increased substantially in Taylor since 1990. However, attainment of an Associates Degree, Bachelors Degree or Graduate Degree has only slightly increased. This will be a factor in Taylor's ability to attract industry that requires a more highly educated labor force.

Educational Attainment Comparison, 1990 vs. 2003

Adults 25 years or older



Source: U.S. Census Bureau; Demographics Now estimates

Taylor ISD has a poor reputation in the region despite remarkable graduation rates and average scores on standardized tests. The school district is rated "acceptable" and is comparable to other area school districts. Average teacher experience remains high despite lower salaries, possibly a result of teachers' attachment to the community and the lower cost of living in Taylor.

	Mean SAT Score	Mean ACT Score	Graduation Rate
Taylor ISD	939	19.1	85.8%
Austin ISD	1041	20.4	75.7%
Georgetown ISD	1086	18.2	88.2%
Elgin ISD	968	19.2	84.2%
Bastrop ISD	980	18.9	78.8%

source: Texas Education Agency, Class of 2000

Low test scores may be a product of the large proportion of lower income families and students. Statistically, these groups under perform on standardized tests. While this fact should be acknowledged, it does not overcome the public's perception of local schools.

TAKS 2002 - % of Students Meeting Panel Recommendation

	Reading	Science	Mathematics	All Tests
Taylor ISD	66.3%	36.9%	52.7%	41.2%
Austin ISD	68.6%	41.3%	54.3%	44.4%
Georgetown ISD	82.0%	56.0%	72.7%	60.5%
Elgin ISD	65.8%	36.3%	42.4%	32.4%
Bastrop ISD	68.6%	37.9%	55.1%	42.9%

source: Texas Education Agency

Improving student performance is not just about focusing on standardized tests. Improving schools is a very long-range objective and one that the ISD has been working on for the past few years. TISD is continuing to build a strong foundation and curriculum development for better schools in upcoming years.

K-12 Educational Facilities - *academic performance, community support, computer access and training programs, workforce training programs, and condition of buildings.*

This discussion will focus mostly on the high school facilities. However, AE has heard and seen that K-8 education is good. Not only are many of the facilities new, but also test scores in these grades are competitive with some of the neighboring communities.

The high school is an old facility, built in the 1960s. Even though enrollment is declining district-wide, the high school enrollment is steadily increasing. TISD will need to find a 30-50 acre site for a new high school.

TISD's biggest challenges will be in providing for its highly diverse student population and the large percentage of students whose parents commute outside of Taylor for work. More than 50% of the students are Hispanic and more than 50% of the labor force commutes outside Taylor for employment. TISD must address two important questions that will affect future performance. First, how does TISD modify its programs to best

address the difference in providing education to non-English speaking individuals? Second, how does TISD involve the parents who get home late after their commute and are often too tired to play an active role in their child's education?

Facilities/Faculty

Many schools across the nation have developed curricula that prepare students for standardized state assessment tests rather than on the skills that will best prepare students for the future. TISD was no exception to this during the late 1990s. In addition, high superintendent turnover did not lend itself to making continuous improvements at TISD. Therefore, the focus for the recent administration has been on aligning the curriculum so that, for example, 2nd grade teachers know what kids are learning in 1st grade and 3rd grade so that the curriculum in 2nd grade is aligned with the other grades. This is a basic yet important strategy but is not recognized by the general public.

TISD has a very good Even Start program designed for any parent whose children are seven years of age and under who want to speak English. TISD would like to expand this model to a broader range of people and would consider developing a joint program where kids and adults both can attend. The end result is for adults to become proficient in English and obtain employment.

TISD has a goal of becoming exemplary by 2005. This should be a community-wide goal rather than just the goal of the District administration. The children also want to be able to brag about graduating from a school that has a good reputation.

Diversity

As mentioned above, more than half of the student body is Hispanic, yet very little Spanish language training and diversity training has been provided to teachers and staff.

Technology

Although the classrooms have become more high tech, TISD could better utilize the Taylor CNET. One of the more innovative programs that TISD offers is one in which laptops are made available to all students that do not have one at home. They can be checked out and taken home. Teachers also have sets to use in classrooms for special projects. At other campuses, computer laboratories are available for teachers and students. Portable electronic notepads are also available for students to take with them on field trips.

Career/Entrepreneurial Development

Although an internship program has existed since the 1980s, the program has several students in retail, and the program is not geared towards any specific industry targets.

A co-op program - working ½ days tied to vocational courses - is also available to students. Several students we spoke with enjoy this program and wish it were more readily available to other students. Co-op participation in Health occupations seems to be the most popular and will continue to be a program that is taken advantage of as TCAT expands curriculum into health sciences.

TISD also received an endowment from a farm in Hutto that has been set up for students that want to become registered nurses. This scholarship should pay for first two years.

The most alarming piece of information heard from several students is that the counseling services are geared almost entirely to college preparation. This is an area that should definitely be modified to meet the changing demands of the new economy. TISD, TCAT and TEDC should consider meeting regularly to discuss the issue of Advanced Placement (AP) courses at TISD versus dual credit courses offered at TCAT and how these efforts could be better coordinated.

Higher Education and Workforce Education - *access to area universities and community colleges facilities and training programs.*

The Temple College at Taylor (TCAT) is an asset for Taylor. In just a few years, TCAT has built a community college program in Taylor that serves the entire area. TCAT is completing their Phase II plans, which will double the size of the facility and provide lab space for science and nursing programs.

TCAT Advanced Training Facility

Some areas of opportunity and concern include:

1. CNET and TCAT seem to be competing for services. This may just be a perception, but there is an opportunity to improve coordination between the two and communicate this to the community.
2. The faculty at TISD may not be aware of all the programs at TCAT. We heard from several students that some faculty discouraged students from taking courses from a community college.
3. The nursing program could become a huge advantage for Taylor. However, thought should be given to how to retain these students in the region if there are not enough health care jobs within the city.

Infrastructure and Land Use

AE defines this component as city, county and regional transportation, utilities, telecommunications, and site-specific infrastructure to support business expansion and development. Factors that help shape Taylor's infrastructure are listed below. An analysis of each factor follows.

Taylor is still an affordable environment within the growing Central Texas region. However, this opportunity will quickly diminish as new transportation projects (namely, SH 130, SH 45, and a regional airport) are completed over the next five years. All of these projects will be in close proximity to Taylor, making Taylor as a place to do business an even more attractive opportunity. Taylor CNET, although touted as a model in Texas, can still be improved upon in terms of its application for residents and businesses in Taylor.

Land - ***costs*** *and availability of commercial and industrial land*

Taylor has several shovel ready commercial and industrial sites with available utilities, including:

- Mustang Creek Industrial Park (65 acres remaining)
- Southpark (50 acres remaining)
- Walnut Creek (87 acres remaining)
- Airport (several sites still available)
- Land on Hwy 79 near KC Hall (40 acres remaining)

These sites are in a very good location and are affordable compared to neighboring Austin. Marketing of these sites could be improved.

Transportation infrastructure - *City transportation infrastructure that includes roads, airports, and rail infrastructure*.

The streets within Taylor are in very poor condition, with only a few exceptions. City neglect over many years has left the present City staff and elected officials with a serious problem that exceeds the City's current financial capacity. The condition of city streets has come up as the number one issue in almost every discussion that AE has had with Taylor residents and businesses.

The absence of public transportation in Taylor would not normally be an issue within a city the size of Taylor. However, residents without their own transportation in the South and West of town are forced to either walk several miles or purchase their groceries at a convenience store, since there are very few retail options and city services within these areas of town.

Rail

Taylor is at the intersections of the Missouri Pacific and the Missouri, Kansas and Texas (all operated by Union Pacific). Both passenger service (via Amtrak) as well as freight services is available in Taylor. Taylor could be the starting point

For the Commuter Rail line that is being discussed in the region. Taylor should continue to be actively involved at the regional level in these discussions.

Existing Airport

The Taylor Municipal Airport serves Taylor and Williamson County and is owned by the City of Taylor. The facility is at an elevation of 583 feet and located about two miles from downtown Taylor. The airport is also equipped with an instrument landing system and a 4,000-foot lighted runway. Texas has four hub airports--more than any other state. A free rental car is available for use in Taylor on a first-come first-served basis.

Transportation Plans

Several transportation projects in the local area will have an impact on Taylor:

1. **Increasing mobility on U.S. Hwy 79.** Construction started this year to add a turn lane between Hutto and Taylor along U.S. Hwy 79. Construction on this roadway will take two years.
2. **SH 130.** This construction project is estimated to be the second largest construction project in the western hemisphere. 130 will intersect Hwy 79 near Hutto – approximately seven miles from Taylor limits. It is expected to be completed in 2007.
3. **SH 45.** The intersection of SH45 and SH 130 will be approximately 15-20 miles from Taylor. This intersection will be one of the highest growth areas in the region. It is estimated that more than 2 million square feet of office space is being planned at this intersection.
4. **CR 973.** This road is a very good alternative for commuters to Austin. The road empties out on Hwy 290 near Manor and provides easy access to U.S. Hwy 183 and a direct route to Austin Bergstrom International Airport. Growth along this corridor is inevitable.
5. **Chandler Road.** This road is envisioned to become not only the north loop around Taylor, but also a major thoroughfare to North Round Rock, Marble Falls, and continuing as CR 619. Chandler Rd. will also relieve the congestion from U.S. 79.

Telecommunications - *bandwidth capacity or transmission speeds and access to businesses and residents*

Taylor CNET has been touted in the state and nationally as one of the premier community networks, yet residents and business owners throughout town do not see the direct benefit to them of the network. CNET has 14 public access points throughout town, a community wide Web site, and free computer training. CNET has partnered with SkyVue USA who provides ISP service for the area.

CNET's market is both residential and business, but needs to try to capture more of the business community, including regional business opportunities. Wireless technology is line of site dependent, and tree cover tends to cause a problem with this technology. However, Taylor will be a beta testing site for a new Motorola radio that should help solve this problem. Motorola has done a press

release on CNET and is about to do another article as well. This leads to wonderful awareness of Taylor's assets.

CNET can target people that do training videos or even political campaigns. WebX and Webmeetings are examples of services to consider growing. Some of CNET's service offerings for businesses may be cost prohibitive, especially when other organizations in town (e.g. TCAT) may have similar services at a lower price.

CNET could develop a better collaboration with TISD.

Opportunities for CNET include:

- ERCOT could use CNET conference site or infrastructure for meetings
- Consider as a model application of a community network in other areas of the country
- Work with the city and ISP to market services to regional targeted audiences

Utilities - *a measure of the rates, capacity, and access to water, wastewater, electric, and gas services for commercial and industrial customers*

Even though the market for electricity in Taylor is open to competition, consumers in other municipalities in the Austin metro area with non-deregulated markets pay much less. Water prices in Taylor are also among the highest in the region, because even though Taylor charges a lower per-volume price, it imposes hefty monthly service fees. However, in the still largely non-competitive natural gas market, Taylor has one of the lowest prices in the metro area, both for residential and small commercial / industrial customers. These prices for Taylor water will change dramatically as a result of a recent agreement between the City of Taylor and a regional utility. This change should prove to be a positive one for future business costs in Taylor. Additionally, the cost for disposal of wastewater in Taylor is slightly below the metro average.

Electric Power

Electric service was deregulated in Texas in the 1990s, so that generation, transmission, distribution and retail sales were separated into different companies. Retail electric customers in most areas of Texas, including Taylor, have had a choice of providers since 2002.

The Public Utilities Commission lists nearly 40 retail service providers in the Taylor area. A comparison of rates and rate programs for non-residential customers is

Residential Electricity Rates

Average price for 1000 kWh per month, after fees and surcharges

Deregulated Carriers Competing in Taylor

ACN Energy, Inc.	$95.50
Cirro Energy	$90.00
Direct Energy, LP	$96.00
Entergy Solutions Ltd.	$88.00
First Choice Power, Inc.	$95.00
Gexa Energy Corp	$88.30
Green Mountain Energy Company*	$108.60
Reliant Energy*	$99.00
TXU	$101.00
Highest	$110.60
Average	$98.35
Lowest	$88.00

Non-deregulated Carriers in the Austin MSA

Austin Energy	$86.31
City of Georgetown	$71.40
Bluebonnet Co-op	$70.00

available at the official PUC Web site, Texas Electric Choice.

The State's power grid is administered by the Electric Reliability Council of Texas, Inc. (ERCOT), which dedicated a $32.5 million control center in Taylor in November 2002. ERCOT serves approximately 85 percent of the state's electric load.

Distribution and transmission in the Taylor area is provided by ONCOR.

Water/Wastewater

Taylor operates both water supply (source is Lake Granger) as well as wastewater treatment for the City. The City has plenty of capacity to serve future residential and business demands for both water provision and wastewater treatment. However, as stated above, a recent agreement between the City of Taylor and the Brazos River Authority (BRA) will not only decrease rates, but also increase capacity.

Taylor operates a looped water system serving an area of approximately 12 square miles and 5,000 customers. The current system's capacity is 4.8 million gallons per day with a storage capacity of 2.5 million gallons. Other communities also have a minimum monthly charge that is comparable to Taylor.

Water		
Price for Consumption in Gallons with a 3/4" tap		
	1,000	5,000
Taylor	$19.50	$26.25
Round Rock	$18.24	$25.88
Austin Single Res.	$2.20	$19.19
Multi Res.	$3.99	$19.95
Com.	$4.42	$22.10
Ind.	$3.93	$19.65
Georgetown in-city service	$2.25	$11.25
out-of-city service	$2.60	$13.00
Average	*$9.25*	*$19.32*

The wastewater treatment facility has a system capacity of 4.0 million gallons per day.

Wastewater		
Monthly, in Gallons, for a 3/4" tap		
	1,000	5,000
Taylor	$12.07	$23.14
Round Rock	$13.76	$21.40
Austin Single Res.	$5.70	$22.69
Multi Res.	$7.49	$23.45
Com.	$7.92	$25.60
Ind.	$7.43	$23.15
Georgetown	$14.85	$27.25
Average	*$11.95*	*$23.88*

Natural Gas

TXU Gas is the distributor for natural gas in Taylor. It has competitive programs to serve business and industrial customers.

Natural Gas				
Price per Million Cubic Feet				
City	**Distributor**	**Res.**	**Sm. Com/Ind***	**Lg Com/Ind***
Taylor	TXU	$10.049	$7.871	-
Austin	TGS	$10.847	$9.049	$8.657
Austin	TXU	$11.332	$10.025	-
Georgetown	TXU	$10.188	$8.473	-
Round Rock	TXU	$10.252	$8.340	-
Elgin	Reliant	$11.191	$8.924	$8.207
Bastrop	Reliant	$11.622	$9.019	$7.644
Average		*$10.783*	*$8.621*	-

* Definition of "small" and "large" customers varies by distributor. Some do not make the distinction.

Economic Development Efforts

AE defines economic development efforts as the activities of local, regional and state organizations involved in any form of economic development activity. Factors explored include: external promotion and marketing, internal promotion, and resource allocation. An analysis of each factor follows.

External promotion – *Any activities aimed at developing the image of a community to non-residents and companies. External promotion efforts include marketing or public relations, and can be aimed at expanding or relocating companies, skilled workers, entrepreneurs, site selectors and other business influencers, and tourists.*

Successful communities find the right balance of both internal and external activities to get the most return – awareness and business. External marketing is vital to diversifying Taylor's economy and will make a big impact on the community by providing more jobs, reducing commute times, increasing sales tax revenue, and improving quality of life.

Until this point, Taylor has not embarked on a targeted external marketing campaign. Non-residents and target companies outside of Taylor that receive information on the city, are faced with numerous messages with no co-coordinated strategy behind it. Haphazardly marketing Taylor confuses target audiences. This is why we recommend one single, powerful theme and approach that will apply for all audiences.

By having a brand that states the unique character and leadership standing of the city, Taylor will generate interest and demand. Some descriptors that individuals have used while promoting Taylor include: "potential," "affordable," "laid-back," "connected," "not Austin," and "changing." AE will collect additional input from the community via surveys and will conduct a marketing workshop to define Taylor's new brand. **It is wise for all organizations and individuals marketing the city to use the new theme.**

Even though the organizations promoting the city have Web sites for external audiences to obtain information on specific products and services, there is a need to have a more cohesive message, better integrated Web sites, and launch a targeted campaign so that the optimal audiences are enticed to visit or locate in Taylor.

Web sites are a primary vehicle that external audiences use to obtain information on cities. These audiences include tourists, business executives, entrepreneurs, real estate developers, and citizens. When using Web search engines, like Google™, and searching for Taylor, Texas; Taylor economic development; City of Taylor, Texas; for several sites pop-up.

Here are a few sites that appear top of the list:

- http://www.ci.taylor.tx.us/ - very simple, portal site
- http://www.ci.taylor.tx.us/taylorcity/employment.html - City employment opportunities
- http://www.tayloredc.com/ - TEDC's home page

- http://www.taylorcnet.org/- Taylor CNET's home page
- http://www.cityoftaylor.com/ - City of Taylor, Michigan

Taylor has done a good job of linking organizations' sites to one another. For instance, from the simple, portal site, you can access the TEDC and Taylor Chamber of Commerce sites very easily. Nevertheless, redeveloping the portal site into the city, making it more pleasant for Web visitors and also revising each organization's site to "look" like they are part of the same city, will improve Taylor's message and present the city in a more appealing manner.

The marketing plan lists techniques that will attract Taylor's external audiences in a cost effective manner. This plan will incorporate each organization in Taylor's marketing objectives and be a unified approach to promote the city. It is extremely important for Taylor to follow-through with the marketing plan. The city must market itself externally so that it is recognized as an attractive location for business development**.**

Internal Marketing – *Aimed at increasing awareness of and support for economic development within the local community. Successful internal activities are aimed at local businesses, media, and educators and result in a unified "voice" promoting a community as a good place for living and doing business.*

Internal marketing builds understanding, support, and excitement regarding the importance of economic development, where Taylor is, and where it is heading. Winning communities market "at home" first and build a team of citizens to help the city market to external audiences.

Once the city has a new marketing plan, Taylor should inform the community and train individuals to market the city using the new brand. All citizens should market Taylor. It is not just the responsibility of the Chamber of Commerce, Main Street, or TEDC.

Internal marketing also includes improving the city's economic development product, building community awareness, and expanding local businesses. Retaining local employers and the workforce is sometimes overlooked. Taylor should market to entrepreneurs residing within the community to inform them of resources that can help them start a business in Taylor. Improving relationships and providing better service to existing businesses is just as important as recruiting new businesses. Better training for the workforce is also an internal effort to improve.

Taylor is fortunate to have the support of the *Taylor Daily Press* and the City newsletter that reaches approximately 5,000 residents. **The use of local media and personal meetings are good avenues for "building local awareness."** However, Taylor needs to improve communication within the city. Readership of the local newspaper does not reach all of the local audiences. Many residents and local businesses commented that they do not feel like the city informs them on important issues and this needs to be addressed.

Taylor should consider internal marketing first and then balance internal and external activities. Reach out to more of the population and encourage

citizens to attend future promotion training seminars that will get everyone speaking in the same tone.

Take advantage of the *Taylor Daily Press* (TDP) agreeing to publish routine updates on economic development so that more citizens will be informed on economic development progress. Identify other vehicles and locations to "get the message out." The TDP reaches over 1,500 households. The City's quarterly newsletter reaches more than 4,500 households. Both of these mediums can be used for internal marketing efforts.

Resource allocation – *How effectively economic development funds are being used to generate new investment and long-term economic health within the community.*

The TEDC and Taylor Chamber of Commerce fund current marketing activities for the city. With the new Market Taylor Committee and potential new Downtown Merchants Association, Taylor will have additional resources to market the city. A majority of the current marketing funds comes from the motel / hotel occupancy tax and 4A sales tax.

Quality of Life

AE defines this component as issues that influence an existing or potential resident to reside or a company to expand or relocate in a particular area. Factors that help shape Taylor's quality of life are the following:

Taylor's quality of life is very similar to Elgin's in terms of its affordability and easy pace of life. The housing and land values are still very affordable, it is a relatively safe community, and most health care issues can be dealt with locally or within a quick commute to Round Rock or Georgetown. Areas of concern for Taylor are lack of retail and fine dining, as well as recreational opportunities. The new Williamson County Park will certainly give Taylor an advantage over other similar cities in the region, but the restaurant and retail issue is of critical importance to address. Taylor should work to address any barrier to retail/restaurant growth such as facilitating restaurants to serve alcohol.

Safety - *A low crime rate percentage is a positive indicator on a community's quality of life.*

Nearly 90% of survey respondents feel that Taylor is a very safe environment. The external image of Taylor is that it is not a safe community. Articles in the American Statesman and on local television news channels portray a poor image of Taylor. Yet, statistics show that Taylor is safer than many other Central Texas communities, and their police stops mimic the local demographics. While Austin has recently grappled with racial profiling, Taylor is a model for policing. This is the type of good press that Taylor should capitalize on in the future.

Taylor has 30 police officers working towards improving safety. Although Taylor has an image within the region as a high crime area, the table below illustrates that, besides the high murder rate per 100,000 people (which equates to only "1" actual murder in 2002), Taylor's total crime per 100,000 is less than Elgin, Hutto, and Austin, yet still higher than Georgetown, Round Rock and Pflugerville.

Police Jurisdiction	Murder	Rape	Robbery	Aggravated Assault	Burglary	Larceny	Auto Theft	Total
Georgetown PD	3.40	6.80	37.20	94.60	277.00	1459.40	145.30	2023.60
Pflugerville PD	0.00	5.90	11.70	76.20	433.70	1881.40	146.50	2555.40
Round Rock PD	0.00	31.30	48.50	101.80	435.30	2131.30	90.80	2839.20
Taylor PD	7.10	63.50	35.30	204.50	500.70	2129.90	105.80	3046.80
Elgin PD	0.00	16.80	33.60	285.50	1142.10	1881.10	168.00	3527.00
Hutto PD	0.00	0.00	0.00	918.80	459.40	2220.50	153.10	3751.90
Austin PD	3.60	37.80	171.20	255.00	1006.30	4332.30	457.10	6263.30

Source: Texas Crime Report (2002), Texas Department of Public Safety (http://www.txdps.state.tx.us/crimereports/02/ch9.pdf)

* Crimes are Rate per 100,000

Improving Taylor's image regarding safety is of utmost importance. The above figures do not paint a great image for the city, but compared to larger cities like Austin, Taylor is a safe community.

Retail choice - *The measure of a community's access to a range of retail options including restaurants, grocery stores, cleaners, auto shops, and clothing stores.*

The lack of retail choice is not only one of the big issues for residents but it is also one of the biggest issues for businesses and the City. For example, many employers have told us that they travel to Round Rock for business lunches, and house their clients in hotels outside of Taylor due to the lack of restaurant and hotel choices in Taylor.

By the end of spring or early summer, Wal-Mart will open its expanded facility. HEB's expansion will also be completed this summer. Both of these facilities will undoubtedly increase sales tax revenue for the City, but also provide increased retail opportunities for Taylorites. Pad sites in front of these stores will also offer additional retail opportunities.

Health care - *The community's access to clinics, hospitals, and other medical facilities.*

Taylor is fortunate to have both a Scott and White clinic as well as Johns Community Hospital, a not-for-profit facility. Both of these facilities serve most of Taylor's health care needs, but many residents still use hospitals outside of town for certain specialty care as well as obstetrics.

Community image - *The external image of a community. Defined by building and streetscape architecture and placement of commercial and industrial properties in relation to residential areas*.

After surveying bcal citizens and business managers and talking with regional leaders, Taylor is perceived to have a negative image. Even though Taylor's image within the community has improved over the last five years, this perception is reality and outweighs the "positive feelings."

The City of Taylor has the opportunity to re-brand itself. A new brand can be used to change this perception and help Taylor grow. However, improving Taylor's image will require more than a marketing theme. It is up to city leaders, residents, and local businesses, to improve the image of Taylor. Making downtown sidewalks, streets, and property more pleasant, promoting TISD's achievements, and being friendly to patrons of local businesses are some ways to improve Taylor's attractiveness.

Diversity of housing stock - *A key factor in helping a community attract and retain companies and their higher skilled workers*

The diversity of housing has increased over the past few years. Taylor has a very good stock of early 20th century housing that is still affordable. Additionally, Taylor has plentiful multifamily housing and affordable single-family housing. Only recently has Taylor experienced a growth in new single family housing with ranges from $90,000 to $130,000. This is an obvious immediate market for Taylor; however, the city lacks new high-end housing (>$250,000). Without growth in this housing segment, and without advances in education, it will be

difficult for Taylor to convince upper management in existing and new businesses to live in Taylor.

High-end housing has not historically sold well in Taylor. For example, The Hills at Mustang Creek has only sold 12 lots since August of 2001. AE has heard that many potential buyers are concerned about purchasing homes in Taylor because of the negative perception of schools, streets, and taxes. (The average house price in the Hills at Mustang Creek is $200,000.) Given the potential market in Williamson County for higher end housing, this could prove to be an opportunity for the city if aggressively pursued.

Recreation and Entertainment- *A key factor for families with children who may be considering moving as part of business relocation or for a rural environment in which to raise their children. This factor also considers cultural and recreational amenities.*

A separate study on parks in Taylor is currently being conducted as part of the Comprehensive Planning effort. Therefore, AE will not focus too much discussion on parks. However, there are several areas that could present opportunities that are worth discussion here:

1. Skateboard Park. Several individuals, most noticeably from the youth focus group, have discussed the possibility of converting the swimming pool in Murphy Park into a skateboard park. AE believes that this is certainly worth looking into. However, studies have shown that if a skateboard park is developed it should be designed and developed by premier skateboarders. This will not only ensure safety of the facility, but the facility will then become a draw for both residents and tourists.

2. Heritage / Cultural / Art Center Downtown. The downtown should be transformed into the Arts and Entertainment District for Taylor. There is an extraordinary history of cultural diversity in the city, but it is rarely celebrated. Additionally, there is a big push throughout the nation to develop more fine arts and performing arts facilities for residents and tourists. This is a great opportunity for Taylor. One example of a type of establishment that could work well in downtown includes a microbrewery.

3. Utilize Labor from Prison and/or Drug Rehabilitation Center. The City and County should be utilizing individuals from both of these facilities on a daily basis. This is not only "free" labor, but it also provides workforce skill enhancement opportunities for these individuals. They could be working on such areas as:

    - Beautification – litter clean up, tree/shrub plantings.
    - Housing Development – infill housing development for a new housing non-profit that is established.
    - Building demolition – for dilapidated structures.
    - Street improvements/enhancements
    - Private sector – supplement work by outsourcing certain manufacturing.

Central Business District (CBD)

The central Taylor CBD encompasses 44 square blocks in downtown Taylor. This area was full of business activity 35 years ago. The advent of larger retail businesses drew the downtown customer away and Taylor's downtown has yet to be reinvigorated.

In 1999, Taylor became a Main Street community and went through all of the motions that Main Street communities go through to improve the CBD. With the help of a Main Street Coordinator, several initiatives have been accomplished including a grant program for façade enhancements, a business newsletter and funding to improve certain roadway sections of the CBD (TEA-21 grant).

Many business owners are frustrated with the way that the TEA-21 grant (a $1.2 million federal grant) has been handled and remain impatient for the grant funds to be used to make the necessary improvements downtown. Desired improvements include: sidewalks and street enhancements, period lighting and crosswalks, as well as tree and landscape improvements. All of these improvements will draw renewed interest in the downtown.

Taylor is also in the process of developing a Historical Designation for the entire CBD that will provide added incentives to prospective investors in downtown. Taylor hopes to have the historic district designation within 16 months.

Taylor needs to develop a very unique image for the downtown. Traditional downtowns cannot compete with a big box retailer or some of the new "Town Centers" being developed in Hutto or Taylor. **An Arts and Entertainment District in Taylor's downtown would provide a unique image to both tourists and Taylor residents.**

Successful CBDs maintain information on existing landowners, tenants, and business owners to use in their day-to-day operations and for prospects considering the city. Taylor was not able to quickly produce this information. This is an area to improve immediately to help the downtown reach its potential.

Taylor needs to improve communication, marketing, and collaboration of downtown business owners with other organizations throughout the City. Taylor should consider pooling downtown business owners' resources to jointly market to tourists, in Central Texas, throughout the State, and then to appropriate markets. AE heard in several focus groups that downtown businesses are ready to campaign and get more locals to buy in Taylor, along with a campaign to attract more outside traffic to the city. This marketing effort should be incorporated to the overall economic development plan. Activities to market to various audiences will need to be prioritized to ensure that Taylor has an optimal approach.

Economic Impact Study of the Eastern Williamson County Park on the City of Taylor

The economic impact of the new Williamson County Park could be tremendous, but the success of the park will depend heavily on effective management and marketing.

Since most of the park's site plan has not yet been built, several assumptions were made in order to perform this analysis. Many of these assumptions are based on recommendations to build the park as planned.

Numerous studies have estimated the impacts of parks and fairgrounds in counties across the country. It is estimated that a park in Williamson County will draw over 400,000 people throughout the year, including 80,000 people during events sponsored by the Taylor Rodeo Association, 30,000 people during a county fair, and thousands through little league sports. The average user will live within 100 miles of the park. An important assumption in the model will be Taylor's ability to capture visitor spending on restaurants. The average overnight or full day visitor is expected to spend $35 per day on food.

Williamson County Park Impact Summary

Direct Effects	Wages	$540,000
	Jobs	20
	Retail / Concessions	$2.7 Mil
	Sales Tax	$54,400
Indirect Effects	Retail	$970,000
	Sales Tax	$10,400
	Property Tax	$27,000
	Retail Jobs	27

- The park is expected to create 20 direct jobs, with $540,000 in direct wages.
- $2.7 million will be directly spent at the park through ticket sales and concessions.
- Taxes on this spending are estimated at $54,400 annually.
- The park will add another $970,000 in indirect retail sales at local businesses, supporting about 27 local retail jobs.
- Indirect tax impacts include another $10,400 in sales tax and $27,000 in property tax to the city and school district.

Breakdown of Impacts

1. **Intramural and Little League Sports**
   Little league sports have very little direct impact on the local economy, as concessions are likely to be operated by volunteers and represent a small part of Taylor's overall retail sales. However, visitor spending while in town can be significant. It is important to realize that the impact of the park is highly dependent on facility utilization and the ability to draw people from neighboring communities to the park. Increasing the number of leagues and tournaments will increase the impact considerably.

   - We estimate that 60 percent of sports families will come from outside of Taylor, and each family will spend an average of $7 on items such as gas, concessions, and food.
   - Based on estimates of park capacity and utilization rates, an expected 90,000 visits will be made to the park by nonresidents, leading to $630,000 in added local spending and over $5,000 in sales tax revenue.

2. **YMCA**
   The YMCA has the largest potential impact for the City of Taylor. Not only will it add an important quality of life amenity, but it also creates jobs, which in turn increases spending on retail and homes.

   The planned YMCA will have 40,000 square feet, three meeting rooms, and the potential to add an indoor pool. The facility is assumed to have an average of 20 yearly fulltime equivalent employees with an average salary of $27,000. The total annual economic impact of the YMCA is estimated to be:

   - $540,000 in local wages, which will largely be spent on homes and retail
   - $140,000 in local retail spending, leading to $1,200 in added sales tax revenue
   - $18,500 and $8,600 in local property tax revenues to the school district and city, respectively

3. **Williamson County Fair**
   To date, Williamson County does not have a fair. AE recommends this as a use for the park.

   - It is estimated that a county the size of Williamson County will be able to draw 30,000 people for a two-week fair.
   - Concessions sales for such an event are estimated to be $810,000, or $27 per person, and create over $16,000 in added tax revenue.

4. **Pavilion used and rented by Taylor Rodeo Association**
   The Rodeo Association has plans to rent the pavilion for 20 weeks out of the year, with an estimated attendance of 4,000 for a two-day event.

   - Rodeo representatives estimate $1 million gross revenue from rentals, charging $12 per person.
   - Another $900,000 will be generated in concession sales
   - Rodeo events will bring in $38,400 in sales tax revenue.

5. RV Park

There are 50 RV sites planned for the park. It is estimated that, at least in the early years, usage will be low except for event weekends. It is assumed that the park will be at full capacity during each of the 20 weekends planned by the Rodeo Association and during the fair, with the average length of stay being 3 days. It is understood that the RV park will not fill to capacity on every rodeo weekend; however, this assumption is designed to capture unspecified use for non-rodeo weekends.

- One of the park's most significant contributions is its ability to bring people into the city. An estimated 2,000 people will stay at the park each year, spending a total of 6,000 visitor days in Taylor.
- Provided Taylor can capture a majority of spending on meals, city restaurants and grocery stores should see sales increase by $200,000, bringing in $2,000 in sales tax each year.

6. Civic Center

This facility is sited adjacent to the YMCA facility on the site plan. Although AE did not measure the impact of this facility, it could prove to be a tremendous benefit to the City if developed for tourism and conventions. Additionally, it should be owned and run by the City. The city could contract out some of the work and administration but ownership by the city will give some flexibility yet control of the quality of venues.

Economic Development and Marketing Strategy 2004-2009 Report 3 of 3

City of Taylor

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AngelouEconomics would like to thank the City of Taylor, Taylor Economic Development Corporation, Taylor Independent School District, Taylor Chamber of Commerce, Taylor CNET, Williamson County, Taylor Main Street, Members of the Economic Development Advisory Committee, and all of the community members who have provided us input in the development of this plan.

Many of the recommendations within this strategy are reflections of the ideas we received during interviews, focus groups, and surveys with local residents. Without the community's support, this strategy would not be possible.

The consulting team from AngelouEconomics included Angelos Angelou, Sean Garretson, Nicole Urbis, Travis Warziniack, and Kristin Boyd.

AngelouEconomics
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The Office of Rural Community Affairs in conjunction with the United States Department of Housing and Urban Development furnished support to the activity described in this publication which does not necessarily indicate the concurrence of the Office of Rural Community Affairs or of the United States Department of Housing and Urban Development with the statements or conclusions contained in this publication.

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AngelouEconomics
technology-based economic development

The Terrace 7
2801 Via Fortuna, Suite 430
Austin, Texas 78746
PH: 512-482-9322
Fax: 512-225-9283
www.AngelouEconomics.com

June 2004

AngelouEconomics (AE) is pleased to present the City of Taylor with this Five-Year Economic Development and Marketing Plan. This document builds on the analysis contained in the Historical Development Report and Baseline Analysis Report by recommending strategies and action steps that address the issues presented in the previous reports.

This report provides a plan of action and a marketing strategy, which will serve as a roadmap for the major stakeholders in Taylor to use in improving the community and the economy.

Thank you for your input.

Angelos Angelou, Principal
Sean Garretson, AICP, Project Manager
Nicole Urbis, Marketing Strategist
Travis Warziniack, Research Manager
AngelouEconomics

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Introduction

The City of Taylor has made significant strides over the past decade to improve the environment for economic success in the community. As a result, Taylor has several advantages over its regional competitors, including Taylor CNET and Temple College at Taylor (TCAT). Taylor has also had several recent business development successes, including the Electric Reliability Council of Texas (ERCOT) and the retail expansions of HEB and Wal-Mart. All of these initiatives will help Taylor improve its economy.

However, before Taylor can become successful in business recruitment, a committed and well-organized effort should be undertaken to improve the downtown, 2nd Street, and South Taylor. A community is as strong as its weakest link. Until these areas of town are improved, Taylor's image will always be tarnished by the physical impression it makes on visitors and Taylor will be hampered in its business development efforts.

Additionally, the community should focus on improving education and workforce development, creating a strong entrepreneurial environment, and focusing more resources toward business expansion and retention. Business recruitment should not be a primary focus for Taylor until these basic areas as well as the quality of life issues mentioned above have been addressed and the business climate has improved.

Although Taylor recognizes its diversity, the diversity could be better celebrated. Efforts such as public art and cultural festivals as well as small business development focusing on arts, crafts and culinary industries will bring regional and national attention to Taylor's efforts to celebrate diversity, and will attract leaders to participate in economic development activities who have not previously been involved in the community.

This plan provides a course for Taylor which will strengthen the community's vision and lead Taylor to success. This plan should be a living document, implemented not by a select few, but by the entire community. Lastly, internal marketing efforts are important to Taylor's success in implementation.

Economic Development Mission

To improve the economic climate for the Taylor community.

Goals and Critical Projects

AE has identified **six goals** that will lead to an improved economy in Taylor. These goals, and strategies to achieve these goals, are further defined in the remainder of this report. However, when resources are scarce the following list of critical projects will assist Taylor in directing resources to the highest impact areas with the most critical needs:

GOAL	CRITICAL PROJECT
Goal One: **Workforce development and education programs are innovative and tailored to prepare a workforce for Taylor's target industries and future economy.**	• *Raise expectations of Taylor ISD.* • *Ensure K-12 education is as strong as possible.* • *Improve workforce programs.* • *Adopt and enhance TCAT programs for target industries.*
Goal Two: **Taylor offers a place for its residents to live, play, and work, and it is an appealing place to live for young professionals and individuals who are employed by target industry companies.**	• *Expand retail choice by aggressively recruiting targeted retailers.* • *Develop a Community Development Corporation (CDC).* • *Improve appearance of Taylor by developing a Gateway into town, cleaning up buildings, and developing public art.* • *Fully develop the East Williamson County Park.* • *Embrace cultural diversity.*
Goal Three: **Entrepreneurship and small business growth are significant drivers of the economy.**	• *Develop a business incubator.* • *Educate local population about entrepreneurship and starting a business.* • *Create a youth entrepreneurship program.*
Goal Four: **Taylor will have a thriving downtown full of business, education, tourist, and entrepreneurial activity; the downtown will become a central place in the community where a diversity of cultures is celebrated through public art and festivals.**	• *Implement public sector initiatives such as the TEA-21 grant, and improve and aggressively enforce ordinances.* • *Develop a Special Assessment District for the downtown and 2nd Street in order to make necessary improvements in these key areas of the community.*
Goal Five: **Taylor's sites and infrastructure meet the needs of target industries and a growing population.**	• *Develop and market sites for target industries.* • *Improve transportation infrastructure.* • *Improve telecommunications capacity.*
Goal Six: **Taylor is engaged in a proactive, targeted marketing campaign to send a clear message that the city is dedicated to improving its economy.**	• *Adopt a single logo and tag line.* • *Form a marketing committee to implement recommendations.* • *Hire a public relations manager.* • *Present a more integrated and attractive web experience.*

Implementation

AE recommends that the City of Taylor, the Chamber of Commerce, the Taylor Economic Development Corporation (TEDC), the Taylor Independent School District (TISD), Taylor CNET, Johns Hospital, and Temple College at Taylor (TCAT) continue to partner on projects as they have in the past. However, AE recommends that they have a more formalized method for implementing this plan, such as meeting once per quarter to review progress on plan implementation. AE recommends that the TEDC be the primary organizer of the Market Taylor Team (MTT) and that the City be the primary organizer of the Citizen Improvement Team (CIT).

The Appendix section of this plan contains additional resource materials for use in achieving several of the projects identified in this plan.

Additionally, since downtown Taylor needs to be a priority of not only the primary stakeholders, but also the general public, a separate non-profit Community Development Corporation, or CDC, should be formed that will focus mostly on the Central Business District, 2nd Street (Hwy 79 into Taylor) and south Taylor. The CDC will have more autonomy than the City to implement projects, will rely heavily on community participation, and will have unique funding opportunities.

One of the primary recommendations that will provide funding for several recommendations is to develop either a Public Improvement District (PID) or Municipal Management District (MMD) for the downtown and 2nd Street. The City should contract with the CDC for implementation of this district and utilize the CDC board as the PID/MMD Board.

More detailed information on the CDC and improvement district is found later in this report.

Implementation Schedule

The following six pages contain an implementation schedule. The purpose of this implementation schedule is to list Taylor's critical projects, the organization primarily responsible for each project, a timeline for implementing projects, metrics for measuring success and a realistic budget estimate for each goal. Taylor leaders may revise this schedule after acceptance of this plan based upon available resources.

Taylor
Summary of Workforce Development and Education Recommendations

GOAL #1: Workforce development and education programs are innovative and tailored to prepare a workforce for Taylor's target industries and future economy

Metric #1: More than 65% of Taylor residents surveyed feel that the TISD schools are good.
Metric #2: All schools within Taylor achieve Recognized status.

Recommendation	*Priority*	*Start Timing*	*End Timing*	*Budget*	*Primary Responsibility*	*Supporting Orgs.*	*Page # in Rpt.*
Workforce Strategy 1: Ensure K-12 education and youth workforce development is as strong as possible.	Immediate	May-04	on-going		TISD	City	12
Action 1: Make adjustments at the existing high school and update the vocational programs to meet the future workforce skills needed in Taylor							12
Action 2: Adopt a unique collaborative in planning for the new high school							13
Action 3: Engage entire community in education reform and improvement							14
Action 4: Inform students, teachers, and parents of post-graduation options other than college. These programs will help keep graduates in the county, fill workforce needs and keep students from dropping out of high school							15
Workforce Strategy 2: Improve Workforce Programs	Short-term	Jul-04	Jul-06		City	Rural WF, TCAT, TISD	17
Action 1: Develop non-traditional Workforce Programs							17
Action 2: Inform the community that these programs are available							17
Workforce Strategy 3: Adopt and Enhance TCAT Programs for Target Industries	Short-term	Jul-04	Jul-06		TCAT	TEDC, City, Main Street, Chamber	18
Action 1: Educate TCAT about target industry workforce needs							18
Action 2: Enhance workforce training for the health care industry							18
Action 3: Develop core curriculum geared towards graphic artists, computer-aided design and other technical design careers							18
			TOTAL BUDGET	**$TBD**			

Taylor
Summary of Community Development Recommendations

GOAL #2: Taylor is an appealing place to live for young professionals and individuals employed by target industry companies

Metric #1: More than 75% of citizens and local employees surveyed find that quality of life is improving.
Metric #2: Economic impact of East Williamson County Park yields more than $2million in Direct and Indirect Impacts to Taylor.

Recommendation	*Priority*	*Start Timing*	*End Timing*	*Budget*	*Primary Responsibility*	*Supporting Orgs.*	*Page # in Rpt.*
Quality of Life Strategy One: Improve Appearance of Taylor	Immediate	May-04	on-going		City	Main Street, Chamber	20
Action 1: Develop a Community Development Corporation (CDC)				$ 30,000			20
Action 2: Rehabilitate Housing				$ 5,000			20
Quality of Life Strategy Two: Expand and improve retail opportunities	Immediate	May-04	on-going		City	Main Street, Chamber	21
Action 1: Adopt liquor by the drink				$ 5,000			21
Action 2: Market to higher end chain restaurants (based upon research)							21
Action 3: Market to retailers							21
Action 4: Develop incentive programs for targeted areas in the community							21
Quality of Life Strategy Three: Expand and improve parks and recreation assets	Immediate	May-04	on-going		City		22
Action 1: Fully develop the East Williamson County Park							22
Action 2: Sponsor annual, national sporting events together with locally owned sport businesses							22
Action 3: Further Develop Park System in Other Areas of Taylor							23
Action 4: Further Develop the Bike System in the Taylor Area							23
Quality of Life Strategy Four: Celebrates Taylor's diversity	Short-term	Aug-04	on-going		CDC	City, Main Street, Chamber, TEDC	23
Action 1: Develop cultural awareness programs for all residents and businesses and consider a cultural ombudsman for the community							23
Action 2: Create an artists guild for artisans and recognize local artistic ventures as economic development prospects							23
Quality of Life Strategy Five: Help newcomers feel engaged in the community	Short-term	Aug-04	on-going		City	Chamber, Main Street	24
Action 1: Develop community wide support and gain broad participation in a Meet and Greet program for both new residents and new businesses.							24
Action 2: Provide customer service training to City employees who regularly interact with local businesses and residents							24
		TOTAL BUDGET		**$ 40,000**			

Taylor
Summary of Entrepreneurship Recommendations

GOAL #3: Entrepreneurship and small business growth are significant drivers of the economy.

Metric #1: Taylor receives five good press releases in local or regional media per year for entrepreneurial efforts.
Metric #2: Incubator graduates at least two business per year.

Recommendation	*Priority*	*Start Timing*	*End Timing*	*Budget*	*Primary Responsibility*	*Supporting Orgs.*	*Page # in Rpt.*
Entrepreneurship Strategy One: Educate local population about entrepreneurship and what is required to open a business.	Immediate	Jun-04	on-going	$ 500	Chamber	City, CDC, Main Street, TCAT, TISD, TCNET, TEDC	26
Action 1: Ensure that Taylor leaders understand and support entrepreneurship programs							26
Action 2: Expand and promote Entrepreneurship training TCAT/CNET							26
Action 3: Support the Small Business Incubator and Resource Center							26
Action 4: Provide specific information and training in Spanish to the growing Hispanic market							26
Entrepreneurship Strategy Two: Create a Small Business/Entrepreneur Alliance	Immediate	Jul-04	Jul-04	$ 500	Chamber	City, CDC, Main Street, TCAT, TISD, TCNET, TEDC	27
Action 1: Meet regularly to exchange ideas and network with investors							27
Entrepreneurship Strategy Three: Create a Youth Entrepreneurship Program	Immediate	Aug-04	Aug-04	$ 10,000	Chamber	City, CDC, Main Street, TCAT, TISD, TCNET, TEDC	27
Action 1: Hold focus group at high school to determine interest							27
Action 2: Identify best medium for entrepreneurship training							27
Action 3: Seek Retired Business Executive within City/County to provide free training and mentoring to youths in this program							27
Action 4: Hold annual event honoring the best youth entrepreneurial project, with a prize (eg., funding) for best idea							27
Entrepreneurship Strategy Four: Improve financing for local entrepreneurs	Short-term	Sep-04	on-going	$ 5,000	Chamber	City, CDC, Main Street, TCAT, TISD, TCNET, TEDC	28
Action 1: Better connect venture capital and angel investors across the region with Taylor entrepreneurs							28
Action 2: Develop a local business plan competition							28
Action 3: Send a representative from Taylor to the regional entrepreneurial network events							28
Action 4: Provide local banks with resources that educate them on the best way to support small and start up companies							28
Entrepreneurship Strategy Five: Develop a Small Business Incubator Downtown	Immediate	Jun-04	on-going	$250,000	CDC	City, Chamber, Main Street, TCAT, TISD, TCNET, TEDC	29
		TOTAL BUDGET		**$ 265,500**			

Taylor
Summary of Downtown Recommendations

GOAL #4: Downtown Taylor will be a thriving center of the community where diversity will be celebrated through public art and a mixture of land uses will compliment each other.

Metric #1: More than 75% of citizens and local employees feel that the appearance of Downtown and 2nd street are improving.
Metric #2: At least 2 major public art projects are completed downtown.

Recommendation	*Priority*	*Start Timing*	*End Timing*	*Budget*	*Primary Responsibility*	*Supporting Orgs.*	*Page # in Rpt.*
Commercial Business District Strategy One: Define and Enhance Downtown	Immediate	May-04	on-going	$ 500	CDC	Main Street, City, Chamber	31
Action 1: Develop a Gateway on 2nd Street into the City/Downtown				grants			31
Action 2: Develop public art downtown				grants			31
Action 3: Develop an artisan cooperative							31
Commercial Business District Strategy Two: Improve Capacity for Improvements	Immediate	Jun-04	Aug-04	$ 5,000	City	Main Street, new CDC, Chamber	32
Action 1: Establish sustainable funding mechanisms and organizational capacity for improvements downtown				legal			32
Action 2: Encourage private sector investment							32
Commercial Business District Strategy Three: Implement Public Sector Initiatives	Immediate	Jul-04	on-going		City	Main Street, new CDC, Chamber	32
Action 1: Effectively Implement TEA-21 Grant							32
Action 2: Incentivize business growth in CBDs				abatement, historic tax credit			33
Action 3: Modify ordinances to encourage redevelopment							33
Action 4: Develop and Promote Signage				grant			33
Action 5: Develop Downtown Tourism Amenities				grant			33
Action 6: Develop and Enforce Lighting Standards				grant			33
Action 7: Improve Public Buildings/Areas				$ 1,500,000			33
Action 8: Modify Zoning Ordinance							33
			TOTAL BUDG	**$ 1,505,500**			

Taylor
Summary of Sites and Infrastructure Recommendations

GOAL #5: Taylor's sites and infrastructure meet the needs of target industries and a growing population.

Metric #1: Residents feel that streets are improving.
Metric #2: More than 75% of surveyed citizens feel that CNET is useful to them.

Recommendation	*Priority*	*Start Timing*	*End Timing*	*Budget*	*Primary Responsibility*	*Supporting Orgs.*	*Page # in Rpt.*
Sites and Infrastructure Strategy One: Develop and Market Sites	Short-term	Sep-04	on-going		TEDC	Chamber, City, TCAT, TISD	36
Action 1: Better understand the needs of target industries and focus on expanding and recruiting these industries.							36
Action 2: Improve Marketing of Available Sites				$ 2,500			36
Action 3: Plan for Future Demand for Industrial and Business Space				$ 10,000			36
Sites and Infrastructure Strategy Two: Improve Transportation Infrastructure	Immediate	May-04	on-going		City	Chamber, TEDC, CDC	36
•**Action 1:** Clearly communicate a strategy for improving the streets to all citizens.							36
•**Action 2:** Develop a Drainage Master Plan and make drainage improvements concurrently with street improvements.							37
•**Action 3:** Consider allocating funds to move utilities on 2nd Street and engage representatives to lobby for State to make street improvements on 2nd Street.							37
•**Action 4:** Develop a Public Improvement District (PID) or Municipal Management District (MMD) for infrastructure improvements from Hwy 79 Loop to downtown, and along Main Street.							37
•**Action 5:** Aggressively increase raising retail sales tax revenue to invest $1.5 million in streets each year.							37
Sites and Infrastructure Strategy Three: Improve Telecommunications Capacity	Short-term	Sep-04	on-going		TCNET	Chamber, TEDC	37
Action 1: Expand services of CNET regionally.				$ 5,000			37
Action 2: Leverage CNET in the Implementation of this Plan.							37
Action 3: Find a Sloution to Issues of Tree Cover Impacting Wireless Internet.							37
Action 4: Instead of trying to bring students to CNET, connect the schools to CNET so they can stay on campus and still get distance learning.							37
Action 5: Develop TaylorCNET portal to become the main web entrance into Taylor and link to all other organizations.							37
		TOTAL BUDGET		**$ 17,500**			

Taylor

Summary of Marketing Recommendations (*continued*)

GOAL #6: Taylor is engaged in a proactive, targeted marketing campaign to send a clear message that the city is dedicated to improving its economy.

Metric: Taylor increases positive publicity throughout Central Texas by 25% each year. Mentioned in the defined media outlets.

Recommendation	*Priority*	*Start Timing*	*End Timing*	*Budget*	*Primary Responsibility*	*Supporting Orgs.*	*Page # in Rpt.*
Marketing Strategy One: Establish specific marketing roles for each organization currently involved in economic development	Immediate	May-04	readjust annually	time	TEDC	Chamber, Main Street, City, TCAT, TISD, TCNET	41
Action 1: Organize the way economic development marketing occurs							41
Action 2: Meet periodically to discuss progress							41
Marketing Strategy Two: Form a Marketing Implementer Committee - Market Taylor Team (MTT)	Immediate	Jun-04	Jun-04	time	TEDC	Chamber, Main Street, City, TCAT, TISD, TCNET, new CDC	41
Action 1: Organize a team to implement marketing recommendations							43
Marketing Strategy Three: Adopt a single economic development logo	Immediate	May-04	on-going	time	TEDC	All organizations, local businesses, and citizens	43
Action 1: Understand the process of creating Taylor's new logo and begin to "live it."							43
Action 2: Promote Taylor with a new, single message that the community endorses							44
Marketing Strategy Four: Improve and promote economic development products	Short-term	May-04	on-going	see other sections	TEDC	Chamber, Main Street, City, TCAT, TISD, TCNET, new CDC	44
Marketing Strategy Five: Understand target audiences	Short-term	Jun-04	on-going	$5,000	TEDC	Chamber, Main Street, City, TCAT, TISD, TCNET, new CDC	45
Action 1: Market to local employers, the current workforce, influencers, and local entrepreneurs							45
Action 2: Market to target industry business executives and decision-makers							45
Action 3: Identify target business champions, business leaders with expert knowledge of a particular industry							45
Action 4: Know your customer and communicate in their language							46
Marketing Strategy Six: Invest in hiring a Public Relations Manager	Short-term	Dec-04	on-going	$45,000	City of Taylor	Chamber, Main Street, City, TCAT, TISD, TCNET, new CDC	47
Action 1: Recognize the importance of PR and hire a professional to oversee this role							47
Action 2: Set role and responsibilities for new PR manager							48
Marketing Strategy Seven: Build awareness through local and regional media	Short-term	May-04	Jun-04	PR Manager	TEDC	Chamber, Main Street, City, TCAT, TISD, TCNET, new CDC	48
Action 1: Plan to activate an internal awareness campaign							48
Action 2: Identify media champions							49
Action 3: Leverage the local media							49
Action 4: Kick off internal awareness campaign							49
Marketing Strategy Eight: Launch an internal marketing campaign	Short-term	Jul-04	on-going	PR Manager+ $8,000	TEDC	Chamber, Main Street, City	50
Action 1: Activate an internal marketing PR campaign							51
Action 2: Incorporate direct marketing into the internal marketing campaign							52
Action 3: Incorporate collateral into the internal marketing campaign							53
Marketing Strategy Nine: Better integrate Web sites promoting Taylor	Mid-term	May-04	readjust annually	$35,000	TEDC	Chamber, Main Street, City, TCAT, TISD, TCNET, new CDC	54
Action 1: Present a unified, attractive Web appearance to all audiences							58
Marketing Strategy Ten: Implement external campaigns	Long-term	Jan-06	on-going	PR Manager + $15,000	TEDC	Chamber, Main Street, City, TCAT, TISD, TCNET, new CDC	59
Action 1: Activate an external marketing PR campaign							59
Action 2: Incorporate direct marketing into the external marketing campaign							59
Action 3: Incorporate marketing missions into the external marketing campaign							59
Action 4: Join Target Industry Associations and attend/sponsor conferences							60
Action 5: Campaign to industry conference attendees prior and post conferences							60
		TOTAL BUDGET		**$ 108,000**			

WORKFORCE DEVELOPMENT

GOAL ONE: Workforce development and education programs are innovative and tailored to prepare a workforce for Taylor's target industries and future economy.

Basic education and workforce development should be considered the foundation of successful economic development. Those regions across the U.S. that have invested in basic education are also the most successful in growing high tech, high wage employers. The two go hand in hand. Before an aggressive external economic development campaign is launched, it is essential that Taylor invest in the core of the community: K-12 education, the revitalization of their downtowns, and infrastructure that supports new economy businesses. This investment will have much greater pay off long term by helping Taylor retain its current employers and high skilled workers, as well as renew a positive spirit across the community.

Businesses demand that the best possible K-12 education system and workforce training programs are in place to prepare the workforce to succeed in targeted industry businesses. This ensures that they will be able to recruit and retain young professionals who demand that their children receive excellent education. It also shows them that the community is willing to invest in itself, its future, and therefore will support them into the future.

Workforce development and education efforts should be geared towards industries that Taylor has selected as targets for business expansion and recruitment. Industries that Taylor should target include:

- Manufacturing
- Value added Agriculture
- Logistics and Distribution
- Hospitality and Tourism
- Design (e.g. arts and crafts, software, film production, professional services)
- Healthcare
- Retail

Taylor has made strides over the past five years in both TISD and TCAT, yet there remain several areas that can be improved. The following are the most critical areas for Taylor to focus its workforce and education efforts:

- **Ensure K-12 education is as strong as possible.**
- **Improve workforce programs.**
- **Adopt and enhance TCAT programs for target industries.**

Workforce Strategy 1: Ensure K-12 education and youth workforce development is as strong as possible.

Taylor ISD recently received a 21st Century Learning Center Grant which is part of the "No Child Left Behind Initiative." The application was written around the concept of "Duck University" which proposes to introduce the concept of higher education to school kids starting no later than the 3rd grade. However, the following actions should be considered to improve upon this initiative.

Action 1: Make adjustments at the existing high school and update the vocational programs to meet the future workforce skills needed in Taylor.

- Improve career counseling by increasing early childhood career exposure to existing businesses.
    - Establish the school counseling program as an integral component of the academic mission of the school.
    - Ensure every student has access to the school counseling program.
- Trust the students. Let the Student Council and/or campus advisory council work with the administration to identify areas that students can help to improve.
- Expand the take-home computer program.
- Over time, create WI-FI networks on all school campuses and allow students to use laptops during lunch hours.
- Let the students establish an area in which they want TISD to excel, such as robotics, and become the leader in the country for this academic discipline. Invest in the lab infrastructure and have students travel to other robotics programs.
- Music could be another discipline in which students believe that TISD could excel because of location and cultural traditions. Ensure that high school band teaches more than brass instruments. Students should be able to learn electric guitar and drums, for example. Consider establishing more than one high school band. The variety of available options could make the school more attractive to students, and parents may move into the district if they have a gifted musician in the family.

Action 2: Adopt a unique collaborative in planning for the new high school. It is now known that the "Robin Hood" initiative in Texas has not worked as was originally intended. School districts have had to increase their property tax rates to accommodate growth and at the same time have had to decrease their staffing.

What some ISDs in Texas, and several across the country, are doing to address the need to improve schools is what is referred to as "co-location." Consider the local example (see below) of the Austin Independent School District's St. John's Community Center. Not only is this new elementary school state of the art, but it also houses several community facilities including parks, libraries and social services. Additionally, there is tremendous cost savings to each partner when using a co-location model.

Source: ***http://www.ci.austin.tx.us/parks/stjohns.htm***

Parks & Recreation Department

Return to Department Homepage

St. John's Recreation Center

7500 Blessing Avenue
Austin Texas 78752
Phone (512) 974-7865
Fax (512) 380-0731

Site Manager: Geronimo Aguirre
Program Specialist: Jerry Bell
Program Specialist: Augustin Beitia

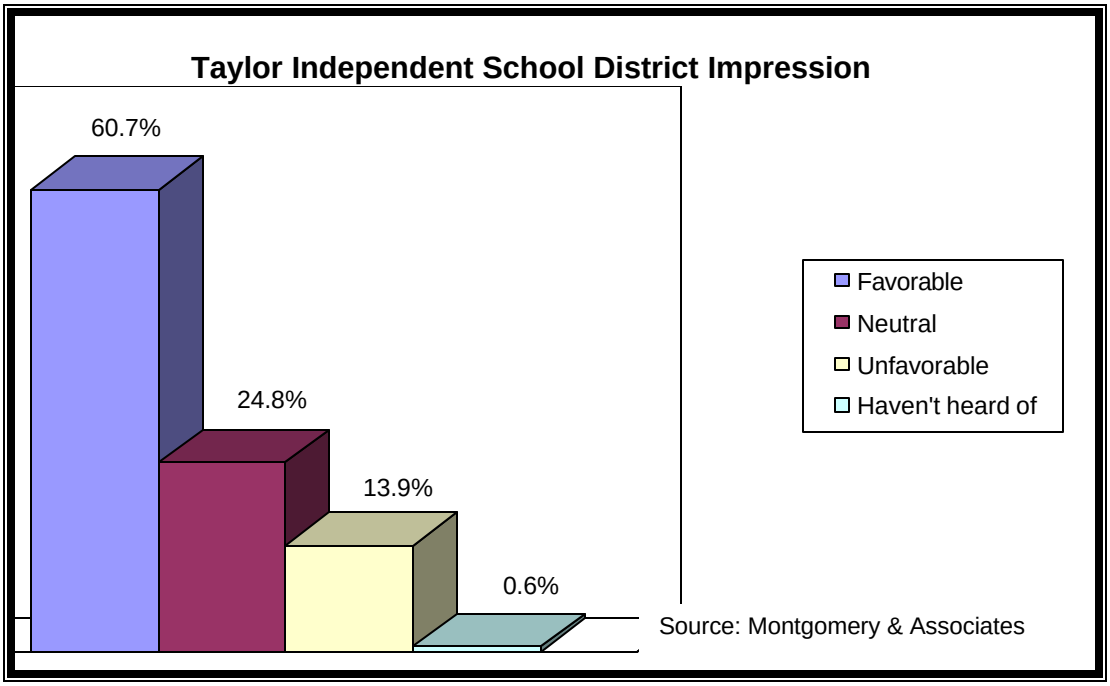
Opened on January 27, 2002, the St. John's Community Center is a **first time collaboration between the City of Austin and the Austin Independent School District**. The center houses the Austin Parks and Recreation Department, the Austin Police Department, the Austin Public Library, Health and Human Services, three joint use conference rooms, as well as the J.J. Pickle Elementary School.

The Austin Parks and Recreation Department suite consists of a lobby area, one activity room, a full size kitchen and shares the use of the gymnasium with the J.J. Pickle Elementary School. The school and the community center sits on 15 acres of land in the heart of the St. John?s neighborhood in northeast Austin, just east of Interstate 35 and south of U.S. Highway 183.

Today, St. John's is a diverse community, which is rich in history and tradition.

- Invite student teams to help school officials brainstorm on how to use new school bond revenue. Students can, for example, envision what an ideal computer laboratory would look like. This will help school officials plan facilities that consider student needs while also empowering students.
- Partnering is something that Taylor does well. Begin to collaborate about future needs of other organizations in Taylor and how they could be combined in a future ISD/Partner facility.

Action 3: Engage entire community in education reform and improvement. School reform and student achievement is not just the job of the administrators and staff at the schools. It is the joint responsibility of these individuals as well as the entire community. Taylor must embark on an **internal marketing campaign to engage the entire community** in looking at TISD as an asset and not as a weakness. Consider the graph below from a recent survey regarding residents' impression of the schools - **60.7% of respondents have a favorable impression.**



For School:

- Promote the value of quality education within the community. Turn K-12 education into a "cause" around which the community can rally.
- Each school should adopt a program aimed at keeping parents informed about school events. Consider the following examples that have worked for other communities:
  - Weekly take home folders that include a parent participation sheet, information on upcoming events, and recent curriculum activities, and graded tests. Parents sign and students return to school. One single format could be developed for the Taylor ISD - with easy ways for each school to customize it. Ideally, take home information would be available in both English and Spanish.
  - Ask for parent volunteers to serve on a phone chain to call other parents with updates about school events, get feedback, and answer questions.
  - Create a series of public service announcements aimed at instilling the value of public education in Taylor residents.
  - Work with the MTT and school district to implement internal marketing recommendations. An internal ISD task force could help with organizing and overseeing the communication campaign within the schools.

- Develop bilingual home school liaisons that can make up to 25 home visits per month to personalize school communications.
- Start an internal PR campaign with the themes: (1) the importance of staying in school; (2) opportunities for high school graduates other than attending a four-year university; (3) how students can help their families even more in the long term by continuing education or training after high school; (4) post-high school work, training, and education opportunities located in Taylor to retain young people; (5) the benefits of investing in Taylor's schools to residents who do not have children in the school system.
    - Over time, develop a Web site containing resources for non-university bound youth. The Web site should contain information about non-college options, links with training organizations, apprenticeship programs, and the community college. It could also contain job postings.

For Parents:

- Promote the value of quality education within the community. Turn K-12 education into a "cause" around which the community can rally.
- Expand Even Start program – federally funded for parents without a diploma and with children seven years old and younger. Both students and parents receive education and program continues until the parents receive a GED.
- Consider developing a Spanish-only PTA that is not competitive with the standard PTA but is delivered in Spanish and has a different cultural focus.
- Offer workshops, hands-on training, and home visits that train parents how to teach kids at home. Parents can make educational materials such as flash cards and board games at the workshops that they take home and use with their children.
    - Continue the WOW program, annual community day outreach and educational event at which parents, teachers, non-profits, and community leaders share information about local schools, programs, services, and successes. The event could provide training to parents about how to continue the educational process at home.

For Businesses:

- Promote the value of quality education within the community. Turn K-12 education into a "cause" around which the community can rally.
- Have a career day where a variety of professionals come in and speak to students about their careers. Begin this in Kindergarten and carry through 12th grade.
- Invite successful Taylor alumni to speak to students and/or act as mentors.
- Develop Adopt-a-School Programs. This is very important to start and continue.

Action 4: Inform students, teachers, and parents of post-graduation options other than college. These programs will help keep graduates in the county, fill workforce needs, and keep students from dropping out of high school.

Youth employment programs, more than those designed for adults, must take a comprehensive approach integrating education, work experience, recreation and social development. The best youth employment programs are concerned with developing the whole person, rather than simply imparting job skills or making placements. As Karen Pittman, director of the International Youth Foundation, explains, "We have to broaden the goals of youth development beyond school and jobs to include health, social and civic competencies. While achieving various competencies is important for youth, we must also help youth develop the confidence and connectedness needed to use those competencies well."

Many youth programs try to work with all elements of a young person's environment: family, communities, schools, social networks and other institutions that contribute to a person's development. Much of a youth employment program's focus is preventative rather than remedial. By instilling confidence and skills that lead to labor market attachment, programs can help young people steer a course to successful adulthood.

- Encourage students and parents to explore all possible post high school educational tracks, e.g. military service, vocation training, community college, universities, post college professionals (e.g. law school, dental, and medical).
- Early in high school, identify students who may be interested in a different track other than college.
- Track these students into apprenticeship programs for occupations that are growing but currently not being pursued (electricians, truck drivers, and graphic designers, for example).
- Develop programs to assist these students achieve success in careers that may not require college.

Workforce Strategy 2: Improve workforce programs.

Taylor has seen an increase in its minority population during the past decade. This trend will only continue, so efforts to address workforce training for minorities and the entire population needs to be further developed. Workforce training programs need to be holistic, encompassing not just formal education and skill development but also healthcare, affordable housing, transportation, daycare, and monthly stipend. In order to effectively transition displaced workers into target industries, coordinating workforce development programs with these other types of services will yield the most positive results. Even Start and CNET have recently partnered to provide basic computer skills training to their GED and ESL students, but this could be expanded.

Action 1: Develop non-traditional workforce programs.

- Consider developing courses at TCAT that will feed into the new Small Business Incubator, such as courses in "Culinary Business", Arts, Crafts, and "Starting Your Own Business."
- Involve the Rural Capital Area Workforce Development Board as an integral player on these initiatives.

Action 2: Inform the community that these programs are available.

- Begin a series of informational sessions on workforce training options in Taylor neighborhoods and community organizations.
- Encourage people in need to participate, and ensure that all leadership in the community fully understands the new workforce program delivery at all levels so that they can talk intelligently about these programs in their business development and expansion efforts.
- Include details about where and how to distribute information throughout the community (e.g., libraries, churches, chambers, employers, local media).

Construction Gateway has been recognized as one of the Top Four job training programs in the nation by Jobs for the Future and the U.S. Chamber of Commerce. Some 90 percent of Construction Gateway clients who enrolled in the program last year graduated, 73 percent obtained employment and 69 percent were still employed after six months. Many of the students are incarcerated members of CORE (Criminal Offenders Re-entry Effort), the Travis County Sheriff's Department's "boot camp" at Del Valle Correctional Facility. Construction Gateway is a collaboration between CATF, Austin Community College and the local construction industry that serves the hiring needs of construction employers. For more information, contact Tom Serafin, Managing Director, Construction Gateway at 381-4214 or tserafin@catf-austin.org

Workforce Strategy 3: Adopt and enhance TCAT programs for target industries.

Temple College at Taylor (TCAT) is a tremendous advantage to Taylor. The recent expansion of TCAT with a nursing program and required laboratory space will help Taylor-area residents address the projected staff shortages in the health care industry.

Taylor should also determine how to partner with the new Round Rock Higher Education Center (RRHEC) so that it can positively impact the community. The 117,000-square-foot RRHED is scheduled to open in August 2005 and will undoubtedly have a direct impact on Taylor.

Action 1: Educate TCAT about target industry workforce needs.
Provide TCAT staff and leaders with information on those industries that Taylor would like to see expand in the community, in hopes that TCAT will continue to customize programs not only for demand occupations but also for Taylor's specific preferences.

Action 2: Enhance workforce training for the health care industry.
Education and training will be geared toward the health care industry. TCAT's Nursing Program will produce students with LVNs, with a hope of eventually adding a Registered Nurse (RN) certification program. Demand locally is not only at Johns Community Hospital and the two clinics, but also at the rest homes in Taylor. Many of these graduates will also work in Round Rock or Georgetown.

This program should be embraced and marketed throughout Taylor and the region.

Action 3: Develop core curriculum geared towards graphic artists, computer-aided design and other technical design careers.
As more and more manufacturing jobs go overseas, the United States will see an increased demand for software engineering and computer-aided design professions.

Taylor has a rich history in design of furniture, equipment, and crafts. However, wages in these traditional industries generally do not pay well for some of the more blue-collar employees. Design is an industry that these workers can be transitioned into with relative ease.

Design Industry Overview

Design is the complex combination of computers and the art world. This target is largely driven by the skills of the workforce – computer-aided graphic design. With both artistic and commercial appeal, occupations can be found in a broad spectrum of industries. **The fast growing and high paying targets of computer-aided animation, graphic design, and industrial design should be a primary sector in which Taylor can find a differentiating niche vis-à-vis other competitors.**

Digital design continues to work its way into all fabrics of American life. As more of our day-to-day activities involve computers, designers keep these systems efficient and user-friendly. Most people are familiar with occupations such as computer animation and graphic design, though many overlook the more industrial applications. Commercial and industrial designers develop and design manufacturing products, from cars to biomedical lab equipment to missiles. Within this industry, while not often full-time, is the traditional artistic community comprised of craftsmen and visual artists.

QUALITY OF LIFE

GOAL TWO: Taylor is an appealing place to live for young professionals and individuals employed by target industry companies.

Quality of Life consists of the following factors that residents, businesses and tourists consider when rating a community as a desirable place to live, work, and visit:

- **Appearance** of a community
- Quality, quantity, connectivity, convenience and accessibility of **parks and trails**
- Quality and choice of **restaurants**
- Real and perceived issues of **safety,** including fire and police
- Affordability, quality, and choice of **housing**
- Quality, diversity, and friendliness of **shopping facilities**
- Diversity and quality of **professional businesses**, such as doctors, lawyers, dentists
- Objectivity and coverage of local **media**
- **Healthcare** options
- **Cultural** attractions such as museums and movie theatres
- **Churches**

The majority of Taylor residents feel that the quality of life in Taylor is either the same or getting better. According to Montgomery & Associates survey findings, over one-third of respondents (35.2%) believe that the quality of life in Taylor is getting better, and almost one half (44.6%) think that it is staying about the same. Only 14.2% think that the quality of life is getting worse. Nonetheless, **quality of life improvements are necessary in Taylor, and they will help Taylor attract higher paying businesses and more affluent residents.**

The following are the most important areas for Taylor to focus its efforts to improve its quality of life:

- **Improve the appearance of Taylor.**
- **Expand retail choice.**
- **Expand and improve parks and recreation assets.**
- **Celebrate Taylor's diversity.**
- **Help newcomers feel engaged in the community.**

Quality of Life Strategy One: Improve the appearance of Taylor.

The general appearance of Taylor as one enters the city from Hutto is very poor. Efforts for tourism or business development will always be hampered by this appearance. This should be a number one priority for the community.

Action 1: Develop a Community Development Corporation (CDC).

- Create the CDC.
- Identify funding sources for startup, programmatic and administrative funding.
- Consider the following priority initiatives:
  - Street and sidewalk improvements.
  - Building façade improvements.
  - Small business loans (see Entrepreneurship section).
  - Housing rehabilitation.
  - See Appendix for information on starting and funding a CDC.

TEDC can refer to the *International Economic Development Council's,* Summer Newsletter article on CDCs for more information on financing and measuring success.

What is a CDC?
A CDC or Community Development Corporation is a non-profit organization. It is tax exempt and can be funded by any combination of member dues, private or public grants, and other resources. The corporation can take on projects of both a regional or single community nature.

Success stories abound from Community Development Corporations throughout the country where such "grass roots" efforts have made a tremendous impact.

What Does a CDC Do?
? Affordable Housing Development
? Commercial Development
? Expansion of Consumer Markets for Local Food Products
? Small Business Loan Programs
? Youth Development Programs

What projects does a CDC focus on?
Economic Development
? Revolving loan funds for small businesses
? Technical assistance for small businesses
? Seminars and workshops for small businesses

Housing
? Managing housing rehabilitation

Where does a CDC obtain its funding?
? Foundations, Private Sector, CDBG funds, US Treasury CDFI Funds, and others

Action 2: Rehabilitate housing.

- Work with the prison and youth rehabilitation program to develop a Hands-on-Housing initiative to rehabilitate identified houses throughout Taylor, but focus on south Taylor.
- Develop a Habitat for Humanity program in Taylor.
- Work with the Community Development Corporation to develop an infill affordable housing program.
- Offer citizens who restore old houses a tax credit against their property taxes. Identify houses that qualify and give them information to promote this new program.

Quality of Life Strategy Two: Expand and improve retail opportunities.

One area of needed improvement in Taylor is having more options for restaurants and shopping. The new HEB and Wal-Mart expansions will help to provide more shopping opportunities, but residents and businesses still want more options for restaurants and clothing.

Action 1: Adopt liquor-by-the-drink.

- Certain restaurants will not locate unless they can sell alcohol. Taylor must develop a petition in order to begin the process of having a local option election to sell alcohol. These efforts often fail if done without professional help; AE highly recommends hiring an outside expert who specializes in local option elections (e.g., Texas Petition Strategies).
  - Efforts that focus on the economic benefit to the community or area combined with a professionally coordinated message, petition effort and campaign almost always win.
  - Local option election requirements are difficult under any circumstances. Efforts are doomed to fail if proper planning and message development are not undertaken.

In the spring of 2004, the City of Taylor hired Buxton, http://www.buxtonco.com, a Fort Worth based firm to help Taylor identify retailers by analyzing the use of household level data that the city can attract.

Action 2: Market to higher end chain restaurants.

- Utilize the services of Buxton to attract higher end national restaurant chains.
- Work with downtown landowners to develop chain restaurants downtown, and consider some form of microbrewery that can easily be retrofitted to downtown.

Action 3: Market to retailers.

- Work with landowners of these buildings to partner on recruitment and marketing strategies.

Action 4: Develop incentive programs for targeted areas in the community.

- Develop more aggressive incentives for commercial and retail development in two areas of town: 1) south Taylor, which has not experienced the kind of retail and commercial activity seen in other areas of town; and 2) the area near FM973, that will eventually become a hot area as the major access to Manor.

Quality of Life Strategy Three: Expand and improve parks and recreation assets.

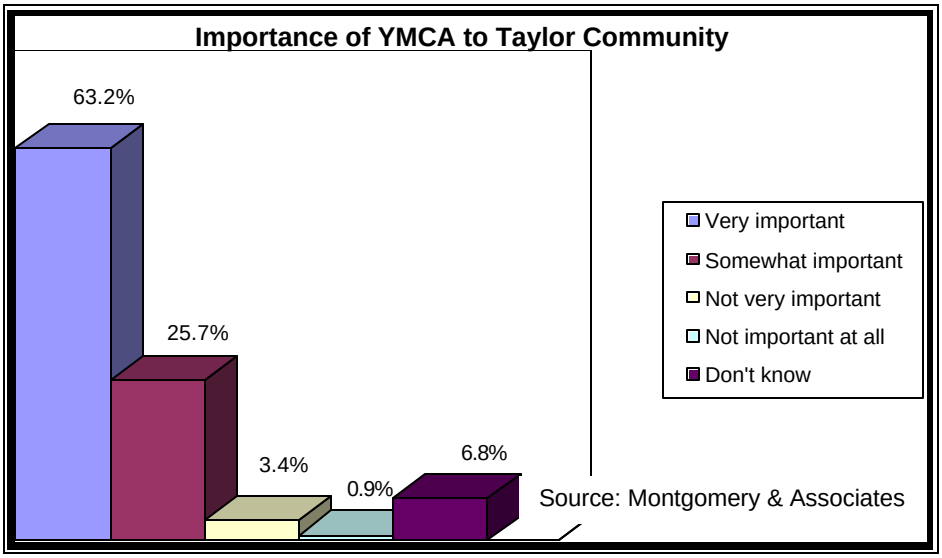
Taylor has an extensive hike and bike trail and several acres of dedicated parkland. Some areas of town have more parkland than others, but this aspect of quality of life is certainly an asset for Taylor. **Taylor has approximately 250-acres of existing parkland.**

Action 1: Fully develop the East Williamson County Park

AE completed an economic impact analysis of this park on Taylor (see Baseline Analysis Report). The study overwhelmingly shows that the most positive impact on Taylor can be realized if the park is built according to the site plan that was prepared for the park, including such amenities as the YMCA facility, the rodeo and fair grounds, and ball fields. Additionally, AE recommends that Taylor try to host the annual Williamson County rodeo and fair at this location.

The YMCA is a much needed facility. When asked what facility the community needs the most, two facilities were in a statistical tie for first place – YMCA facility (26.3%) and teen facility (25.1%).

- Develop every aspect of the site plan for this park.
- The Williamson County Park should be operated as a business. The park has the potential to draw substantial visitors. To make it successful, the City and County should pursue an organization or individuals who have relevant experience to oversee the park.
- Enlist the YMCA to develop a stellar facility on this site.
- Develop a civic center at the park site. Ensure that beer and alcohol can be sold on this site.



Action 2: Sponsor annual, national sporting events together with locally owned sport businesses.

- Biking trails are great – have an annual bike road race through Taylor (see Action 4 below).

- Although the event may not be held in Taylor, portions of a mountain bike race, bicycle road race, kayak race or adventure sports event may go through Taylor.
- Collaborate with neighboring counties towards this action.

Action 3: Further develop park system in other areas of Taylor.

- Consider developing a park near downtown. Focus on developing something that celebrates the ethnic diversity of the town. Consider a Fiesta marketplace where the Farmers Market can be moved.
- Consider developing and improving park amenities in south Taylor.
- Promote the new county park on a Web site, Chamber and City's Web site, or consider creating a separate site, www.WilliamsonCountyPark.com to promote it (e.g., http://traveltex.com/pg.asp?SN=4441362&LS=0&PN=5407).

Action 4: Further develop the bike system in the Taylor area.

- The bike trail system in the Taylor area is already well known by bicycle enthusiasts throughout Central Texas. Market the trails and clearly identify through the Williamson County Bicycle Map as well as Road Sign Markers where these trails exist.

Quality of Life Strategy Four: Celebrate Taylor's diversity.

Taylor has a tremendous ethnic diversity and history rich in diverse cultures. This is an asset that can be exploited to bring together the community and to bring attention to Taylor as a community that celebrates its diversity.

Action 1: Develop cultural awareness programs for all residents and businesses and consider creating a cultural ombudsman position for the community.

- Make learning about the Hispanic culture fun. Invite leaders from the Hispanic community within Taylor, or the region, to co-organize a Mexican-American event at which cuisine, traditions, and artwork are showcased.
- Work with local banks to become more flexible to the needs of Hispanic workers. Provide information on banking in Spanish. Be more flexible on the type of identification required to open a savings account.
- Develop a position for the entire city for a Cultural Ombudsman who can serve the groups such as the City, the police department, the school district, and others to understand cultural issues and develop strategies for improving cultural relationships and celebrating cultural diversity.
- Start a cultural orientation program to help parents, teachers, and students understand and appreciate the culture of their peers – Hispanic, African American, German, Czech, and others.

Action 2: Create an artists guild for artisans and recognize local artistic ventures as economic development prospects.

- Arts schools, artists, and skilled crafts workers are each their own engines of economic development and entrepreneurship.

- Consider several examples to draw ideas from, including http://www.mexic-artemuseum.org/.
- Create a monthly event in downtown for locals and tourists to shop, eat, and socialize, e.g., http://www.firstthursday.info/.
- Promote art in Taylor, such as arts and crafts fairs: http://www.texasartsandcraftsfair.com/.

Quality of Life Strategy Five: Help newcomers feel engaged in the community.

AE heard in several interviews that "if you aren't from Taylor it is difficult to start a business." More needs to be done to help new businesses and residents feel comfortable.

Action 1: Develop community wide support and gain broad participation in a Meet and Greet program for both new residents and new businesses.

- Work closely with large employers to educate their employees about new businesses that open in Taylor and new residential opportunities.

Action 2: Provide customer service training to City and school personnel who interact with local businesses and residents.

ENTREPRENEURSHIP

GOAL THREE: Entrepreneurship and small business growth are significant drivers of the economy.

More than 80% of job growth in the United States will be driven by entrepreneurs. Entrepreneurs can play a vital role in any community, if given the proper resources and environment for growth. Taylor has many small businesses that started and several very successful entrepreneurs. However, there is no concerted effort by the community to foster an entrepreneurial environment.

The entrepreneur in the community is a primary contributor and mobilizer of resources to develop the economy, a provider of employment for others, and a stabilizing factor in the society. **The following are some of the major benefits of entrepreneurship:**

- ✓ Provide a productive outlet for energies of enterprising and energetic people
- ✓ Create jobs at relatively low capital cost, especially in the fast growing service sector
- ✓ Develop a pool of skilled and semi skilled workers who are the base for industrial expansion
- ✓ Small businesses are a source of innovation in products, services and techniques
- ✓ Contribute to increased participation of all communities in the economic activities of the region
- ✓ Serve a social function by creating career opportunities and upward social mobility, and by preserving, in many instances, a set of values increasingly needed in these days of large impersonal firms

It is most important for Taylor to focus on the following entrepreneurial efforts:

- **Develop a business incubator.**
- **Educate local population about entrepreneurship and what is required to open a business.**
- **Create a youth entrepreneurship program.**

Entrepreneurship Strategy One: Educate local population about entrepreneurship and what is required to open a business.

The goal of business incubators is to increase the success rate of new businesses by providing technical support and reducing startup costs. Incubators generally offer low-cost lease space and/or reduced overhead expenses to new businesses by offering a way to share expenses for marketing, utilities and other operations. Firms sponsored by incubators can benefit their host communities by hiring local labor and buying supplies locally. State and local economic development agencies, not-for-profit organizations, chambers of commerce, colleges and universities, and private corporations can all operate incubators.

Action 1: Ensure that Taylor leaders understand and support the entrepreneurship programs.

- Economic Development Team should provide a presentation to City Council, School District, Chamber Board, 4A Board, Main Street Board, and Civic Clubs on the importance of entrepreneurship and programs that will be developed to support entrepreneurship.
- Community leaders should develop press release(s) and hold a community forum on the "Importance of Entrepreneurship to Taylor" and what programs will be put in place to help those that are interested in developing their own business.

Example: Triad Entrepreneur Initiative (TEI, http://www.triadlaunchpad.org/) P.R. or newsletter

Action 2: Expand and promote Entrepreneurship training at TCAT/CNET.

- Individuals seeking assistance from workforce service providers should be given information about starting a new business.
- Use computers at CNET to link small businesses.

Example: St. Edwards University (SEU)

Action 3: Support the Small Business Incubator and Resource Center.

- The center should include a library of information on entrepreneurship and consulting to small and startup businesses.
- Invite retired business people to staff the Small Business Incubator and Resource Center.
- Invite local business owners and financiers to contribute to the Small Business Incubator and Resource Center, making their knowledge available to potential entrepreneurs.

Example: Center for Advanced Research and Training (CART, www.cart.org)

Action 4: Provide specific information and training in Spanish to the growing Hispanic market.

- Many immigrants have a natural entrepreneurial inclination and should be recognized as potential sources of entrepreneurship.
- Utilize radio, Hispanic churches, and health workers as a medium to provide information to this segment of the population about these programs.
- Provide training in Spanish.

Entrepreneurship Strategy Two: Create a small business/entrepreneur alliance.

Action 1: Meet regularly to exchange ideas and network with investors.
Meet monthly with a guest speaker to educate the audience. Practice business plan presentations, enable connections with local investors and banks, and develop connections to other Entrepreneurship groups across the United States.

- Invite successful local entrepreneurs to speak at community events.
- Initiate a "buy local" campaign.
- Create church-based entrepreneurship programs geared towards Hispanics/Blacks.
- Establish innovative program (similar to CARTS, see below) that integrates ISD/Temple College/Churches/Businesses/Youth).

Example: Triad Entrepreneur Initiative

Entrepreneurship Strategy Three: Create a youth entrepreneurship program.

One demographic in entrepreneurial development that is often overlooked is youth. **Seven out of ten high school students want to start their own businesses**, according to the first national Gallup poll on entrepreneurship education commissioned and co-developed by the Center for Entrepreneurial Leadership (CEL) of the Ewing Marion Kauffman Foundation (1994). **Young people no longer believe that corporate America will take care of them**. Today's high school students watched their parents invest years of hard work and loyalty in companies that promised job growth and security in return. These same youngsters are observing in dismay as corporation after corporation downsizes its workforce and drastically abandons the assumptions that used to constitute the unwritten contract between the long-term employee and the corporate employer.

The channeling of our nation's youth into the "employed-by-somebody-else" marketplace is particularly damaging for our at-risk youth populations. Access to entrepreneurship knowledge occurs primarily in the home or family environment. When children gain awareness, they often do so informally by observation and by "conversational osmosis" at the dinner table of parents, grandparents, and other relatives. While these ad hoc opportunities provide some youths in specialized socio-economic circumstances a small chance to observe entrepreneurship role models and acquire entrepreneurship knowledge, at-risk youths in general have no such opportunities in their extended family. The education to which they do have access typically focuses on job skill training and conspires with their social circumstances to confine their vision of productive employment. That vision tends to be a very narrow "take-a-job" playing field bounded by low-skill minimum-wage jobs on one end and low-level supervisory and middle management jobs on the other end.

Action 1: Hold focus group at Taylor High School to determine interest.

- Create a Junior Leadership Program.
- Develop a business incubator downtown – TCAT/TEDC/City/County can develop "start your own business" education tracks for all ages/ethnicities.
- Develop a Junior Chamber of Commerce.

- Set up a mentor program where local students (junior and seniors) can spend a day a week in some profession of their choosing.
- Allow schools to help place the students.

Action 2: Identify best medium for entrepreneurship training.

Action 3: Seek a retired business executive within the City/County to provide free training and mentoring to youths in this program.

Action 4: Hold an annual event honoring the best youth entrepreneurial project, with a prize (e.g., funding) awarded for best idea.

Action 5: Apply for Kauffman Foundation Freedom School Grant.
(See Appendix for additional information)

Entrepreneurship Strategy Four: Improve financing for local entrepreneurs.

Funding for business startup is also one of the biggest impediments to furthering entrepreneurship in Taylor. There are several organizations in the region such as the Austin Entrepreneur Network.

Action 1: Better connect venture capital and angel investors across the region with Taylor entrepreneurs.

Action 2: Develop a local business plan competition.

- Obtain private funding from local investors to help fund marketing, promotion and awards for competition.
- Ask the local entrepreneurial network to support competition.
- Invite venture capital and angel investors from the region to judge.

Action 3: Send a representative from Taylor to regional entrepreneurial network events.

- A delegate from the business incubator should represent Taylor at this event.
- Draw attention to the incubator as a resource and model for rural entrepreneurial initiatives.
- Consider hosting a conference or event at the facility for some of the regional entrepreneurial groups and angel investors.

Action 4: Provide local banks with resources that educate them on the best way to support small and start up companies.

- Host a workshop for local and regional banks on types of financing available for entrepreneurs.
- The Small Business Development Center (SBDC) does this by providing information to existing business on programs and resources that are designed to improve the profitability of companies.
- Ask the SBDC to provide a presentation and handouts for an informational meeting.
- Ask business leaders to support the workshop event and market widely to all sectors of Taylor (students, young professionals, Hispanics, churches).

Entrepreneurship Strategy Five: Develop a Small Business Incubator and Resource Center in one of the vacant Downtown Buildings.

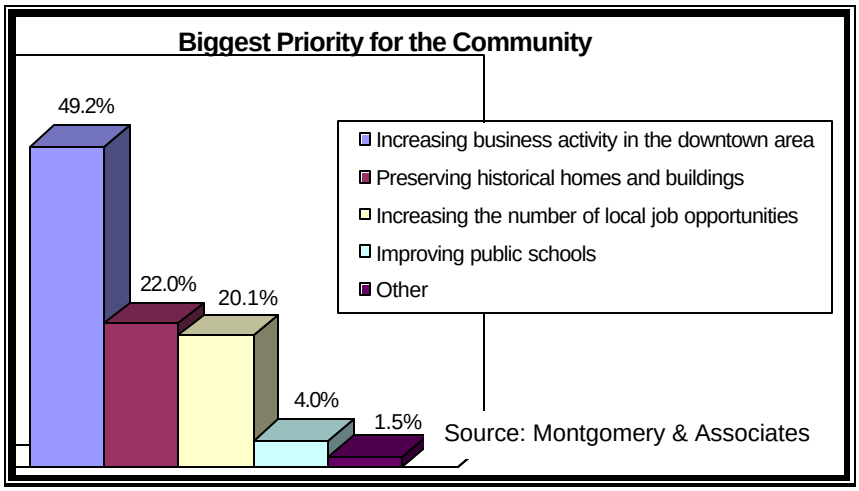
- Consider developing a non-traditional incubator that will be focused on developing small businesses in arts, crafts, and culinary industries. The CDC will help support this through funding of the facility (along with grants) as well as small business start-up funds for these businesses.
- The Hispanic population should be encouraged to participate in this incubator.

Central Business District

GOAL FOUR: Downtown Taylor will be a thriving center of the community where diversity will be celebrated through public art and a mixture of land uses will complement each other.

Downtown Taylor was once a thriving downtown - full of pedestrian and commercial activity. Several factors led to the downtown becoming less of a focus for the community, but many are hopeful that the downtown can come back to life. Recent efforts including the Main Street, the TEA-21 grant, Downtown Merchants Association, and the Historic District Designation are giving Taylorites some of this renewed interest.

The community wants the downtown to be a focus for business activity. Consider the chart to the right that represents survey participants' responses to "What is the biggest priority for the Community?" Clearly, a majority of the respondents feel that the downtown should be the focus.



However, the City of Taylor does not have the funds to make all the improvements necessary in downtown. The TEA-21 grant will not be sufficient to make all the improvements, and the Historical District Designation alone is not enough to bring back the private sector interest to downtown.

Taylor needs to make significant improvements to the downtown that go beyond the ability of one or even all of the organizations currently involved to achieve. Therefore, **AE recommends two major initiatives** that will facilitate the growth that the community would like to see: 1) formation of a new organization (CDC) to aggressively pursue improvements in downtown, 2nd street, and south Taylor, and 2) development of a special assessment district and fee for the downtown and south 2nd Street.

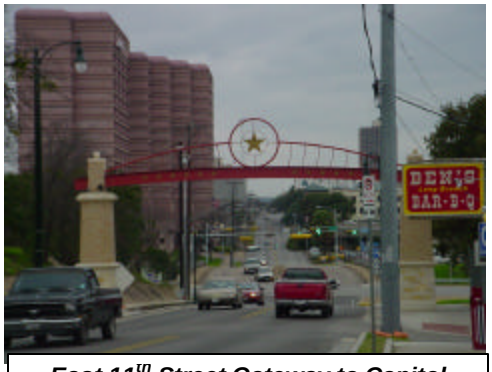
Areas for Taylor to focus on to improve the downtown include:

- **Define and enhance downtown.**
- **Improve capacity for improvements.**
- **Implement public sector initiatives.**

Central Business District Strategy One: Define and enhance downtown.
In addition to the other recommended improvements to downtown mentioned above, the downtown needs to be considered a special place by those who visit it or drive by.

Action 1: Develop a Gateway on 2nd Street into the city/downtown.

- Clearly define when a visitor is coming into Taylor and the downtown by having an actual gateway developed.
- Taylor may consider working with TxDot to utilize the existing overpass at Hwy 79 and the loop to place gateway information on the façade of the overpass.
- Consider having a giant mural painted along 2nd Street - several very long sheet metal walls could act as canvas. Engage students in this endeavor.



East 11th Street Gateway to Capitol

Action 2: Develop public art downtown.
The Taylor Arts Guild has developed initiatives such as "Art in the Park" at Heritage Park. In addition, they are going to hold an art contest for high school students and there will be several prizes with this. This type of initiative needs to be further expanded.

East 11th Street Mosaic showing ethnic diversity and musical traditions in community

- Provide a public art program framework which ensures artistic excellence and opportunities for community engagement.
- Develop a collection of public artworks representing the full range of art media, and sharing strong aesthetic form and content.
- Reflect the diversity of the community, its history, culture and goals.
- Engage residents and visitors with both permanent and temporary artwork.
- Display and interpret the public art collection in a manner that ensures artworks are accessible to citizens of all ages and mobility ranges.
- Encourage community understanding of and dialogue about issues raised by artists in their public work.
- Display financial contributions and gifts by corporations and private individuals for artworks in public places.
- Aggressively pursue grants from private foundations, and from state and federal sources (e.g., http://www.arts.state.tx.us/artstexas/03fall/funding.asp).

Action 3: Develop an artisan cooperative.

- City could lease space downtown for an artisan cooperative that is comprised of local and regional artists and craftsmen.
- Utilize vacant downtown space as arts and design centers.

- Seek local artists' interest in developing a cooperative studio and gallery downtown.
- Examine neighboring communities that have developed arts studios downtown, such as Lockhart.
- Consider an artists incubator downtown.

Central Business District Strategy Two: Improve capacity for improvements.

Action 1: Establish sustainable funding mechanisms and organizational capacity for downtown improvements.

- Establish a special assessment district to pay for improvements, such as a Public Improvement District (PID) or Municipal Management District (MDD).
- The city should use the prisoners to effect change in the parks, and downtown buildings. This source of labor should be used as much as possible for beautification of the city.
- Encourage the downtown merchants association to continue to function as a capable organization.
- Continue to utilize the Main Street designation for special grant considerations.

Action 2: Encourage private sector investment.

- Continue to pursue and then utilize Historic District Designation.
- Provide processing fees for Historic Rehabilitation Tax Credits (fees can cost up to $2500 for a rehab costing $1 million or more).
- Encourage downtown businesses to stay open until 9 p.m. If it is difficult for small businesses to stay open late every night of the week, ask shop owners to agree to the same one or two evenings a week in which they stay open later.
- Start a monthly downtown celebration. In Austin, for example, every first Thursday of the month, stores in one shopping district stay open until 10 p.m. The sidewalks are filled with local artists and merchant booths selling wares. Local bands provide live music in the street. First Thursday now attracts more than 10,000 people every month.
- Aggressively market buildings and sites that are not just for ownership but also for rent.
- Develop a rapport with building owners who have empty buildings. Meet regularly with them to educate them about tax benefits, city incentives and business interest in renting their buildings. Be very aggressive about this. Show them the results of the Buxton analysis and what retailers could do well in Taylor.

Central Business District Strategy Three: Implement public sector initiatives.

Action 1: Effectively implement TEA-21 grant.

- Clearly communicate to business and residents about the TEA-21 grant and its purpose.
- Do everything high quality – planters, lighting, sidewalk improvements.

Action 2: Encourage business growth in the CBDs.

- Develop and adopt specialized incentives that assist existing and future retail, commercial and office business downtown.
- Reduce or eliminate permitting fees for businesses downtown.
- Invest in wireless infrastructure downtown.

Action 3: Modify ordinances to encourage redevelopment.

- Ensure that mixed-use development is allowed throughout the CBD.
- Adopt building codes to facilitate renovation of older buildings.
- Invest in additional code enforcement officers for a one-year period. Aggressively pursue cleaning up buildings. The City should strictly enforce any code violations in order to stimulate redevelopment of those buildings owned by absentee landlords.
- Pass and enforce a Thru Truck Ordinance, forcing trucks to use the bypass around Taylor.

Action 4: Develop and promote signage.

- Develop, adopt and enforce strict signage ordinance for downtown business – limiting size, and developing uniformity for signage downtown.
- Develop thematic and uniform city signage that goes with new marketing theme.

Action 5: Develop downtown tourism amenities.

- Develop 1-2 kiosks (linked to wireless Internet access and tourism promotion), downtown walking tours, specific tourist attractions (with artistic attractions), maps, and other visitor amenities such as benches.

Action 6: Develop and enforce lighting standards.

- Adopt and enforce strict lighting ordinance – limiting size, location, and design.
- Develop thematic and uniform lighting standards downtown.

Action 7: Improve public buildings/areas.

- Improve the appearance of City Hall. Invest in a well-defined landscaper to make the city hall building appear very special and inviting. Consider public art projects adjacent to City Hall.
- Work with the CDC to improve the old City Hall Museum and move the chamber into this building, along with a museum. The estimated cost of the project is $1.5 million. These funds can be obtained if a targeted and aggressive fundraising campaign is developed.

Action 8: Modify Zoning Ordinance.

AE does not recommend any changes to the current future land use map for the CBD. Therefore, the Future Land Use map for the entire city that is found in the Future Land Use section of the Comprehensive Plan also serves the CBD. AE does, however, offer the following recommendations to the Allowable Uses in the Commercial Business District (B-3) in Taylor's existing Zoning Ordinance.

Currently Permitted in B-3, Commercial Business District, but should be changed to only be allowed with a Special Use Permit:

- Continuing Care Retirement Community
- Group Day Care Home
- Rehabilitation Care Facility (Halfway House)
- Retirement Housing for the Elderly
- Laundromat (Or Self-Service Washateria)

Currently not allowed, but should be allowed with a Special Use Permit:

- Discount or Department Store
- Bookbinding
- Bus Station or Terminal

SITES AND INFRASTRUCTURE

GOAL FIVE: **Taylor's sites and infrastructure meet the needs of target industries and a growing population.**

When firms are queried as to which factors are musts when selecting a state or region while making location decisions, labor considerations are by far the most important, followed by proximity to markets, and residential amenities for managers and engineers. The only infrastructure that is often mentioned in a regional context is transportation.

When choosing a specific development location within a state or region, however, the availability of infrastructure grows in importance. As infrastructure is available in almost every city, business prospects will look to compare a region's or city's infrastructure (availability and pricing). It becomes especially enticing to a company when key systems are found complemented by adequate land priced lower than acreage near a regional economic core, without problems associated with urban congestion.

Taylor has affordable and available land for commercial and industrial development. Taylor's tax rates are high, relative to its benchmarks, but utility rates are competitive. Although Taylor is relatively distant from I-35, with SH130 and SH45 being completed in the next few years, I-35 proximity becomes less of a disadvantage.

The following are the most critical areas for Taylor to focus sites and infrastructure efforts:

- **Develop and market sites.**
- **Improve transportation infrastructure.**
- **Improve telecommunications capacity.**
- **Commuter rail.**

Sites and Infrastructure Strategy One: Develop and market sites.
Taylor has several sites that are available for commercial and industrial development that are quality sites. Following the marketing recommendations and creating targeted marketing to specific industries will help Taylor garner business development wins that will add value to the economy in Taylor.

Action 1: Better understand the needs of target industries and focus on expanding and recruiting these industries.
In the appendix section of this report, we provide a detailed summary of each target industry as well as industry-specific associations and trade shows that could help in Taylor's target marketing to these industries:

- Manufacturing
- Value added Agriculture
- Logistics and Distribution
- Hospitality and Tourism
- Design (e.g. arts and crafts, software, film production, professional services)
- Healthcare
- Retail

Action 2: Improve marketing of available sites.

Taylor needs a central source of available sites for both the downtown and industrial development. Both the Main Street and EDC have some information on their respective sites, but this could be centralized and presented so that it is easier to "see" what is available online.

Action 3: Plan for Future Demand for Industrial and Business Space.

Taylor should consider developing a 10-year plan for site development based on anticipated demand. Based on the Comprehensive Plan's Future Land Use recommendations, identify where the City would like to continue industrial development and/or business park development.

- Consider actively promoting downtown space for professional office space for physicians, dentists, lawyers, and other similar professions.

Sites and Infrastructure Strategy Two: Improve transportation infrastructure.
Streets are in poor condition in Taylor. Residents, businesses and tourists all complain of this, yet the City does not have enough funds to pay for all of these improvements in a short time period. Beyond city streets, the transportation infrastructure is a tremendous asset and should continue to be leveraged.

Action 1: Clearly communicate a strategy for improving the streets to all citizens.

Action 2: Develop a Drainage Master Plan and make drainage improvements concurrently with street improvements.

Action 3: Consider allocating funds to move utilities on 2nd street and engage representatives to lobby TxDOT to make street improvements on 2nd street.

Action 4: Develop a Public Improvement District (PID) or Municipal Management District (MMD) for infrastructure improvements from Hwy 79 Loop to downtown, and along Main Street.

Action 5: Aggressively increase retail sales tax revenue and invest incrementally $1.5 million in city streets on an annual basis.

Sites and Infrastructure Strategy Three: Improve telecommunications capacity.
Taylor CNET is certainly a success. It is a model community network in Texas and the United States. The facilities are very good and the programs are well attended. These services though can be expanded and this asset can become better utilized.

According to several community network experts, key aspects of sustaining a community network include:

- Awareness creation
- Training
- Streamlining community ideas into proposals
- Enhancing people's personal development through the use of technology
- Aggregating demand
- Providing connectivity that would otherwise not be offered or affordable
- Providing a place for social interaction, learning, creativity
- Linking organizations with resources and opportunities

Action 1: Expand services of CNET regionally.

Action 2: Leverage CNET in the implementation of this plan.

- Online user groups could be developed that focus on the implementation of specific strategies within this plan. This will not only ease the implementation but it will also provide the citizenry an opportunity to view the progress of plan implementation.

Action 3: Find a solution to issue of tree cover impacting wireless internet.

Action 4: Instead of trying to bring students to CNET, connect the schools to CNET so they can stay on campus and still get distance learning.

- Monterrey Tech is a good example of distance learning.

Action 5: Develop TaylorCNET portal to become the main web entrance into Taylor and link to all other organizations.

MARKETING

GOAL SIX: **Taylor is engaged in a proactive, targeted marketing campaign to send a clear message that the city is dedicated to improving its economy.**

Taylor faces three immediate marketing challenges: 1) lack of communications with citizens, local businesses, and workforce; 2) a perceived negative perception; and 3) a lack of awareness outside of Central Texas.

To create a marketing plan for Taylor, AE conducted several meetings and workshops with economic development and community leaders. The **majority agree that Taylor will be more successful if all organizations promoting the city use a single plan and message**. This buy-in is a huge step towards successful marketing. The appendix provides more information on the marketing planning process.

During the project, AE and local leaders identified Taylor's economic development marketing objectives and "owner" of specific marketing roles. These objectives support Taylor's marketing goal and all recommendations within this plan.

- Increase the amount of **positive**, local, regional, and national publicity that Taylor receives.
- Improve **internal knowledge** of resources that are available in Taylor for residents seeking education and training, for expanding businesses, and for potential entrepreneurs.
- Increase the **number of businesses** approaching TEDC, the Chamber, or the City for information about expanding their business in Taylor.
- Recruit **target industry companies**, thereby creating new jobs at higher skill levels so fewer Taylorites have to commute.
- **Increase demand** for Taylor's economic development products – TCAT, TCNET, Business / Industrial Parks, TISD, Airport, new County Park and incentives.
- **Improve** Taylor's economic development product – Gateway, Downtown, Workforce Development Programs, south Taylor, Business resources, and image.

Marketing for economic development will benefit all Taylorites by creating more local jobs, enhancing career opportunities, raising sales tax revenue, providing more amenities, and creating a positive buzz and increasing morale among citizens.

For Taylor, the initial focus should be on informing the community of economic development goals, campaigning to internal audiences, and then to new target industries outside of Taylor.

The following ten marketing strategies will help economic development leaders accomplish the marketing goal:

- **Establish specific marketing roles for each organization currently involved in economic development.**
- **Form a Marketing Implementer Committee.**
- **Adopt a single economic development logo.**
- **Improve economic development products.**
- **Understand target audiences.**
- **Invest in hiring a Public Relations Manager.**
- **Build awareness through local and regional media.**
- **Launch an internal marketing campaign.**
- **Better integrate Web sites promoting Taylor.**
- **Implement external campaigns.**

The following pages further discuss each marketing strategy.

Marketing Strategy One: Establish specific marketing roles for each organization currently involved in economic development.

Each organization promoting Taylor has a common goal for the city: **to create a more prosperous economy.**

Fortunately Taylor has several organizations with experience in marketing the city. However, with limited staff, resources, and budgets, Taylor must rethink how it markets and be more efficient.

The table below identifies Taylor's primary economic development organizations. We recommend establishing **primary marketing roles** for each organization. The City should review and agree on the identified roles.

Organization	Primary Purpose	Marketing Role
City	Infrastructure improvements / Quality of Life	o Make improvements to roads, parks, and utilities o Invite citizens to attend public meetings o Better inform citizens on the city progress o Participate in business prospect meetings
Taylor ISD	K-12 Education	o Continue to improve education by leveraging technology and starting creative programs o Promote the value of education to parents and students o Create positive awareness throughout Central Texas
Chamber of Commerce	Business retention, events and tourism	o Increase local business activity o Host annual local business recognition events o Develop and manage events and festivals that will increase tourism
TEDC	Business retention and new business recruitment	o Help local businesses expand o Lead economic development marketing organization o Promote Taylor to new target industry companies
Temple College	Secondary Education	o Offer educational programs to support local business and target industry needs o Inform regional citizens of course offerings o Market programs and create positive awareness throughout Central Texas
Main Street	Downtown business retention and recruitment, and tourism	o Complete TEA-21 grand and make downtown aesthetic improvements o Retain and market downtown businesses o Recruit new businesses downtown
Taylor CNET	Telecommunication Infrastructure	o Promote wireless services via coordinated marketing programs o Promote services to citizens and local businesses o Partner with local companies to provide training and teleconferencing

An organizational structure will help Taylor be more efficient and thereby effective. **Marketing activities for economic development should be overseen by a single organization, the TEDC.** The Chamber and each other organization are extremely important entities that make up the economic development team. We highly recommend that all organizations support the TEDC's marketing efforts and avoid launching other campaigns that could dilute the city's primary marketing message.

For the city to reach its desired economic development goals, the TEDC should adopt this marketing plan and all organizations should agree on marketing roles.

Action 1: Organize the way economic development marketing occurs.

- All organizations should discuss and agree on these proposed marketing roles.
- TEDC should consider and agree to be the lead economic development marketing organization.
- All organizations involved in economic development marketing should consider and agree to implement this plan.

Action 2: Meet periodically to discuss progress.

Marketing Strategy Two: Form a Marketing Implementer Committee - Market Taylor Team (MTT).

By jointly implementing marketing activities and combining resources, Taylor will be more successful. AE recommends that the MTT is comprised of two individuals from each of the eight primary economic development organizations. Each organization should nominate one community leader. This team will manage ongoing marketing activities.

Long-term, Taylor can consider adding or replacing individuals on this committee. Strive to make this committee a "club," a prestigious group that is respected within the community. It will be viewed "prestigious" as accomplishments occur and individuals receive local recognition for their contributions. The committee should always be referenced through word-of-mouth and articles as **"the team responsible for marketing Taylor and its successes."** Here is an example representation of what the initial MTT can look like.

Each organization listed should nominate one citizen, either an advisory

Organization	Representatives
City	2 (Community Development Director, Public Information Officer, City Council representative)
TEDC	2 (Director, Assistant Director, Administrative)
Chamber	2 (President, Board member, Junior Chamber Representative)
Main Street	2 (Director, Board member, downtown business owner)
TCAT	2 (Director, Professor, Marketing Manager)
TISD	2 (Superintendent, Principal, Public Relations Manager)
TCNET	2 (Director, Board member)
CDC	2 (Director, Board Member)
Total Reps	**16**

committee member or a community leader, making the total MTT to 24 leaders. If Taylor elects to form a CDC, this organization should join the MTT.

Being the lead marketing organization, the TEDC will oversee the MTT. This includes managing the budget, monitoring progress, scheduling routine meetings, and raising additional monies from the private sector.

The overarching goal of having the MTT is to ensure alignment among all groups that manage retention and recruitment marketing, and tourism marketing for Taylor. By better collaborating, marketing communications and campaigns will improve and Taylor will gain awareness and generate more business investment.

Here is a list of potential MTT member responsibilities:

- Contribute funds for marketing
- Meet routinely to discuss actions and progress on plan
- Start a buzz within the community about Taylor's new marketing tag line and what it means
- Persuade the community to become promoters and speak positively about Taylor's economic development efforts
- Distribute new Taylor logo to local businesses and encourage them to incorporate this into their marketing
- Write press releases and distribute to local and regional media
- Participate in media interviews
- Attend local business association meetings to communicate Taylor's economic development and marketing plans
- Fundraising – ask local businesses to contribute to the marketing budget
- Rewrite content for Web sites, manage updates, and contribute to new portal structure and linking each organization's site
- Provide annual updates to TEDC on the success of marketing and areas of challenge

As for the budget, ideally, each economic development organization should contribute. Since majority of this plan is focused on business investment and tourism, the City, TEDC, and Chamber are the organizations that likely will contribute the most.

Implementation of this marketing plan, minus a PR Manager, will initially require $25,000 annually and approximately **300 - 325 total monthly hours**. This amount equals approximately 2 full-time marketers. By forming a MTT and sharing marketing responsibilities, the monthly hourly time needed for each MTT member is about 14 hours per month.

An additional $40,000 – 50,000 annually is required to optimally implement the PR recommendations. Ideally this should be a shared expense between the primary economic development organizations. If Taylor decides not to hire a PR Manager, the above monthly figure will increase to 460 – 485, the equivalent of three full-time marketers. Taylor should also consider the value of a PR professional.

Action 1: Organize a team to implement marketing recommendations.

- All organizations should discuss and agree on our proposed structure for the MTT.
- Each organization should decide who it wants to represent them and confirm that these two individuals can devote the necessary time.
- The TEDC should agree to be the lead organization to manage the MTT.
- The MTT should review responsibilities.
- Each organization should discuss the amount it will allocate to marketing.

Marketing Strategy Three: Adopt a single economic development logo.

Communities that establish an economic development marketing tag line that differentiates them have a much greater chance of being recognized, trusted, and gaining business investment. A single message, tag line, should be verbally explained, illustrated through marketing collateral, and incorporated in **every** activity that promotes Taylor. Remember a logo is part of the brand. A brand is all of the **promises and perceptions** you want your customer to feel about your product.

According to the AE on-line survey, when asked, "Do you believe Taylor has a **bad perception** in Central Texas?" 67% of 40 respondents replied "yes." Even though this perception may be based on false pretenses, this confirms that there is a major need to re-brand and change this perception.

Action 1: Understand the process of creating Taylor's new logo and begin to "live it".

- To create an economic development tag line for Taylor, AE reviewed current themes and tag lines being used in Taylor.
- We conducted numerous meetings to convey to Taylor leaders the best approach to branding and creating a tag line. During meetings AE gained input from key stakeholders and over 100 individuals from the community. The purpose for the open process is to allow the community to feel **bought-in** and proud of the new message.
- This process includes identifying Taylor's competitive advantage. To do this AE considered **Taylor's top assets** and compared this to the city's benchmark communities. The top asset that stands out and gives Taylor an advantage is the **Wireless Internet Infrastructure, CNET**. Taylor was the first Central Texas community to build a wireless community network.
- The three benchmarks for Taylor are Georgetown, Elgin, and Bastrop. If one thinks of Georgetown, one immediately thinks of a location off IH-35, Southwestern University, and their charming downtown. When one thinks of Elgin, one thinks of HWY 290, retail development, and cultural festivals. When one thinks of Bastrop, one thinks of beautiful parks and the city's growing health care industry cluster.
- Other assets to promote and consider in the tag line include:
    - Location - Access
    - Family-like environment
    - TCAT higher education programs
    - Business and Industrial parks and land
    - Affordable
    - Dedicated workforce

  - Airport
  - Incentives
- Through a survey in the *Taylor Daily Press* and on www.GrowingTaylor.com, we asked the community to rate the current logo and three new logos so that everyone in Taylor would have an opportunity to participate.

Taking this into consideration, TEDC and the Chamber have elected to use the tag line, "A record of resourcefulness" for promoting economic development.

Action 2: Promote Taylor with a new, single message that the community endorses.

- All organizations should adopt the new logo and use this in promoting economic development for Taylor.
- The new logo should be unveiled at the public presentation.
- The style guide should be made widely available to other community organizations, including schools, not-for-profit organizations, local media, businesses, workforce service providers, and arts and cultural organizations. Encourage as many organizations in Taylor as possible to adopt the style guidelines in their own external promotions. The more consistent that the Taylor "look" appears from the outside, the more effective the new brand will be.
- Create e-postcards of local establishments and make it easy for citizens to download and send to friends and colleagues. Incorporate the logo. e.g. http://www.irvingtexas.com/misc_postcard.html.

Marketing Strategy Four: Improve and promote economic development products.

Product marketing includes creating or improving a product. This report lists several ideas or new products for Taylor. The products to embrace and create are a Community Development Corporation, a gateway for downtown and 2nd Street, small business incubator, and cultural center.

Current products that offer major benefits when it comes to economic development include: TCNET, TCAT, TISD, local employers, retail expansions, ample workforce, healthcare options, safety, highway infrastructure, business sites and land, historic downtown, new County Park, and community leaders.

Throughout this report and the *Economic Baseline Analysis*, AE offers recommendations on how to improve and promote these products. It is important for leaders to commit to not only making necessary improvements, but to inform Taylor's target audiences of its progress. When promoting Taylor either person-to-person, on a Web site, or through a news story, communicate the products in a manner that illustrates the city's dedication and strengths.

Marketing Strategy Five: Understand target audiences.

Understanding requirements of each target audience will help economic development leaders.

Taylor should use a secondary message, one that is more customized to an audience segment and occurs after initial inquiry (audience has received primary message, tag line). Secondary messaging touts quality and specific benefits. Secondary messaging can be stated during personal meetings, within collateral or the appropriate Web page, and in targeted press.

Action 1: Market to local employers, the current workforce, influencers, and local entrepreneurs.

- Sometimes these audiences are overlooked and cities directly promote to new companies outside of the city. The City, TEDC, and the Chamber should continue to improve relationships with local businesses and provide additional services that will help companies be more successful.
- It is important to market to the current workforce and convey what Taylor is doing to bring more jobs to the community.
- Influencers, such as politicians and real estate developers, can help Taylor accomplish its vision.
- Local entrepreneurs are an extremely important segment that needs to be marketed to. This audience can bring dramatic benefits to Taylor's economy.

Action 2: Market to target industry business executives and decision-makers.

- Once the City successfully addresses internal audiences' needs, it should become more familiar with targeted business sectors.
- The target industry companies include: the existing industry clusters such as services, manufacturing, health care, value-added agriculture, construction, retail, and telecommunication, but also focus on those new external companies within high impact industries that Taylor should market to.
- These external companies include hospitality and tourism, design, software development, and distribution and logistics.

Action 3: Identify target business champions, business leaders with expert knowledge of a particular industry.

- These individuals typically know industry decision-makers and understand trends, challenges and opportunities.
- Champions may have powerful connections within an industry that can aide in Taylor's marketing recruitment efforts.

- Champions should be asked to meet with site selectors, business prospects, volunteer to speak at events promoting Taylor, and share industry knowledge with economic development leaders.
- The MTT should identify target business "champions."
- Champions may already exist. TEDC's board members and City Council members may be champions. These individuals should be asked to be an "industry champion" and join to MTT. If they are not able to be active, ask them to nominate an individual that is appropriate for this role.

Action 4: Know your customer and communicate in their language.

- Each organization that is involved in marketing Taylor and the MTT should consider these target audience requirements and assets when developing collateral and revamping the Web site.
- The images, messages, and copy contained in collateral must address the industry needs.

Here is a table that summarizes top requirements of each target industry and assets that Taylor should promote.

Taylor's Target Audience Requirements and Points to Promote		
Audience	**Top Requirement (Needs)**	**Top Assets to Promote**
Local companies	• Skilled workforce • Low operating costs (quick permitting) • Sites to expand	• Low operating costs • Available land and sites • Workforce profile
Skilled workers	• Quality jobs (advancement opportunity) • Entertainment / Shopping / Recreation options • Affordable housing	• New vision and goals for Taylor • New HEB, Wal-Mart and plan to attract retailers • New subdivisions being built
Entrepreneurs	• Access to capital • Incubator facility • How to start a business tools • Creative workers	• Financing options • College / New Incubator • Guide on starting a business • TCAT entrepreneur courses
Business Influencers and Developers	• Competitively priced land • Incentives • Low costs and quick permitting	• Available land and sites • Targeted incentives • Permitting process
Public sector officials	• Raise tax base • Improve quality of life • Provide more jobs	• New vision and ED Plan for Taylor • Integrated team working to improve and market Taylor
Community at large	• Quality jobs • Balance to growth • Better infrastructure (roads) • Downtown activities / shopping	• New vision and goals for Taylor • Definition of ED and the benefits it provides • Current project status
Tourists	• Major attraction • Friendly community • Easy access (location)	• Historic downtown • New Arts and Entertainment District • Taylor's physical location

Tourism / Hospitality (Retail)	• Draw venue (conference center, museum, nice downtown) • Nice accommodations (hotels and restaurants) • Quality service	• Attractions and festivals • Accommodations / Restaurants / Shops • Conference / meeting space
Distribution / Logistics	• Connect to major metro • Affordable land and labor • Good transportation access	• Airport • New highways (45 and 130) proximity to Taylor • Available land and sites
Design	• Strong technical and creative college programs • Well-trained workforce • Incubator facility • High-speed Wireless Internet	• H.S. and college tech programs • Profile and skilled workforce • Taylor CNET
Value-added Agriculture	• Good transportation access • Maintains average taxes • Reliable and affordable utilities	• Historic industry – large base of local farmers • Farmers market • Proximity to large markets

Marketing Strategy Six: Invest in hiring a Public Relations Manager.

Considering Taylor's current marketing challenges, (lack of internal communication, perceived bad perception, and lack of awareness), Taylor needs a dedicated, professional PR manager.

Due to current resource constraints, having an existing economic development leader handle this effort does not seem feasible. Therefore, the City should consider hiring a Public Information Officer (PR Manager) or outsource this function to a marketing firm. Regardless of the approach that Taylor leaders decide on, the city needs to seriously elevate PR if it wants to "fix" the current challenges.

A professional PR manager can make a tremendous difference to overall economic development marketing for Taylor. Each primary economic development organization should consider this to be of utmost importance and allocate funds to hire someone to fill this critical role. In hiring a full-time PR manager, an appropriate salary is $40,000 – 50,000. Based on the contributions of seven organizations, this amounts to approximately $6,500 per organization each year.

Action 1: Recognize the importance of PR and hire a professional to oversee this role.

- This PR Manager should be charged to work with each economic development organization and the proposed MTT to ensure that every organization is speaking in the same tone and promoting successes and improvements. This PR position can be considered a liaison for marketing implementation.
- The PR Manager can ideally report to the TEDC. Another important role of the PR Manager is to provide Taylor economic development leaders with press communication skills training so that everyone is conveying a strong

and positive message to the public, and Taylor is getting the most from its marketing investment.

- Each organization marketing Taylor and the MTT should discuss hiring a PR manager or outsourcing this.
- In the fall of 2004, budgets should be approved and the MTT should begin interviewing candidates.

Action 2: Establish the role and responsibilities for new PR manager.

- Hire a PR Manager by December 2004.
- The PR Manager should review this plan and specific PR recommendations.
- The PR Manager should meet with all key stakeholder organizations and the MTT and create a monthly schedule of articles to submit to the media.
- The PR Manager should provide quarterly updates on progress.
- The PR Manager should conduct bi-annual press training for all economic development leaders.
- The PR Manager should schedule routine calls with regional and target industry publications.

Marketing Strategy Seven: Build awareness through local and regional media.

Internal PR began when AE started this project and occurred each time we presented reports in Taylor. In June 2004, at the Economic Summit, AE and the Advisory Committee presented the new economic development vision, mission, logo, and goals to the community. This event communicated both the purpose and benefits of the new goals as well as the next steps in the process, and to request support from the community.

Action 1: Plan to activate an internal awareness campaign.

- Following the completion of this project, the City and TEDC should **reconvene the project Advisory Committee**. Ask Committee members to volunteer to serve as "media champions" or to serve on the newly created MTT. Assign each volunteer with a topic on which they should write an editorial or conduct a radio interview.
- A PR campaign should be launched in June 2004. The purpose of this campaign is to continue to communicate economic development activities to the community.

Action 2: Identify media champions.

- It is imperative that the local media provide positive coverage and that all citizens begin to speak optimistically about the city's efforts.
- "Media champions" should be identified who can write and "tell stories" related to economic development to local newspapers, radio stations, company newsletters, and Web sites to inform citizens about Taylor's vision and economic development strategies.
- Media champions can be representatives from TEDC, the Chamber, Main Street, and Advisory Committee members.
- Local media champions should help garner local publicity by personally meeting with editorial boards or reporters of local news companies. Present the editorial boards with background information on this plan and the subjects on which the volunteer teams will be writing.

Action 3: Leverage the local media.

- Local media is the first avenue for creating local "buzz" and Taylor is fortunate to have the *Taylor Daily Press* as a strong advocate for economic development.
- During this project, the *Taylor Daily Press* published several articles pertaining to our plan and future economic development initiatives. By doing this, more citizens are involved and understand the state of economic development in Taylor; however, this is just the beginning.
- The newspaper has also offered to print a weekly section dedicated to updates on economic development. Economic development leaders can take advantage of this opportunity to communicate to the community. Follow-up with *Taylor Daily Press* offer to dedicate a section of their paper of the following topics: (1) updates on Taylor economic development; (2) how to start a company in Taylor or what resources are available to entrepreneurs; (3) profile of each target business and current Taylor businesses in those industries.
- **If Taylor elects to hire a PR Manager, this professional should be tasked with leading this effort.**

Considering the Montgomery and Associates survey, 57% of respondents say they get their news from the *Taylor Daily Press*, 13% from family and friends, and 10.5% the *Austin American Statesman.* There are segments of Taylor's population that are not reached through these vehicles. The PR Manager / MTT should consider reaching local audiences through Church bulletins, TEDC newsletter, new TCAT and TISD newsletters, and community events.

Action 4: Kick off internal awareness campaign.

- The main goal of an internal campaign is to inform all citizens of economic development efforts and successes, to garner the community's support for the plan, and to act as promoters. The PR campaign should live as long as Taylor is implementing an economic development plan.
- Taylor's internal PR campaign to the community should focus on stories that discuss what economic development means to Taylor, what Taylor is doing to make the city more competitive, and how it benefits its citizens.
- Communicate that, "Taylor is focused on activities that improve workforce services and education, economic health, and business resources, to help

local companies succeed and new job opportunities to emerge for all Taylor families for generations to come."

- Economic development and City leaders should focus on communicating updates about the actions being taken to address those items that would make Taylor a "better place to live." According to the Montgomery Associates survey, these issues include: improving roads, more employment, greater retail, better public schools, and more recreational activities. Supplementary campaign topics should include what Taylor is doing to better educate and train its workforce. The TCAT press conference is an excellent example of this and should be continued. Local college professors and TISD teachers should be asked to write articles and editorials on new college programs that will provide training for target businesses.
- Until Taylor hires a PR Manager, local economic development leaders, the Advisory Committee and MTT members will need to write and distribute these editorials, and speak at business association engagements and interviews with local business professionals.

Taylor should consider the following PR topics:

- "Taylor's Economic Development 5-year Strategy"
- "Growing from Within"
- "Value of Education"
- "Taylor ISD Recognizes Special Teachers"
- "Be Proud of Taylor Students (list some accomplishments and recognize students – WOW program)"
- "Recruiting New Companies"
- "Fixing Our Road"
- "Promote Taylor using the new tag line"
- "Taylor's New Vision"
- "Characteristics of Taylor's Target Businesses and Call for Industry Champions"
- "Local Start-up Successes"
- "Economic Development Marketing Achievements and the MTT"
- "Community Ambassadors or Promoters Celebrate Taylor"

Taylor is receiving a compiled shared regional media list for economic development organizations and the proposed MTT to use during implementation. There are approximately 70 media contacts on this list, which can be found in the appendix.

Marketing Strategy Eight: Launch an internal marketing campaign.

Direct marketing, PR, and collateral can help Taylor reach its internal audiences. The previous strategy covers building awareness through PR within the community. This section will cover building awareness with the business community. Taylor will also receive recommendations for direct marketing and collateral activities. **Another top priority for Taylor is to better integrate web sites.**

AE recommends that Taylor devote approximately 80 percent of marketing efforts in 2004 and the first six months of 2005 to internal activities. Of this, half should be on PR. The other activities should be on collateral and direct marketing.

In the fall of 2005, Taylor should consider adjusting internal efforts to 60 percent and external to 40 percent. In the fall of 2006 and thereafter, Taylor should strive to balance internal and external 50 / 50.

Action 1: Activate an internal marketing PR campaign.

- Publicity is Taylor's best vehicle to cost-effectively reach internal audiences and generate interest. To reach local businesses, entrepreneurs, and influencers, Taylor should strive to appear in publications and newspapers read by these industries. Taylor should focus on local and regional newspapers, newsletters, and business publications. The proposed PR Manager should assist with this effort.
- Other ways to communicate to the public include: delivering newsletters, similar to the current TEDC and City. TEDC should post this newsletter on its Web site and promote this to individuals who prefer to get their news on-line. Other ways to "get the message out" include submitting one-page updates that can get posted in church bulletins, high school and college papers. Regional business journals, such as the *Austin Business Journal,* are excellent ways to reach the target business audience.
- An excellent PR activity that gains awareness is a bylined article**,** which incorporates both press stories and advertising into one activity. This is an activity that a PR Manager can facilitate. An example of this is an editorial in *Texas Monthly* that promotes the Texas State Fair and incorporates graphics to make it more appealing.

Some announcements for Taylor to consider that will increase awareness with local businesses include:

- "New Incentive Program for Local Businesses"
- "Taylor's Reaching Out to Local Entrepreneurs" (mention new resources)
- "Taylor Plans to Open New Business Park" (mention that local businesses have first chance to bid on space)
- "Newly Formed Community Development Corporation receives $X in Federal Funding"
- "X Local Business Plan To Hire X New Employees"
- "X Local Business Invest $X to Expand Operations in Taylor"
- "TEDC Recognizes X Local Business for Helping Market Taylor to New Employees"
- "TEDC Job Fair on X"
- "Chamber Recognizes X Local Businesses for Their Contributions / Business Success"
- "Taylor Main Street is Recognized by National Register"
- "Downtown Taylor Getting a Hispanic Cultural Center"
- "Downtown Taylor Signs Two New Tenants Planned to Open in X"
- "Smart Kids are Cool"
- "WOW Program"
- "Taylor ISD Sets High Standards"

- "Taylor ISD Reaches Out to Hispanics"
- "Taylor Opens Rural Workforce Development Office" (One-Stop Shop for workforce training)
- "Taylor is Planning to Open a Business Incubator"
- "Why Shopping In Taylor Makes a Huge Difference"

Action 2: Incorporate direct marketing into the internal marketing campaign.

- Direct marketing, also referred to as personal selling and promotion, is proven to be very effective when it comes to marketing to local businesses and entrepreneurs.
- Direct marketing includes spreading information by word-of-mouth and through personal meeting, attending local and regional industry events, speaking at business networking events with key influencers, forming relationships with regional economic development teams to sell Taylor, for example Greater Austin Chamber, as a place to do business.
- **Taylor does not have formal way to communicate to the business community about how it is addressing big issues that impact their business.** Some of these issues include permitting, incentives, and resources for small businesses considering starting a business. Taylor should have one primary individual who markets and provides services to local businesses. Some specific activities to incorporate include:
    - **"Ask Taylor" breakfast meetings.** "Ask Taylor" breakfast meetings can be a routine monthly meeting held at different local restaurants, where business leaders are invited to attend and ask questions pertaining to economic development. The MTT can coordinate and invite a guest speaker to each meeting. Guest speakers can include a TEDC Board member or Director, City Manager, City Mayor, City Council member, TISD Superintendent, TCAT President, TCNET Director, and John's Community Hospital Director.
    - **"Visit local business leaders twice a year."** A representative from TEDC or the MTT should schedule a personal meeting with local business leaders during a lunch or breakfast meeting.
    - **"Conduct an annual on-line business survey."** TEDC or the MTT should activate an annual survey to local businesses and ask leaders to rate Taylor on topics similar to the AE on-line survey. Use the same survey each year to measure progress. This survey should be on the TEDC's Web site.
    - **"Speak at business association meetings."** TEDC or the MTT should have a representative speaking at business association meetings once a month. This can be as simple as a five minute verbal update or 30-minute presentation.
    - **"Meet with regional economic development organizations."** TEDC or the MTT should meet with regional organizations, such as the Greater Austin Chamber, Round Rock Chamber, Georgetown Chamber and EDC, Elgin EDC, Bastrop EDC, and Hutto EDC, in order to promote Taylor. Invite these organizations to a Taylor Regional Economic Development event, once a year. Make this an event to share information among economic development leaders

throughout the region and to promote Taylor. Have the meeting at TCAT or TCNET.

- **"Host an annual Economic Development Forum.** During the event, regional leaders can provide an overview of the year's successful economic development activities and an update of economic data for Taylor. The MTT can manage and invite local business leaders. The public presentation (June 2004) can be the first annual Taylor Economic Development Forum.

Action 3: Incorporate collateral into the internal marketing campaign.

- The primary collateral piece used to promote Taylor should be a portal into the city that links to key city organization Web sites.
- During the project, many leaders stated the need to have a better Web entrance to the city. At this present time, Web visitors have to search through several sites that do not have an integrated look and feel.
- Collateral that Taylor should consider for internal audiences include:

  - **"Annual Report on-line."** The TEDC should publish an annual report on its Web site. This is considered a brochure to the TEDC Board, local businesses, and citizens. It communicates the TEDC goals and accomplishments. It also features local companies and business leaders who have made a sizable contribution to Taylor's economy. For example, this should feature a story on the benefits of having ERCOT in Taylor and quote an ERCOT executive on what TEDC has done for their business.
  - **"Starting a Business in Taylor."** Economic development organizations should consider jointly creating a tri-fold type brochure that explains the steps to follow when opening a business in Taylor. It should be a one-source piece. **(**e.g., http://www.city.surrey.bc.ca/Doing+Business/Business+Development/Starting+Your+Own+Business/default.htm)
  - **"User-friendly Guide to Workforce Training and Educational Resources in Taylor**" to be made available at schools and public gathering places such as libraries, churches, or social organizations.
  - **Create a "welcome package"** for newcomers. Send to new residents when they sign up for utilities and ask local employers to distribute to employees.
  - **Web sites.**

Marketing Strategy Nine: Better integrate Web sites promoting Taylor.

Revamping the current Web sites promoting Taylor so that there is one main portal into the city will create a more unified message and look on each organization's Web site. As a result, Taylor will have a more attractive appearance and be more efficient at updating.

The below table illustrates the main organizations promoting Taylor via a Web site, their target audience, colors, and fonts.

Promoting Taylor through Web sites				
Organization	**URL**	**Audience**	**Colors**	**Font**
City	http://www.ci.taylor.tx.us	Residents and Local businesses	Red, White, Blue, Green	Arial, Times New Roman
TEDC	http://www.tayloredc.com	Local employers, workers, and new companies	Red, Black, Yellow, Green	Arial
Chamber	http://www.taylorchamber.org	Local employers, residents, and tourists	Blue, Green, Purple	Arial
Main Street	http://www.taylormainstreet.com	Downtown residents and employers, and new companies locating downtown	Grey, Blue, Green	Garamond, Arial, Verdana
TCNET	http://www.taylorcnet.com	Residents and Local businesses, and Central Texas businesses / organizations	Green, Blue, Red	Verdana
TCAT	http://www.templejc.edu	Local and Central Texas students and professionals	Blue, Yellow	Times New Roman, Arial
TISD	http://taylorducks.org	Local students	Green, Peach, Grey	Verdana
Will County	http://www.williamson-county.org	Residents and County businesses	Red, Black, Burgundy	Tahoma
Shop Taylor	http://www.shoptaylor.net	Local employers, residents, and tourists	Grey, Purple, Green , Burgundy	Arial, *Monotype Corsiva*

As you can see, of these nine Web sites, Taylor presents an inconsistent web image. Even though each of the organizations is its own entity, the City of Taylor as a whole can benefit by having a more cohesive Web appearance.

While at the same time, if you review each Web site, there is an overlap with content and a need for some additional information. The diagram on the following page illustrates the current content on each Web site.

Taylor Web site Content								
Topics	**Entity**							
	City	**TEDC**	**Chamber**	**Main Street**	**TCNET**	**TISD**	**TCAT**	**Will County**
Airport	x							
Annexation Plan	x							
Business Resources		x	x	x	x			x
City Council / Mayor / Meetings	x							
City Facilities for Rent	x			x				
City Ordiances	x							
Civic Organizations		x						
Community Video		x	x					
Downtown / Main Street	x		x	x				
Economic Profile / Target Industries		x						x
Education / Libraries / Schools / Colleges	x	x	x		x	x	x	
Events / Festivals / Calendar		x	x	x	x			
Faith-based					x			
Healthcare		x				x		
Historic / Location / Map / Directions		x	x		x			
Housing / Safety	x	x						
Incentives	x	x		x				
Job Posting	x				x	x	x	x
Lifestyle - Parks / Attractions	x		x					
Media			x					
News		x						x
Non-profit Resources					x			
Permitting								x
Police	x							x
Residential Real Estate								
Shopping / Hotels								
Sites and Business / Industrial Parks				x				
Taxes		x						
Testimonials / Discussion Forums					x			
Topography / Climate		x						
Utilities	x	x						
Worforce Development		x						
Zoning	x	x						

It has been suggested to AE that TCNET can be the portal "into Taylor" and link to each Web site promoting economic development in Taylor. Each organization's Web site should be accessed by going directly to that site, for instance, http://www.tayloredc.com, or through the portal. TCNET's current URL is http://www.taylorcnet.com/. Taylor may want to consider a new name for the city's portal that supports the new economic development tag line, for example www.TaylorConnection.com. (Note, www.MakingConnections.com is owned by a Florida company, The Connections Groups, a networking business.)

The purpose of the table on the following page is to recommend a new navigation, topics, and to identify what organization can provide specific information and share it with other organizations. For example, when it comes to an economic development Web site, one of the most frequent requests for information about a community is its economic profile, description of target industries and how the community nurtures these industry companies through workforce development and college programs.

Ideally, this is information for TEDC to provide, manage, and update, collaborating with TISD, TCAT, and the Chamber. The Chamber can benefit by obtaining this information from the TEDC and providing it on the Chamber's Web site. Our recommendation is to

review and decide what organization will "own" a particular topic so that one organization updates and other organizations can either link to this information or revise and post it to their site. The goal is to have each of Taylor's economic development organizations manage the upkeep of less information, so more time can be devoted to providing better information, a more attractive Web appearance, and campaigns to entice clients and prospects to frequent the sites.

Taylor Web site Content Recommendations									
		Entity							
Main Navigation Bar	Topics	City	TEDC	Chamber	Main Street	TCNET	TISD	TCAT	Will County
Location	Historic / Location / Map / Directions				X	X			
Education	Education / Libraries / Schools / Colleges						X	X	
Climate	Topography / Climate	X							
Economic and Business Resources	Economic Profile / Target Industries/ Business Resources / Workforce Development / Job Posting / Community Video		X	X					
Civic Resources	Non-profit Resources / Faith Based / Civic Organizations					X			
Real Estate Resources	Sites and Business / Industrial Parks / Residnetial Real Estate / City Facilities for Rent / / Housing / Safety / Utilities		X						
Lifestyle	Events / Festivals / Calendar/ Parks / Attractions			X					
News	News / Media/ Testimonials / Forums					X			
Money and Permits	Permitting / Zoning / Incentives / City Ordinances / Taxes / Annexation Plan	X							X
City	City Council / Mayor / Meetings / Police / Healthcare / Airport	X							
Downtown	Downtown / Main Street				X				

Imagine being on Taylor's portal page, this site would have the main navigation bar that would easily take the Web visitor directly to their specific topic of interest or easily locate Taylor organizations.

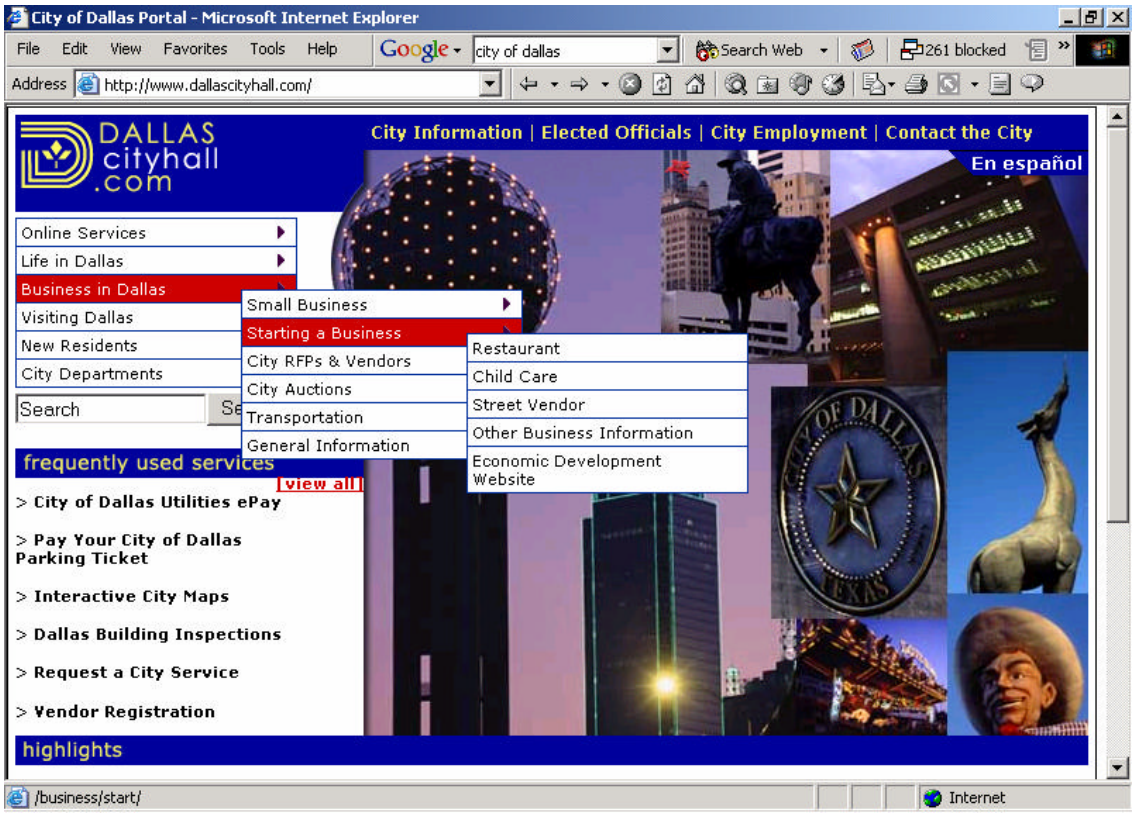
The current Web sites that promote Taylor's economic development offer relevant content for most of the defined target audiences; however, there is some information either missing or that can be improved.

Taylor should consider adding or updating the following components on its Web site:

- Economic and industry information
- How to start a business in Taylor
- *Information of potential new Community Development Corporation / Incubator*
- Workforce development and college programs
- Local company database
- Sites and business parks
- Economic development projects
- Job postings
- Economic development news wire
- TISD newsletter to parents
- TCAT newsletter to students

- Local company testimonials
- Recognition of achievements – high school students, entrepreneurs, leaders
- Quality of life – safety
- Shopping and hotels
- Incentives and permitting
- Annual report

During the marketing workshop, we discussed the City of Dallas' portal, www.dallascityhall.com as an example of how Taylor's portal can be structured. See the screen shot of this Web site's home page below.



Remember to use search engine features to ensure that the newly created portal's domain is top on search lists.

Helpful Web Site Sources

Webby Awards, the leading international honor for the World's best Web sites, bases awards on six criteria: content, structure and navigation, visual design, functionality, interactivity, and overall experience. Webby Awards is a good site to reference when revamping Taylor's Web sites. **Some important tips to mention include: content should always keep the Web visitor wanting more, it should load quickly, have live links, consistently work, and entice Web visitors to bookmark, frequent often, sign up for news, and forward information to friends or colleagues.**

Some Webby award winners that Taylor can learn from include:

- http://www.apple.com/itunes/store/
- http://www.travelocity.com/
- http://www.miniusa.com/crm/mini_entrance.jsp
- http://www.hp.com/
- http://www.southwest.com/
- http://www.salesforce.com/
- http://www.yahoo.com/
- http://www.nytimes.com/
- http://www.brandchannel.com/

These sites are attractive, easy to navigate, and entice Web visitors to "want more."

Source: http://www.webbyawards.com/main/webby_awards/judging.html

Nielsen, NetRatings, http://www.nielsen-netratings.com/ provides the industry's global standard for Internet and digital media measurement and analysis, offering technology-driven Internet information solutions for media, advertising, e-commerce and financial companies which enable customers to make informed decisions regarding their Internet strategies. This is another good source for Taylor to use while revamping its Web sites. The Web sites most visited by a business professional in the month of January 2004 included: Microsoft, Yahoo, Time Warner, Google, and the United States Government.

Action 1: Present a unified, attractive Web appearance to all audiences.

- The primary collateral piece used to promote Taylor should be a portal into the city that links to key city organization Web sites.
- Developing this Web site should be a primary focus in 2004.
- The TEDC and each economic development organization should review and agree on the portal concept and structure for updating content.
- Organizations should decide on hiring a Web development firm to assist with this initiative.
- Taylor should consider a portal domain name to support its tag line.
- When portal is complete, each organization should jointly promote the new domain name and encourage target audiences to visit the new site.

Marketing Strategy Ten: Implement external campaigns.

External marketing promotes Taylor to identified targeted businesses that reside outside of the city. **External marketing should begin in the fall of 2005 or early 2006.**

The same vehicles that Taylor is using to reach internal audiences should be used to reach external audiences. Web sites, publicity, and direct marketing / selling are the most cost effective methods for communities to convey their messages.

The primary vehicle, and one that should be used throughout external efforts, is publicity. Taylor should then incorporate collateral (Web site and brochure), marketing missions, and industry associations and conferences.

Action 1: Activate an external marketing PR campaign.

- Taylor can significantly increase the amount of publicity it receives in publications.
- At the present time, there is minimal coverage of Taylor. A PR Manager should manage this.
- Some potential announcements that Taylor should promote to targeted businesses include:
    - "Taylor Offers New Incentive Program for Technology and Design Companies"
    - "Taylor Opens New Business Park 10-miles From IH130"
    - "Taylor, Home of the New Central Texas Aviation Airport, Leases Commercial Airliner Hangar Space at Record Pace"
    - "X Logistics Company Opens in Taylor"
    - "X Company Visits Taylor"
    - "Taylor, Central Texas City Making Big Time Connections"
    - "Taylor Opens a Business Incubator with X and X as First Tenants"

Action 2: Incorporate direct marketing into the external marketing campaign.

- Direct marketing, also referred to as personal selling and promotion, is proven to be very effective when it comes to marketing to local businesses and entrepreneurs.
- Resources should be invested to continuously redevelop the primary Web sites that promote economic development in Taylor. The main economic development organization's URL (TEDC) and phone number should be incorporated into every activity that promotes the city.

Action 3: Incorporate marketing missions into the external marketing campaign.

- Taylor leaders need to engage in marketing missions to recruit target business companies from other regions and to see first hand benchmark communities' efforts.
- Schedule marketing missions each year to a region with a high concentration of its target businesses and visit benchmark cities to observe what is effective and what is not within these business communities.
- Participate in marketing missions organized by regional or state ED organizations, especially for national missions.

- For example, visit regional neighbor benchmark cities. In the second year, consider visiting national benchmark communities. Academics should attend marketing missions, which can involve a series of meetings with local companies to sell Taylor as an ideal business location.

Action 4: Join target industry associations and attend/sponsor conferences.

- Industry associations are a trusted source of information for member companies and offer an opportunity to track trends and prospects.
- TEDC and the MTT should consider joining the leading associations of its target businesses, place articles in industry association newsletters and sponsor two industry conferences per year.
- Industry conferences provide a unique opportunity for Taylor to promote business development. Face-to-face marketing is recommended to supplement other marketing efforts. Taylor can attend, sponsor, and exhibit at conferences.

Action 5: Campaign to industry conference attendees prior to and after conferences.

- Obtain target business databases and send electronic campaign mail.
- Sponsor and/or attend 2-3 industry events per year.
- Partner with regional economic development teams and take joint missions to an out-of-state market with a high concentration of target businesses.
- Consider partnering with regional economic development teams and jointly sponsoring an industry conference.

See the appendix for a list of industry association and conferences that Taylor should consider.

APPENDIX

Resource Materials:

Industry Associations/Trade Shows/Publications

Media List

CDC Formation

CDFI Fund

Special Assessment Districts

Main Street Grant Opportunity

Kauffman Foundation Freedom School Grant

Taylor "Quality of Life" Survey (2004)

The Office of Rural Community Affairs in conjunction with the United States Department of Housing and Urban Development furnished support to the activity described in this publication which does not necessarily indicate the concurrence of the Office of Rural Community Affairs or of the United States Department of Housing and Urban Development with the statements or conclusions contained in this publication.

Industry Associations/Trade Shows/Publications

Design

International Council of Graphic Design Associations (ICOGRADA)
PO Box 5, Forest 2
B-1190 Brussels, Belgium
Phone: + 32 2 344 58 43
Fax: + 32 2 344 71 38
Web site: www.icograda.org
Members: 70 Member associations in over 45 countries
Information: The International Council of Graphic Design Associations (Icograda) is the professional world body for graphic design and visual communication. Founded in London in 1963, it is a voluntary coming together of associations concerned with graphic design, design management, design promotion, and design education. Icograda promotes graphic designers' vital role in society and commerce. Icograda unifies the voice of graphic designers and visual communication designers worldwide.

Arts and Science Council
227 West Trade Street Suite 250
Charlotte, NC 28202
Phone: 704.372.9667
Fax: 704.372.8210
Web site: http://www.artsandscience.org/default_main.asp
Information: The Arts & Science Council is a proactive, nonprofit organization that provides the planning, oversight and funding required to ensure and support a vibrant and culturally diverse art, science and history community in Charlotte/Mecklenburg for the education of our children and the enjoyment of all residents.

American Screenwriters Association
269 S. Beverly Drive, Ste. 2600
Beverly Hills, CA 90212-3807
Phone: 866-265-9091
Fax: 866-265-9091
Web site: http://www.asascreenwriters.com/
Members: 1,200
Costs: $60 - $250
Information: The American Screenwriters Association™ (ASA) is organized for educational purposes, including the promotion and encouragement of the art of screenwriting. A non-profit 501(c) 3 organization, ASA is committed to the international support and advancement of all screenwriters. We welcome interested individuals from around the world who are pursuing the writing of documentaries, educational films, feature films, television, and even radio and large screen format (Omnimax ™, IMAX ™) films.

Health Care

American Health Care Association
1201 L Street, N.W.
Washington, D.C. 20005
Phone: 202-842-4444
Fax: 202-842-3860
Web site: www.AHCA.org
Members: 12,000
Information: The American Health Care Association (AHCA) is a federation of state health organizations, together representing nearly 12,000 non-profit and for-profit assisted living, nursing facility, residential services for persons with mental retardation and developmental disabilities, and subacute care providers that care for more than one million elderly and disabled individuals nationally.

American Nurses Association
600 Maryland Avenue, S.W., Suite 100 West
Washington, D.C. 20024-2571
Phone: 800-274-4868
Information: The American Nurses Association is a full-service professional organization representing the nation's 2.6 million Registered Nurses through its 54 constituent state associations and 13 organizational affiliate members. ANA advances the nursing profession by fostering high standards of nursing practice, promoting the economic and general welfare of nurses in the workplace, projecting a positive and realistic view of nursing, and by lobbying the Congress and regulatory agencies on health care issues affecting nurses and the public.

National Association of Biomedical Research (NABR)
818 Connecticut Avenue NW, Suite 200
Washington, D.C 20006
Phone: 202-857-0540
Fax: 202-659-1902
Web site: www.nabr.org
Members: 350+
Information: The National Association for Biomedical Research (NABR) is the only national, nonprofit organization dedicated solely to advocating sound public policy that recognizes the vital role of humane animal use in biomedical research, higher education and product safety testing. Founded in 1979, NABR provides the unified voice for the scientific community on legislative and regulatory matters affecting laboratory animal research. NABR's membership is comprised of over 350 public and private universities, medical and veterinary schools, teaching hospitals, voluntary health agencies, professional societies, pharmaceutical companies and other animal research-related firms.

Dental Laboratory Association of Texas
6935 Lakeshore Dr.
Dallas, TX 75214
Phone: 214-321-5428
Fax: 214-321-9942
Web site: www.dlat.org

Texas Medical Association
401 W. 15th Street
Austin, Texas 78701-1680
Phone: 512-370-1300
Fax: 512-370-1630
Web site: www.texmed.org
Members: 1,200 Members

Texas Association of Community Health Centers
2301 S. capital of Texas Hwy, Bldg
Austin, TX 78746
Phone: 512-329-5959
Fax: 512-329-9189
Web site: www.tachc.com
Members: 35 Organizations

Hospitality and Tourism

Texas Recreation and Park Association
P.O. Box 330
Georgetown, TX 78627
Phone: 512-868-8988
Fax: 512-868-8566
Members: 2000 Individuals

American Planning Association
1776 Massachusetts Avenue, N.W.
Washington, DC 20036
Phone: 202-872-0611
Fax: 202-872-0643
Web site: www.planning.org

National Business Travel Association (NBTA)
17332 JFK Blvd.
Houston, TX 77032
Phone: (703) 684-0836
Fax: (703) 684-0263
Web site: www.austinbta.org
Costs: $75-100
Information: Represents the interests of over 1,8000 corporate travel managers and travel service providers.

Logistics and Distribution

Association of International Automobile Manufacturers
Web site: www.aiam.org

SAE World Congress
Web site: http://www.sae.org/congress/

National Association of Rail Shippers-443
2115 Portsmouth Dr.
Richardson, TX 75082
Phone: (972) 644-5582
Fax: (972) 644-8208
Web site: www.railshippers.com
Members: 1,500 individuals, 6 regional associations
Costs: $25 per year
Information: The regional associations comprise individuals whose companies own and use rail service. Matters affecting reliable rail service are of vital interest to all and these individuals find it beneficial to attend meetings featuring speakers on regional and national rail issues in a relaxed collaborative manner. Regional meetings are generally held twice a year. Individuals may belong to more than one regional group if they wish and attend any regional meeting. The Midwest Association of Rail Shippers is headquartered in the Chicago area. General membership comes from the provinces of Manitoba and Saskatchewan and the states of Illinois, Indiana, Iowa, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota and Wisconsin. Its objective is to provide an open forum for resolving transportation and car supply problems, coupled with programs designed to educate and inform the membership in areas of railroad operating practices, new innovations in transportation and legislative matters. Meetings are held twice a year, in January and July.

Council for Logistics Management
2805 Butterfield Road, Suite 200
Oak Brook, Illinois 60523
Phone: 630-574-0985
Fax: 630-574-0989
Web site: http://www.clm1.org/
Costs: $250
Information: The Council of Logistics Management is a not-for-profit professional business organization consisting of individuals throughout the world who have interests and/or responsibilities in logistics and the related functions that make up the logistics profession. Its purpose is to enhance the development of the logistics profession through logistics professionals by providing them with educational opportunities and relevant information through a variety of programs, services, and activities.

Industrial Distribution Association
1277 Lenox Park Blvd., Ste. 275
Atlanta, GA 30319
Phone: (404) 266-3991

Fax: (404) 266-8311
Web site: http://www.ida-assoc.org/
Members: 1,000 distributor locations
Costs: $1,200/ Year

Automotive Warehouse Distributors Association (AWDA)
4050 Pennsylvania, Suite 225
Kansas City, MO 64111
Phone: (816) 523-8693
Fax: (816) 523-7293
Web site: http://www.awda.org/
Members: 500
Costs: $2,500 per year
Information: Organization of warehouse distributors and their respective suppliers of parts, accessories tools and other supplies for the automotive aftermarket.

Manufacturing

Texas Manufacturing Assistance Center
Web site: www.tmacgc.org

Retail

Texas Retailers Association
504 West 12th Street
Austin, Texas 78701
Phone: (512) 472-8261
Web site: http://www.txretailers.org
Members: 2000+
Costs: $100-$350
Information: The Texas Retailers Association is an organization composed of small and large retailers throughout the state whose purpose is: Providing professional representation before the Texas Legislature and state regulatory bodies and generating active membership involvement in the political process as the "voice" of retailing in Texas; Development of educational and cost-saving programs designed to keep members informed with up-to-date information and to assist them in operating profitably and efficiently; and, Maintaining a close affiliation with the National Retail Federation and other related national associations to favorably influence federal issues.

American Franchisee Association
53 West Jackson Boulevard, Suite 205
Chicago, Illinois 60604
Phone: 312-431-0545
Fax: 312-431-1132
Web site: http://www.franchisee.org/
Members: 7,000
Costs: $100
Information: The American Franchisee Association (AFA) is a national trade association of franchisees and dealers founded in February 1993. Seven thousand individuals who own over 30,000 franchised outlets in 60 different industries are members of the AFA. The AFA works to improve the industry of franchising while protecting its members' economic investments in their businesses

Value-Added Agriculture

American Agriculture Economics Association
415 S. Duff, Suite C
Ames, IA 50010-6600
Phone: (515) 233-3202
Fax: (515) 233-3101
Web site: www.aaea.org
Members: 3,500 Individuals

American Farm Bureau
600 Maryland Ave., S.W.
Washington, DC 20024
Phone: (202) 406-3600
Fax: (202) 406-3604
Web site: http://www.fb.com/

Texas Department of Agriculture
1700 North Congress Avenue
Austin, TX 78701
Web site: http://www.agr.state.tx.us/index.htm
Information: Making Texas the nation's leader in agriculture, while promoting excellence in children's nutrition, rural economic development and providing efficient and extraordinary service. That's why the people and programs of TDA are top-notch, goal-oriented and dedicated to Texas agriculture. With a global reach and a local focus, it's TDA's philosophy to stay one step ahead of today's changing technology, demographics and business opportunities, while keeping a steady eye on the future.

Media

MEDIA Lists							
City	Media	Company	Full Name	Website	Business Phone	Business Fax	Email
Austin, Texas	Newspaper	Austin Business Jounral	Amanda Bronstad	http://austin.bizjournals.com/austin/	(512) 494-2500	(512) 494-2525	
Austin, Texas	Newspaper	Austin Business Jounral	Lyn Chasteen	http://austin.bizjournals.com/austin/	(512) 494-2511		
Austin, Texas	Newspaper	Austin Business Jounral	John Egan	http://austin.bizjournals.com/austin/	(512) 494-2520		
Austin, Texas	Newspaper	Austin Business Jounral	Tom Fowler	http://austin.bizjournals.com/austin/	(512) 494-2522	(512) 494-2525	
Austin, Texas	Newspaper	Austin Business Jounral	Amy Leeman	http://austin.bizjournals.com/austin/	(512) 996-9607		
Austin, Texas	Newspaper	Austin Business Journal	Ann Hatchitt	http://austin.bizjournals.com/austin/	(512) 494-2528		
Austin, Texas	Newspaper	Austin Business Journal	Stacy Higginbotham	http://austin.bizjournals.com/austin/	(512) 494-2523		
Austin, Texas	Newspaper	Austin Business Journal	Mary Alice Kasper	http://austin.bizjournals.com/austin/	(512) 494-2500		
Austin, Texas	Newspaper	Austin Chronicle	Louis Black	http://www.auschron.com/	(512) 454-5766	(512) 458-6910	
Austin, Texas	Newspaper	AustinXL.com	Chris Sherman	www.AustinXL.com	(512) 633-5341		
Austin, Texas	Newspaper	Austin American Statesman	Robert Elder	www.statesman.com	(512) 445-3500		wcthisweek@statesman.com
Austin, Texas	Newspaper	Austin American Statesman	Lori Hawkins	www.statesman.com	(512) 445-3639	(512) 445-3679	
Austin, Texas	Newspaper	Austin American Statesman	Bob Keefe	www.statesman.com	(512) 445-1793	(512) 445-3971	
Austin, Texas	Newspaper	Austin American Statesman	Kirk Ladendorf	www.statesman.com	(512) 445-3622	(512) 445-3971	
Austin, Texas	Newspaper	Austin American Statesman	Jerry Mahoney	www.statesman.com	(512) 246-0065	(512) 645-3971	
Austin, Texas	Newspaper	Austin American Statesman	Richard Oppel	www.statesman.com	(512) 445-3665	(512) 445-1701	
Austin, Texas	Newspaper	Austin American Statesman	Kathy Warbelow	www.statesman.com	(512) 445-3662	(512) 445-3971	
Burnet, Texas	Newspaper	Burnet Bulletin		http://www.highlandernews.com	(512) 756-6136		burnetbulletin@281.com
Elgin, Texas	Newspaper	Elgin Courier		http://www.elgincourier.com/	(512) 285-3333	(512) 285-9406	elgincourier@elgincourier.com
Giddings, Texas	Newspaper	Giddings Times & News					
Granger, Texas	Newspaper	Granger News					
Hutto, Texas	Newspaper	Hutto Herald	Cindi B. Senior	http://www.huttoherald.com/metadot/index.pl	(512) 759-4881	(512) 759-2390	huttonews@aol.com
Hutto, Texas	Newspaper	Hutto Herald	Kay Johnson	http://www.huttoherald.com/metadot/index.pl	(512) 759-4881	(512) 759-2390	huttonews@aol.com
La Grange, Texas	Newspaper	The Fayette County Record		http://www.fayettecountyrecord.com/	(409) 968-3155		
Marble Falls, Texas	Newspaper	Highlander News		http://www.highlandernews.com	(830) 693-4367, ext. 226	(830) 693-3650	newscopy@highlandernews.com
Marble Falls, Texas	Newspaper	River Cities Tribune			(830) 693-7152		victory@tstar.net
Marble Falls, Texas	Newspaper	Picayune			(830) 693-7152		victory@tstar.net
New Braunfels, Texas	Newspaper	New Braunfels Herald-Zietung		http://www.herald-zeitung.com/	(830) 625-9144		
Pflugerville, Texas	Newspaper	Pflugerville Pflag			(512) 251-2220	(512) 251-6221	news@pflugervillepflag.com
Rockdale, Texas	Newspaper	Rockdale Reporter		http://www.rockdalereporter.com/	512/446-5838	512/446-5317 (fax)	mike@rockdalereporter.com
Round Rock, Texas	Newspaper	Round Rock Leader	Mike Eddleman	http://www.rrleader.com/	(512) 255-5827	(512) 255-3733	editor@rrleader.com
Schulenburg, Texas	Newspaper	The Schulenburg Sticker			(409) 743-3450		
Smithville, Texas	Newspaper	The Smithville Times			(512) 237-4655		
Taylor, Texas	Newspaper	Taylor Daily Press	David King	http://www.taylordailypress.net/	(512) 352-8535	(512) 352 2227	david.king@taylordailypress.net
Temple, Texas	Newspaper	Temple Daily Telegram		http://www.temple-telegram.com/	(254) 778-4444	(254) 771-3516	tdt@temple-telegram.com
Thorndale, Texas	Newspaper	Thorndale Champion		http://www.cameronherald.com/thorndale/	254-697-6671		tdchamp@wm.com
Williamson County	Newspaper	Williamson County Sun					welch@countysun.com
	Newspaper	Texas Travel Log					trv-log@dot.state.tx.us
Austin, Texas	Radio	KNLE FM		http://www.candle88.com/	(512) 257-8881		
Austin, Texas	Radio	KASE FM		http://www.kase101.com/main.html	(512) 684-7300		
Austin, Texas	Radio	KHFI FM		http://www.khfi.com/main.html			
Austin, Texas	Radio	KJAZZ FM		http://www.kjazz.com/			
Austin, Texas	Radio	KLBJ FM		http://www.klbj.com/			
Austin, Texas	Radio	KLRU FM					info@klru.pbs.org
Austin, Texas	Radio	KMFA FM		http://www.kmfa.org/	(512) 322-9095		
Austin, Texas	Radio	KVET FM		http://www.kvet.net/	(512) 684-7300		
Austin, Texas	Radio	KKMJ FM		http://www.majic.com/	(512) 327-9595		cculp@majic.com
Austin, Texas	Radio	KAMX FM		http://www.mix947.com/	(800) 578-9947		lvalentin@mix947.com
Austin, Texas	Radio	KQQQ/KQQA FM-AM					lanueva@lanueva92.com
Austin, Texas	Radio	KEYI FM		http://www.oldies103austin.com/	(512) 832-4000	(512) 832-4081	bo@oldies103austin.com
Austin, Texas	Radio	KPEZ FM		http://www.z102austin.com/main.html	(512) 684-7300		
Austin, Texas	Radio	Fred Switzer (Radio)					fswitzer@austin.rr.com
La Grange, Texas	Radio	KBUK AM		http://www.kvlgkbuk.com/			
Temple, Texas	Radio	KTON 940 AM		http://www.countrygoldradio.com/	(817) 645-6643	(817) 645-6644	info@countrygoldradio.com
Temple, Texas	Radio	KIIZ/KLFX Radio		http://www.klfx.com/	(254) 699-5000	(254) 680-4211	bobfonda@clearchannel.com
Temple, Texas	Radio	KVLT-88.5 FM		http://www.klove.com/	(254) 791-5251	(254) 791-0200	
Temple, Texas	Radio	KWBU-TV/FM		http://www.kwbu.org/	(254) 710-7886	(254) 710-3874	clare_paul@kwbu.pbs.org
Taylor, Texas	Radio	KFIT AM					kfit1060@texas.net)
Austin, Texas	TV	KEYE CBS 42		http://www.k-eyetv.com/			
Austin, Texas	TV	KNVA WB 54		http://www.knva.com/	(512) 478-5400		
Austin, Texas	TV	KTBC Fox 7		http://www.ktbc.com/	(512) 476-7777	(512) 495-7001	
Austin, Texas	TV	KVUE ABC 24	Frank Volpicella	http://www.kvue.com/	(512) 459-9442	(512) 533-2233	
Austin, Texas	TV	KXAN NBC 36		http://www.kxan.com/	(512) 476-2863	(512) 469-0630	
Temple, Texas	TV	KCEN-TV Channel 6		http://www.kcentv.com/	(254) 859-5481		news@kcentv.com
Temple, Texas	TV	KWKT-TV Fox 44		http://www.kwkt.com/	(254) 776-3844	(254) 388-5958	rcrowder@kwkt.com
Temple, Texas	TV	KWTX-TV		http://www.kwtx.com/	(254) 699-6946	(254) 690-5988	
Temple, Texas	TV	KXXV Channel 25		http://www.kxxv.com/	(254) 757-2525	(254) 757-0331	
Note: highlighted contacts provided by Taylor							

Community Development Corporations

"How to Form a Non Profit Corporation in Texas[1]

The information provided here is a general overview for Texas community-based development organizations ("CDCs") on how to form a non-profit corporation in Texas. This summary is not a substitute for the advice of an attorney. Different groups will face different needs and issues resulting in different legal consequences. It is therefore highly recommended that any entity considering incorporating obtain the services of an attorney. You may be able to obtain free legal assistance for your organization from Community Building with Attorney Resources ("Texas C-BAR"). Contact information is listed below.

The formation and functions of a non-profit corporation are governed by the Texas Non-Profit Corporation Act. In addition, in forming a non-profit corporation, an organization will need to comply with the Internal Revenue Code, generally Section 501(c)(3), which governs when a charitable organization can obtain an exemption from federal taxes. While forming a corporation may sound like a daunting task, the following outline should help "de-mystify" the incorporation process.

A. Questions to Consider Before Deciding to Incorporate

Any organization engaging in community development activities should consider incorporating as a non-profit corporation. Being a non-profit has many advantages over other organizational forms, including special tax exemptions and protections against liability. In some instances, however, incorporating as a non-profit may not be in the best interest of an organization. An organization which is considering incorporating as a non-profit should first consider the following questions:

1. **What are the goals of our organization? Do a substantial part of the organization's activities further charitable, educational, or religious goals?** To qualify for a federal tax exemption under Section 501(c)(3), a community development organization must be organized and operated for specific charitable, religious, or educational purposes (other purposes are recognized under the IRS code but not relevant to the operations of

[1] *Heather K. Way, Texas C-Bar, Legal Aid of Central Texas, 2201 Post Road, Suite 104, Austin, Texas 78704, (512) 447-7707*

community development organizations, i.e., testing for public safety). Examples of activities which have been considered "charitable" include the development of affordable housing for the benefit of low-income persons; providing affordable and accessible housing for disabled persons; and combating the deterioration of a low-income neighborhood community and contributing to its physical improvement.

2. **Does our organization have a non-profit motive?** A non-profit is prohibited by law from distributing income to its directors and members, with the exception of reasonable compensation for services performed for the corporation. Note that a non-profit corporation is not prohibited from making a profit. In fact, most CDCs need to make a profit to expand their charitable development activities. The key is that the organization cannot be organized for the purpose of financial profit to its members or directors. Any profit made must go back into organization's programs, or be donated to the government or another tax-exempt organization, although reasonable compensation can be paid to the directors.

3. **Will our organization want to engage in political activity or lobbying?** Federal law prohibits 501(c)(3) non-profits from engaging in most types of political activity. Political activities prohibited include participating in a campaign on behalf of a candidate for public office and publishing statements on behalf of or in opposition to a political candidate. If an organization is unclear about whether an activity is prohibited political activity, it should consult the IRS rules and regulations or an attorney. Lobbying on issues before an agency or the legislature is permitted only if lobbying does not constitute a substantial part of an organization's activities.

4. **Will our organization be engaging in activities which could subject our members or directors to liability?** If an organization is engaged in development activities, the organization is exposing its members and directors to legal liability. One of the primary benefits of forming a non-profit is that the corporation's members and directors are generally shielded from liability for the corporation's activities. That is, their personal assets (real estate, money, personal property) generally cannot be collected to satisfy a debt or other financial obligation of the corporation. One exception to this general rule is when a director acts in bad faith, without utilizing ordinary care, and in a manner the director cannot reasonably believe to be in the best interest of the corporation. In contrast, the members of an unincorporated association are subject to personal liability for acts carried out in the name of the association.

5. **Will our organization be applying for governmental loans or grants?** A condition of many government community development loans and grants is that an organization be incorporated as a non-profit.

6. **Who do you want to run the organization?** One of the benefits of an unincorporated association is the informality of the organizational structure and ease of forming and dissolving the association. Unlike an unincorporated association, a non-profit corporation must have a formal, centralized management structure. A non-profit corporation must have a board of directors but can delegate some or all decisions to members of the corporation. There are several organizational forms utilized by CDCs in Texas. First, an organization can have a board of directors which has the exclusive right to vote on decisions affecting the organization, and not have any members. Second, an organization can have members (such as all of the residents of an apartment complex or residents of a certain neighborhood) which have the right to vote on certain or all decisions affecting the organization. In following this second form, some non-profit corporations limit the voting rights of members to selection of the board of directors at an annual meeting. Other CDCs allow members to vote on all major decisions affecting the corporation. Third, a corporation can have members without any voting powers. There are pros and cons to all of these organizational forms.

7. **Should our organization get a lawyer to help with the incorporation process?** Yes. While a lawyer is not required for an organization to incorporate, retaining a lawyer will help guide the organization through the process to ensure that unnecessary mistakes are not made. A lawyer can also give more specific advice concerning the responsibilities of the organization once it incorporates, such as the corporate responsibilities of the directors and record keeping obligations.

B. <u>Once your organization has decided that incorporation is in the organization's best interests, the organization will need to take the following steps</u>:

1. After choosing a name, check the availability of the name of the corporation by calling the Texas Secretary of State's Office, 512-463-5555, www.sos.state.tx.us.

2. <u>Draft articles of incorporation</u>. The articles of incorporation is a formal document which serves as the organization's "constitution"--it defines the structure of the corporation, what the corporation will do, who will be the registered agent, and who will be the original directors. One or more "incorporators" must sign the articles. The incorporators need not be the same persons as the directors. The directors constituting the initial board are named in the articles and hold office until the first election of directors, as specified in the by-laws or articles. There must be at least three original directors listed in the articles. The corporation must maintain a registered

office in the state, which must be listed in the articles. The articles must also list a registered agent with a business office identical to the registered office. A sample set of articles of incorporation can be obtained on the Texas C-BAR web site.

4. Deliver two copies of the articles, along with the $25.00 filing fee, to the Secretary of State, Statutory Filings Division, Corporations Section, P.O. Box 13697, Austin, Texas 78711-3697. The Secretary of State's phone number is (512)463-5555 or TDD (800) 735-2989. After filing the articles, the Secretary of State will issue a "certificate of incorporation." Articles of incorporation can be amended by filing articles of amendment with the Secretary of State, along with a filing fee of $25.00.

5. Apply for recognition of tax-exempt status from IRS. The tax-exempt application, IRS Form 1023, should be filed within 15 months after the filing of the Articles. The application can be downloaded from the IRS web site: www.irs.us.gov/bus_info/eo/eo-tkit.html. To qualify for the reduced application fee of $150, an organization will need to submit User Fee Form 8718 (www.irs.gov/forms_pubs/forms.html). For IRS tips on how to apply for tax exempt status, you should refer to IRS Publication 557 (www.irs.gov/forms_pubs/pubs/p557toc.htm); "What You Need to Know if Your Organization Plans to Apply for Tax Exemption," (www.irs.gov/bus_info/eo/eo-appl.html); and "Top Ten Reasons for Delays in Processing Exempt Organization Applications" (www.irs.gov/bus_info/eo/topten.html). An organization can apply for tax-exempt status before beginning operations if the organization can provide the IRS with sufficient detail of the organization's proposed operations. Applications can take several months to be processed, so do not be surprised by long delays. To avoid longer delays in obtaining IRS recognition of tax-exempt status, it is extremely important to submit a thorough, complete application. As soon as possible after incorporating, an organization needs to submit IRS Form SS-4, "Application for Employer Identification Number" (www.irs.gov/forms_pubs/forms.html).

Once the IRS has approved an organization's tax exempt status, the IRS will send the organization a "determination letter" formally approving the exemption.

6. Apply for exemption from Texas franchise taxes with the Texas Comptroller's Office. Non-profit corporations are subject to the Texas franchise tax unless they obtain an exemption from the Texas Comptroller's Office. Organizations which have already received their 501(c)(3) tax exempt status from the IRS need to write the Comptroller's Office (111 E. 17th Street, Austin, Texas 78774; 1-800-252-1381), requesting a franchise

tax exemption and enclosing a copy of the tax exempt determination letter from the Internal Revenue Service.

Organizations which have applied for but have not yet received their exemption from the IRS will need to obtain a temporary franchise tax exemption from the Comptroller. To obtain a temporary exemption, send a copy of the tax exempt application that has been filed with the IRS and a copy of a written notice from the IRS stating that the application for recognition of exemption has been received. If the information is provided in a timely manner, a 90-day provisional franchise tax exemption will be granted. Before the expiration of the 90-day provisional exemption, the corporation must provide the comptroller with a copy of a letter from the IRS showing that the decision on the federal exemption is still pending or stating that the federal exemption was either granted or denied. As soon as the organization obtains recognition of tax exempt status from the IRS, the organization should then send a copy of the determination letter to the Comptroller's Office.

7. Apply for exemption from sales tax from the Texas Comptroller's Office. Exempt organizations can buy, lease or rent taxable items without paying sales and use tax if those items are necessary to their function as an exempt organization. An exemption certificate must be provided to the supplier in the form prescribed by the Comptroller. The tax exempt application is available from the Texas Comptroller at 1-800-252-5555.

7. Draft By-laws. The by-laws contain the rules and regulations governing the internal structure and management of the non-profit. A sample set of by-laws can be obtained from the Texas C-BAR web site. Some of the provisions which need to be included in the by-laws include:

Meetings: the frequency and place of meetings; the type of notice required; the number required for a quorum; the proportion of vote required to take action on a matter (pursuant to Texas law; an act of the board is an act of the majority of the directors present unless a greater number is required by the articles or bylaws); whether directors may vote by proxy in writing.

Leadership: the titles and specific responsibilities of the officers; qualifications for directors; the number of directors; the length of terms for the directors and officers; the method for electing and removing directors and officers.

Provisions for Membership (if the corporation has members): qualifications for membership; voting rights; frequency and place of membership meetings.

Controls: signatures required for execution of legal documents; signatures required for checks; and other controls over financial transactions and transfers of corporate assets.

Committees: types of standing committees; responsibilities of committees; qualifications for serving on a committee.

8. Organizational meeting. After the organization obtains its certificate of incorporation, it must hold an organizational meeting, called by the incorporators or a majority of the directors. At the meeting, the members/directors should adopt by-laws, elect officers, and conduct other business. At least three days' notice must be provided to the directors named in the articles, stating the time and place of the meeting. The corporation must elect a president, vice president, and secretary. Any two offices may be held by the same person, except for the president and secretary. Officers' terms may not exceed three years. The corporation can elect other officers' positions as well, in accordance with the articles and/or by-laws. An agenda and sample minutes for the organizational meeting can be obtained from the Texas C-BAR web site.

C. Once an organization has incorporated, there are several other obligations to be aware of:

1. Record Keeping Obligations:

Texas law requires that the corporation keep correct and complete books and records of the corporation's accounts and minutes of all proceedings of the board, committees, and members. The corporation must also keep at its registered office a record of the names and addresses of the members entitled to vote. Any member of the corporation has the right upon written demand to examine and copy the books and records of the corporation.

2. Special Record Keeping Obligations for Corporations which Raise more than $10,000 a Year: The corporation must maintain financial records with

full and correct entries for each transaction in accordance with generally accepted accounting practices. The board must also prepare or approve annually a report of the financial activity of the corporation. The report must conform to the accounting standards of the American Institute of Certified Public Accountants, and must include a statement of support, revenue, expenses and charges in fund balances, a statement of functional expenses, and balance sheets for all funds. All records, books, and annual financial reports must be kept at the registered office for at least three years and made available to the public for inspection and copying during normal business hours. The failure to make these records available is a Class B misdemeanor.

3. Corporations with Members: The corporation must hold a meeting for the members at least once a year. The corporation must deliver notice of meetings to the members between 10 and 60 days before the date of the meeting, in person, by fax, or by mail. The by-laws may provide that no notice is required for annual or regular meetings, but the by-laws must also then provide the time and place of the meeting. If the corporation has more than 1,000 members, it may give notice by publication in a newspaper in the community, if the by-laws so provide. If a corporation has members, special rules apply governing quorums, voting and other related issues, and the corporation should seek the advice of an attorney and/or review the Non-Profit Corporation Act.

4. Directors' Meetings: The by-laws must specify whether notice is required for regular meetings and, if so, the type of notice. Notice is required for special meetings; the type of notice must be specified in the by-laws. A quorum for business by the board is a majority of the number of directors set in the by-laws or articles for the corporation, but the by-laws can set a different number for a quorum, as long as the number is not less than three Directors. The board can take action without a meeting if signed, written consent is given by all of the directors (or members if members have voting rights), but the articles may provide that the board can take action if signed, written consent is given by a quorum of directors or members. Each written consent must contain the date of the signature. Telephone meetings are also permitted under Texas law.

5. Standards for Directors: Directors have a duty to act in good faith and with ordinary care, and in the manner the director reasonably believes to be in the best interest of the corporation. Directors may in good faith rely on information prepared by officers or employees of the corporation, legal counsel, public accountants, other professionals, and committees of which the director is not a member. A director should disclose any conflicts he or she has in transactions before the board (i.e., the board is considering purchasing property which the director's sister owns). The director should

abstain from voting on the transaction, and a majority of the disinterested directors must approve the transaction. Notwithstanding following these procedures, certain government programs may still bar approval of the transaction when a conflict of interest exists.

D. For Further Assistance with Incorporating:

1. Texas C-BAR is a special project of Legal Aid of Central Texas, providing free legal resources and pro bono attorney referrals for community-based housing development non-profits across the State of Texas. Contact: Heather K. Way, Legal Aid of Central Texas, 2201 Post Road, Suite 104, Austin, Texas 78704; web site: www.texascbar.org; email:txcbar@lact.org; telephone: 512-447-7707, ext. 370; facsimile: 512-447-3940.
2. A copy of the Texas Non-Profit Corporation Act can be obtained on-line from www.capitol.tlc.state.tx.us/statutes/codes/vn000035Part1.html. The Act is also available from Vernon's Texas Civil Statutes, Article 1396-1.01, et seq.
3. Other helpful web sites include the Texas Secretary of State's Office, www.sos.state.tx.us; the Internal Revenue Service, www.ir.ustreas.gov; and the Texas Comptroller's Office, www.window.state.tx.us. "

Publications to Order:

From http://www.nedlc.org/publications_legal.htm :

Building Capacity for CED: A Guide for Legal Services • A how-to manual for legal programs seeking to incorporate community development into their work. Manual covers community assessments, fundraising, organizational structures and other topics. Author, Mario Salgado and Anna Yee (1995, 181 pp.) Order No. 1900-25 [$50.00]

Local CDCs to Contact:

- Austin CDC
  Margo Weiz
  Executive Director
  Tel 512-472-8087
  Website: www.austincdc.org
- CenTex CDC
  Rosa Rios Valdez
  Executive Director
  1-888-718-0180
  http://www.grandcentraltx.org/

Community Development Financial Institutions (CDFI) Fund Department of Treasury, http://www.cdfifund.gov/overview/index.asp

Overview

The Community Development Financial Institutions (CDFI) Fund was created to expand the availability of credit, investment capital, and financial services in distressed urban and rural communities. The Fund was authorized by the Riegle Community Development and Regulatory Improvement Act of 1994, as a bipartisan initiative. By stimulating the creation and expansion of diverse community development financial institutions (CDFIs) and by providing incentives to traditional banks and thrifts, the Fund's investments work toward building private markets, creating healthy local tax revenues, and empowering residents. The CDFI Fund provides relatively small infusions of capital to institutions that serve distressed communities and low-income individuals. The Fund's activities leverage private-sector investments from banks, foundations, and other funding sources. Since the Fund's creation, it has made more than $534 million in awards to community development organizations and financial institutions.

CDFIs are specialized financial institutions that work in market niches that have not been adequately served by traditional financial institutions. These CDFIs provide a wide range of financial products and services, including mortgage financing for first-time home-buyers, financing for needed community facilities, commercial loans and investments to start or expand small businesses, loans to rehabilitate rental housing, and financial services needed by low-income households and local businesses. In addition, these institutions provide services that help ensure that credit is used effectively, such as technical assistance to small businesses and credit counseling to consumers. CDFIs include community development banks, credit unions, loan funds, venture capital funds, and microenterprise loan funds, among others.

Financial Assistance

The Community Development Financial Institutions (CDFI) Fund's Financial Assistance Component provides Financial Assistance (FA) to certified CDFIs that demonstrate an ability to leverage non-Federal dollars to support a comprehensive business plan of providing services to create community development impact in underserved markets. This component replaces the Core, Intermediary, and Small and Emerging CDFI Assistance Components.

New Markets Tax Credits

The New Markets Tax Credit (NMTC) Program permits taxpayers to receive a credit against Federal income taxes for making qualified equity investments in designated Community Development Entities (CDEs). Substantially all of the qualified equity investment must in turn be used by the CDE to provide investments in low-income communities. The credit provided to the investor totals 39% of the cost of the investment and is claimed over a seven-year credit allowance period. In each of the first three years, the investor receives a credit equal to five percent of the total amount paid for the stock or capital interest at the time of purchase. For the final four years, the value of the credit is six percent annually.

Technical Assistance

Through the Technical Assistance (TA) the CDFI Fund provides grants to acquire services to be used to build the capacity of an entity to achieve the objectives of its Comprehensive Business Plan of providing needed financial products and services to an underserved target market This program is intended to provide assistance to start-up and early-stage CDFIs, and entities planning to become CDFIs. Subject to appropriation and authorization, the Fund plans to provide $10 million in funding in Fiscal Year 2003. The fund expects to make $4.5 million available in FY 2004. This Component in part replaces the Small and Emerging CDFI Technical Assistance Component.

Special Financing Districts

I. TAX INCREMENT REINVESTMENT ZONES

A. Creation

1. A municipality may designate a defining area of land within the municipality as a Tax Increment Reinvestment Zone ("TIRZ") under Chapter 311, Texas Tax Code:

   a. after receiving a petition from a developer signed by owners of at least 50% of the appraised value of property in the area;

   b. on its own volition if the property arrests or impairs the sound growth of the municipality because of the presence of any of the following:

      i. a substantial number of substandard, slum, deteriorated, or deteriorating structures;

      ii. the predominance of defective or inadequate sidewalk or street layout;

      iii. faulty lot layout in relation to size, adequacy, accessibility, or usefulness;

      iv. unsanitary or unsafe conditions;

      v. the deterioration of site or other improvements;

      vi. tax or special assessment delinquency exceeding the fair value of the land;

      vii. defective or unusual conditions of title; or

      viii. conditions that endanger life or property by fire or other cause.

   c. an area that is in a federally assisted new community located in the municipality or in an area adjacent to a federally assisted new community.

2. The municipality must provide notice to all governmental entities that collect taxes on property within the TIRZ. Taxing entities participate by dedicating the portion of their taxes collected on new development and redevelopment ("Tax Increment"), or portions thereof, to the TIRZ's "Tax Increment Fund." The municipality enters into a contract with each participating governmental entity ("Participant") establishing the terms of the participation.

3. Due to the complexities of the state's current public school funding system, most school districts would suffer adverse consequences for participation in a new TIRZ. School district participation in TIRZs created prior to September 1, 1999 has been grandfathered and does not adversely effect the participating school district's level of state funding.

B. Capture of Tax Increments

1. Participants in a TIRZ dedicate Tax Increment to finance TIRZ Improvements – see below.

2. The year in which a TIRZ is created is the "Base Year," and the appraised value of TIRZ real property is the "Base Year Value."

3. The difference between the increased appraised value of property in the TIRZ and the Base Year Value is defined as "Captured Appraised Value."

4. Taxes levied and collected on the Base Year Value remain with the Taxing Unit.

5. Taxes levied and collected on the Captured Appraised Value represent Tax Increments and are sent to the municipality and deposited in the City's treasury. Tax Increments are dedicated to pay TIRZ Improvements.

C. TIRZ Improvements

1. The Project Plan is the basic framework of the TIRZ. The developer and municipality draft a "Project Plan and Reinvestment Zone Financing Plan" (the "Project Plan") for the TIRZ, detailing the type, kind, number and location of public improvements to be constructed in the TIRZ. The cost of these public improvements are "Project Costs." The TIRZ is limited to paying for only those Project Costs described in the Project Plan. In general, Project Plans may be amended.

2. A developer and municipality may work cooperatively to develop a Project Plan that: (i) constructs needed public infrastructure for the municipality, (ii) encourages development, thus increasing property values and long term property tax collections, and (iii) reduces the developer's cost of development by providing reimbursement to him for TIRZ improvements. This reduction in the cost of development may ensure the viability of certain types of development.

3. Examples of public works and improvements that may be included in Project Plans:

   a. Roads, streets and bridges

   b. Transit facilities

c. Pedestrian improvements

d. Water, wastewater, drainage and detention facilities

e. Parks, plazas and open spaces

f. Recreation facilities

g. Places of public assembly

h. Affordable housing

i. Schools and educational facilities

j. Rehabilitation of historic structures

k. Environmental mitigation and abatement

l. Removing slum and blight

D. TIRZ Financing

1. The municipality may create a Local Government Corporation ("LGC") under Section 431, Transportation Code, to issue bonds on behalf of the City and manage the affairs of the TIRZ.

2. The LGC issues bonds and other methods of financing for the TIRZ instead of the City having to issue bonds in its name. While the City must still approve the Bonds before the LGC can issue them on behalf of the TIRZ, this arrangement still allows for greater flexibility.

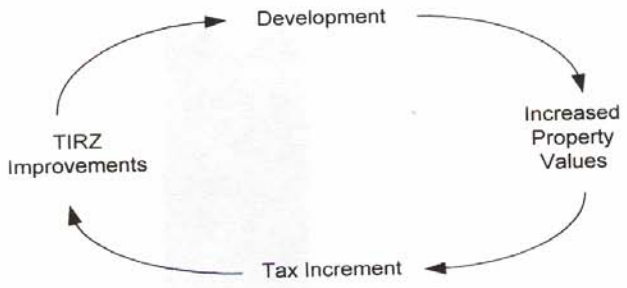
3. Tax Increments can also be pledges as security for Tax Increment Bonds issued by the LGC, the proceeds of which can be used to pay for TIRZ Improvements.

E. Public/Private Cooperation through TIRZs

1. A TIRZ can be an ideal vehicle to forge public / private partnerships. A TIRZ can enter into a development agreement with a private developer to construct TIRZ Improvements. The developer agrees to construct and pay for the cost of construction of a particular TIRZ Improvement. In turn, TIRZ agrees to reimburse the developer for the Project Costs when funds are available for such purpose. Typically, the TIRZ reimburses a developer from bond proceeds if bonds have been issued or straight Tax Increment.

2. Development agreements are valuable tools for TIRZ Boards. A TIRZ can use a development agreement to construct TIRZ Improvements long before Tax Increments or bond proceeds are available to pay for the

project. These early TIRZ Improvements can play a key role in encouraging the development or redevelopment of the TIRZ by increasing the appraised value of property within the TIRZ and generating Tax Increment.



3. For example, a TIRZ may be created over an area that suffers from an inadequate street grid network. The absence of streets inhibits the development of the property. The TIRZ enters into a development agreement with a developer to construct a system of streets.

   a. The TIRZ wins: The street improvements begin the cycle of investment in the TIRZ. The streets are constructed long before Tax Increments exist to pay for their construction. The new streets open up property for development generating the Tax Increment used to reimburse the developer.

   b. The developer wins: The developer would ordinarily bear the costs of constructing the streets in the development. Through the development agreement and subsequent reimbursement, these costs shift to the TIRZ.

   c. The taxpayer wins: The reinvestment in the area occurs without any additional property taxes.

F. Structure and Management of a TIRZ

1. State law provides for the appointment of a TIRZ Board of Directors (the "Board"). The Board is charged with implementing the Project Plan. In general, the Board is appointed by the municipality and other participating taxing jurisdictions.

2. As discussed above, frequently the municipality creates a LGC, under Chapter 431, Transportation Code, to govern the TIRZ's finances.

II. PUBLIC IMPROVEMENTS DISTRICTS

A. Definition and Creation of a Public Improvement District

1. A municipality or county may designate an area within the municipality as a Public Improvement District ("PID") under Chapter 372, Local Government Code after receiving a petition requesting creation of the PID.

2. The petition must be signed by (1) the owners of taxable property representing more than 50% of the appraised value of taxable real property liable for assessment under the proposal and (2) record owners of real property liable for assessment under the proposal who: (a) constitute more than 50% of all record owners of property that are liable for assessment under the proposal or (2) own taxable real property that constitutes more than 50% of the area of all taxable real property that is liable for assessment under the proposal.

3. After receiving the petition, the municipality or county holds a public hearing on the advisability of the PID. After the public hearing is held and the PID is created, the municipality or county may appoint an advisory board to prepare a Service and Assessment Plan covering a period of at least five years and detailing the proposed improvements, along with their projected costs and the proposed assessment.

B. PID Financing

1. The improvements detailed in the Service and Assessment Plan are financed through assessments which the municipality or county levy against properties in the PID that will benefit from the improvements.

2. Before levying an assessment, the municipality or county must hold a public hearing on the Assessment Roll. After the hearing is held, the municipality may levy the assessment on the benefited properties and may continue to levy the assessment for the life of the Service and Assessment Plan. After the Service and Assessment Plan expires (usually after five years), a new plan must be developed, the municipality or county must hold another public hearing on the new plan and the assessment process begins again.

3. Cost of an improvement may be assessed either:

   a. equally per front foot or square foot;

   b. according to the value of the property, as determined by the municipality or county; or

   c. by any other manner that results in imposing equal shares of the cost on property similarly benefited.

C. Permitted PID Improvements

1. Improvements that may be included in the PID's Service and Assessment Plan include:

   a. landscaping

   b. lighting

   c. fountains

   d. signage

   e. street and sidewalk improvements

   f. public art

   g. pedestrian malls

   h. libraries

   i. parking facilities

   j. water, wastewater and drainage facilities

   k. park improvements

   l. advertising

   m. projects similar to those listed above

D. Structure

1. The municipality or county controls the PID but may appoint an advisor board to assist with drafting the Service and Assessment Plan.

III. MUNICIPAL MANAGEMENT DISTRICTS

A. Definition and Creation of a Management District

1. Under Chapter 375, Local Government Code, a Management District ("MD") may be created by (a) passage of a local law bill by the Texas Legislature or (b) through an order of the Texas Commission on Environmental Quality after receiving a petition signed by either the owners of the majority of the assessed value of real property in the proposed district or 50 persons who own real property in the district if over 50 people own real property in the proposed district. Most current MDs have been created through the Texas Legislature.

2. A MD is governed by Chapter 375 as well as the enabling legislation that created it.

3. MDs are created for the following purposes:

   a. To promote, develop, encourage, and maintain employment, commerce, economic development, and the public welfare in the commercial areas of municipalities;

   b. To further the public purposes of development and diversification of the economy of the state, the elimination of unemployment and underemployment, and the development or expansion of transportation and commerce;

   c. To provide needed funding for metropolitan areas to preserve, maintain, and enhance the economic health and vitality of the areas as community and business centers;

   d. To secure expanded and improved transportation and pedestrian facilities and systems; and

   e. To promote the health, safety, welfare, morals, convenience, and enjoyment of the public by landscaping and developing certain areas within the district that are necessary for the restoration, preservation, and enhancement of scenic and aesthetic beauty.

B. MD Financing

1. MDs may finance services and improvements through the levy of assessments, ad valorem taxes, or impact fees, subject to following the appropriate procedures:

   a. A MD may levy assessments upon petition of the owners of 50 percent or more of the assessed value or 50 percent or more of the

surface area of the property in the district requesting a service plan and may not be imposed on single-family residential property.

b. A MD must hold a public hearing before levying an assessment.

c. A MD may tax commercial property in the district if the tax is approved by the voters of the district at an election.

2. For the payment of all or part of the costs of an improvement project or services, a MD may issue bonds payable from and secured by ad valorem taxes, assessments, impact fees, revenues, grants, gifts, contracts, leases, or any combination of those funds. The bonds must be approved by the Attorney General and the municipality.

C. MD Improvements

1. Authorized improvements include:

a. landscaping

b. lighting, banners, and signs

c. streets and sidewalks

d. pedestrian sky-walks, crosswalks, and tunnels

e. seawalls and marinas

f. drainage and navigation improvements

g. pedestrian malls

h. solid waste, water, sewer, and power facilities, including electrical, gas, steam, cogeneration, and chilled water facilities

i. parks, plazas, lakes, rivers, bayous, ponds, and recreation and scenic areas

j. historical areas

k. fountains

l. works or art

m. off-street parking facilities, bus terminals, heliports, and mass transit systems

n. any other similar improvements

o. supplemental services for advertising, economic development, promoting the area in the district, health and sanitation, public safety, maintenance, security, business recruitment, development, elimination or relief of traffic congestion, recreation, and cultural enhancement

2. Typical projects focus on:

a. Enhancing security and public safety.

b. Beautifying the local environment.

c. Enhancing mobility and reducing traffic congestion.

d. Recruit and retain businesses for the community.

D. Structure of a Management District

1. Like a TIRZ, a MD is governed by a Board of Directors. The Board is originally appointed in the creation legislation and the municipality approves all future directors from a slate presented by the current Board. Typically, a board has at least nine, but not more than 30, directors who serve staggered four-year terms.

a. Generally, board positions are established in a manner that reflects the commercial composition of the district (i.e., major landowners each have a representative on the board).

b. A director must be a resident of the district or an owner, shareholder of a corporate owner, or an agent, employee, or tenant of an owner of property within the district.

IV. TIRZs, PIDs and MDs SYNERGIES

A. TIRZs, PIDs and MDs are used individually for urban development and redevelopment. Each type of entity is authorized to do different types of projects and is governed by different methods. While there are advantages and disadvantages to using each entity for urban development, the districts are utilized most effectively if paired with another type of district. TIRZs work well together with either a MD or a PID on improvements when the TIRZ constructs the improvement and the MD or the PID is responsible for maintaining it.

B. Examples:

1. A TIRZ could build a park in the district with Tax Increment and once the infrastructure is in place, it could contract with the MD or PID to maintain the park through assessments. While a TIRZ might not have enough Tax Increment designated in its budget to cover maintenance, the MD or PID can levy an assessment to maintain the park.

2. A TIRZ could also use Tax Increment to improve streets and sidewalks in the public right-of-way in a new development and the MD or PID could provide and then maintain the landscaping in the medians of the newly improved streets. While the TIRZ does not traditionally maintain improvements, it is important to provide the ongoing aesthetic value that can be accomplished through a MD or PID

Main Street Grant Opportunity

(B) Criteria used to delegate authority to a state agency demonstrating cost savings to the state may include information about the property such as age, condition, limited use, size, volume, expected return and/or location; information about the agency such as its ability to account for and report staffing, disposals, location, and/or specific knowledge about the property.

(7) Delegation of deletion authority to state agencies. The commission hereby delegates to state agencies the authority to delete surplus or salvage property from the State Property Accounting System after any method of disposition listed under this subchapter.

(8) Firearms. The purchaser of a surplus firearm must be a licensed firearm dealer.

(9) Rejection of bids. The state reserves the right to reject any bid or part of a bid, and or waive minor technicalities.

(10) List of buyers. The commission shall maintain an annually updated list of qualified buyers of surplus and salvage property. The commission shall renew annually a list it maintains of

(A) Assistance [assistance] organizations and individuals responsible for purchasing for political subdivisions who have requested information regarding available state surplus or salvage property; and

(B) Other [other] prospective buyers of surplus and salvage property.

(C) Names may be deleted from lists maintained by the commission for failure to bid, failure to make a payment or failure to remove awarded items.

(D) A buyer who has been removed from the buyers list for failure to make a payment or to remove surplus or salvage property may not reinstated to the list until a written request has been presented to and approved by the commission.

This agency hereby certifies that the proposal has been reviewed by legal counsel and found to be within the agency's legal authority to adopt.

Filed with the Office of the Secretary of State on December 12, 2003.

TRD-200306543
Cynthia de Roch
General Counsel
Texas Building and Procurement Commission
Earliest possible date of adoption: January 25, 2004
For further information, please call: (512) 463-4257

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TITLE 10. COMMUNITY DEVELOPMENT

PART 6. OFFICE OF RURAL COMMUNITY AFFAIRS

CHAPTER 255. TEXAS COMMUNITY DEVELOPMENT PROGRAM

SUBCHAPTER A. ALLOCATION OF PROGRAM FUNDS

10 TAC §255.7

The Office of Rural Community Affairs (Office) proposes amendments to §255.7 concerning the allocation of Community Development Block Grant (CDBG) non-entitlement area funds under the Texas Community Development Program (TCDP).

The amendments are being proposed to establish the standards and procedures by which the Office and the Texas Department of Agriculture will allocate and distribute funds under the Texas Capital Fund and to create a new program under the Texas Capital Fund called the Downtown Revitalization Program. The amendments are being proposed to make changes to the Texas Capital Fund application and selection criteria and to describe the application and selection criteria the Downtown Revitalization Program.

Robt. J. "Sam" Tessen, MS, Executive Director of the Office, has determined that for the first five-year period the section is in effect there will be no fiscal implications for state or local government as a result of enforcing or administering the section.

Robt. J. "Sam" Tessen, MS, Executive Director of the Office, also has determined that for the period that the section is in effect, the public benefit as a result of enforcing the section will be the equitable allocation of CDBG non-entitlement area funds to eligible units of general local government in Texas. There will be no effect on any small businesses or micro-business. There are no anticipated economic costs to persons who are required to comply with the sections as proposed. There is no anticipated impact on local employment.

Comments on the proposal may be submitted to Jerry Hill, General Counsel, Office of Rural Community Affairs, P.O. Box 12877, Austin, Texas 78711, telephone : (512) 936-6701. Comments will be accepted for 30 days following the date of publication of this proposal in the *Texas Register*.

The amendments are proposed under the §487.052 of the Government Code, which provides the executive committee with the authority to adopt rules concerning the implementation of the Office's responsibilities.

No other code, article, or statute is affected by the proposed amendments.

§255.7. Texas Capital Fund.

(a) General Provisions. This fund covers projects which will result in either an increase in new, permanent employment within a community or retention of existing permanent employment. Under the main street improvements program, projects may also qualify if they meet the national program objective of aiding in the prevention or elimination of slum or blighted areas.

(1)-(3) (No change.)

(4) The leverage ratio between all funding sources to the Texas Capital Fund (TCF) request may not be less than 1:1 for awards of $750,000 or less; and 4:1 for awards of $750,000 to $1,000,000. The main street program requires a minimum 0.2:1 match. The downtown revitalization program requires a minimum 0.1:1 match. [The leverage ratio between all funding sources to the Texas Capital Fund (TCF) request may not be less than 1:1 for awards of $750,000 or less (except for the main street improvements program in which case a 0.5:1 match for cities with a population of less than 5,000 is acceptable), 4:1 for awards of $750,001 to $1,000,000, and 9:1 for awards of $1,000,001 to $1,500,000.]

(5) In order for an applicant to be eligible, the cost per job calculation must not exceed $25,000 for awards of $750,000 or less; $10,000 for awards of $750,001 to $1,000,000; and $5,000 for awards

of $1,000,001 to $1,500,000. These requirements do not apply to the main street program or the downtown revitalization program [Main Street Program].

(6)-(8) (No change.)

(9) With the exception of the main street [improvements] program and the downtown revitalization program, the TDA will only consider applications that provide funding for one business.

(10) (No change.)

(11) A TCF contractor must satisfactorily close out a contract in support of a specific business, downtown revitalization project, or main street [improvements] project in order to be eligible to receive additional funds under the TCF for the same business, downtown project, or main street city. The contractor is eligible for an additional TCF award in support of a specific business, provided that the prerequisite program income choice has been selected, if the assisted business is not in the designated main street geographic area or if the main street project selected the elimination of slums and blight as its national program objective and the assisted business will create or retain jobs to meet the national program objective.

(12)-(13) (No change.)

(14) TDA will allocate the available funds for the year, less $600,000 for the main street [Main Street] program, and $600,000 for the downtown revitalization program, as follows:

(A) First round. 50% of the annual allocation plus any deobligated and program income funds available, as of the application due date.

(B) Second round. 60% of the remaining allocation plus any deobligated and program income funds available, as of the application due date.

(C) Third round. Any remaining allocation plus any deobligated and program income funds available, as of the application due date.

(b) Overview. This fund is distributed to eligible units of general local government for eligible activities in the following program areas:

(1) The infrastructure program. The infrastructure program provides funds for eligible activities such as the construction or improvement of water/wastewater facilities, public roads, natural gas-line main, electric-power services, and railroad spurs.

(2) The real estate program. The real estate program provides funds to purchase, construct, or rehabilitate real estate that is wholly or partially owned by the community and leased to a specific benefitting business (either a for-profit entity or a non-profit entity).

(3) The main street [improvements] program. The main street improvements program provides public improvements in support of Texas main street program designated municipalities.

(4) The downtown revitalization program. The downtown revitalization program provides public improvements to a city's historic main business district.

(c) Application Dates. The TCF (except for the main street program and the downtown revitalization program [Main Street Program]) is available three times during the year, on a competitive basis, to eligible applicants statewide. Applications for the main street program and the downtown revitalization program [Main Street Program] are accepted annually. Applications will not be accepted after 5:00 pm on the final day of submission. The application deadline dates are included in the program guidelines.

(d) Repayment Requirements. TCF awards for real estate improvements and private infrastructure require repayment. Infrastructure payments and real estate lease payments are intended to be paid by the benefitting business to the applicant/contractor and constitute program income. The repayment is structured as follows:

(1) Real estate improvements. These improvements are intended to be owned by the applicant and leased to the business. Real estate improvements require full repayment. At a minimum, the lease agreement with the business must be for a minimum three year period or until the TCF contract between the applicant and TDA has been satisfactorily closed (whichever is longer). A minimum monthly lease payment will be required to be collected from the original business and any subsequent business which occupies the real estate funded by the TCF, which equates to the principal funded by the TCF divided over a maximum 20 year period (240 months), or until the entire principal has been recaptured. The repayment term is determined by TDA and may not be for the maximum of 20 years for smaller award amounts. There is no interest expense associated with an award. Payments begin the first day of the third month following the construction completion date or acquisition date. Payments received 15 calendar days or more late will be assessed a late charge/fee of 5% of the payment amount. After the contract between the applicant and the Department [Office] is satisfactorily closed, the applicant will be responsible for continuing to collect the minimum lease payments only if a business (any business) occupies the real estate. The lease agreement may contain a purchase option, if the option is effective after a minimum five year ownership requirement and if the purchase price equals (at a minimum) the remaining principal amount originally funded by the TCF which has not been recaptured.

(2) (No change.)

(e) Application process for the infrastructure and real estate programs. The TDA will only accept applications during the months identified in the program guidelines. Applications are reviewed after they have been competitively scored. Staff makes recommendation for award to TDA executive director. TDA executive director makes the final decision. The application and selection procedures consist of the following steps:

(1) Each applicant must submit a complete application to TDA's Rural Economic Development Division [Trade and Investment Division]. No changes to the application will be allowed after the application deadline date, unless they are a result of TDA staff recommendations. Any change that occurs will only be considered through the amendment/modification process after the contract is signed.

(2) Upon receipt of applications, TDA staff reviews scores for validity and ranks them in descending order.

(3) TDA staff will review the applications for eligibility and completeness in descending order based on the scoring. The applicant will be given 10 business days to rectify all deficiencies. An application containing an excessive number of deficiencies, or deficiencies of a material nature will be determined incomplete and returned. In the event staff determines that an application contains activities that are ineligible for funding, the application will be restructured or returned to the applicant. An application resubmitted for future funding cycles will be competing with those applications submitted for that cycle. No preferential placement will be given an application previously submitted and not funded.

(4) TDA staff then conducts a review of each complete application to make threshold determinations with respect to:

(A) The financial feasibility of the business to be assisted based on a credit analysis;

(B) The strength of commitments from all other public and/or private investments identified in the application;

(C) Whether the use of TCF is appropriate to carry out the project proposed in the application;

(D) Whether efforts have been made to maximize other financial resources[. The applicant must document that other funds are unavailable to fund the project. Cities that collect an economic development sales tax must document status of funds, including balance available, monthly collections and a detailed list of outstanding commitments];

(E) Whether there is evidence that the permanent jobs created or retained will primarily benefit low-and-moderate income persons; and

(F) The ability of the applicant to operate or maintain any public facility, improvements, or services funded with TCDP funds.

[(5) A copy of a complete application must be provided to the appropriate Regional Review Committee (RRC). Proposals submitted for funding under the TCF require regional review "from the standpoint of consistency with regional plans and other such considerations" as provided for under the Texas Review and Comment System and Chapter 391, Texas Local Government Code. It has been determined that the participation by the RRC, as defined in the TCDP Annual Action Plan, meets the intent and purpose of these statutes through this concurrent review process. Each regional review committee may, at its option, review and comment on an economic development proposal from a jurisdiction within its state planning region. These comments become part of the application file and are considered by the staff provided, such comments are received by the staff prior to a recommendation to management.]

(5) [(6)] Upon TDA staff determination that an application supports a feasible and eligible project, staff normally will schedule a visit to the applicant jurisdiction to discuss the project and program rules with the chief elected official (or designee), business representative(s), and to visit the project site.

(6) [(7)] TDA staff prepares a project report with recommendations (for approval or denial) to TDA's Commissioner.

(7) [(8)] The TDA Commissioner reviews the recommendation and announces the final decision.

(8) [(9)] TDA staff works with the recipient to execute the contract agreement. While the contract award must be based on the information provided in the application, TDA staff may negotiate some elements of the final contract agreement with the recipient.

(9) [(10)] The contract is drafted and then reviewed by management and legal prior to two copies being mailed to award recipient. Upon receipt, the award recipient has 30 days to review and execute both copies. Once returned to TDA, the contract will be fully executed by the TDA Commissioner and then a single copy is returned to contractor.

(f) Scoring criteria for the infrastructure and real estate programs. There is a minimum 25-point threshold requirement. Applications will be reviewed for feasibility in descending order based on the scoring criteria. There are a total of 100 points possible.

(1)-(2) (No change.)

(3) Jobs (maximum 20 points).

(A) Job Impact (maximum 10 points). Awarded by taking the business' [Business'] total job commitment, created & retained, and dividing by applicant's 2000 unadjusted population. This equals the job impact ratio. Score 5 points if this figure exceeds the median job impact ratio for prior years; and score 10 points if this figure exceeds 200% of the ratio. County applicants should deduct the 2000 census population amounts for all incorporated cities, except in the case where the county is sponsoring an application for a business that is or will be located in an incorporated city. In this case the city's population would be used, rather than the county's.

(B) (No change.)

(4) (No change.)

(g) (No change.)

(h) Application process for the main street program. The application and selection procedures consist of the following steps:

(1) Each applicant must submit two complete applications to Texas Historical Commission (THC). No changes to the application are allowed after the application deadline date, unless they are a result of TDA staff recommendations. Any change that occurs will only be considered through the amendment/modification process after the contract is signed.

(2) Upon receipt of the applications, THC evaluates applications based on the scoring criteria and ranks them in descending order.

(3) TDA staff will then review the four highest ranking applications for eligibility and completeness in descending order based on the scoring. In the event the staff determines the application contains activities that are ineligible for funding, the application will be restructured or considered ineligible. The applicant will be notified of any deficiencies and given 10 business days to rectify all deficiencies. An application containing an excessive number of deficiencies, or deficiencies of a material nature (e.g., lack of financial commitments) may be declined. In any event a determination is made that an application contains activities that are ineligible for funding, the application will be restructured or declined and the application materials will be retained by TDA. An application resubmitted for future funding cycles will be competing with those applications submitted for that cycle. No preferential placement will be given an application previously submitted and not funded.

(4) TDA staff then conducts a review of each complete application to make threshold determinations with respect to:

(A) The project feasibility;

(B) The strength of commitments from all other public and/or private investments identified in the application;

(C) Whether the use of TCF is appropriate to carry out the project proposed in the application;

(D) Whether efforts have been made to maximize other financial resources[. The applicant must document that other funds are unavailable to fund the project. Cities that collect an economic development sales tax must document status of funds, including balance available, monthly collections and a detailed list of outstanding commitments]; and

(E) The ability of the applicant to operate or maintain any public facility, improvements, or services funded with TCF [TCDP] funds.

[(5) A copy of a complete application must be provided to the appropriate Regional Review Committee (RRC). Proposals submitted for funding under the TCF require regional review "from the

standpoint of consistency with regional plans and other such considerations" as provided for under the Texas Review and Comment System and Chapter 391, Texas Local Government Code. It has been determined that the participation by the RRC, as defined in the TCDP Annual Action Plan, meets the intent and purpose of these statutes through this concurrent review process. Each regional review committee may, at its option, review and comment on an economic development proposal from a jurisdiction within its state planning region. These comments become part of the application file and are considered by THC and TDA provided, such comments are received by TDA prior to a recommendation to management.]

(5) [(6)] Upon TDA staff determination that an application supports a feasible and eligible project, an on-site visit to the four highest scoring applicants may be conducted by [THC and] TDA staff to discuss the project and program rules with the chief elected official, as applicable, or their designee and to visit the Main Street area.

(6) [(7)] TDA staff prepares a project report and makes a recommendation for approval or denial to TDA's Commissioner or the Commissioner's designee for the final decision.

(7) [(8)] The Commissioner reviews the recommendation and, if approved, an award letter is sent to the applicant's chief elected official.

(8) [(9)] The contract is drafted and then reviewed by management and legal prior to two copies being mailed to award recipient. Upon receipt, unless an extension is granted, award recipient has 30 days to review and execute both copies. Once returned to TDA, the contract will be fully executed by the Commissioner or the Commissioner's designee and then a single copy is returned to contractor.

(i) (No change.)

(j) Threshold criteria for the main street [improvements] program. In order for its application to be considered, an applicant must meet the requirements of either paragraph (1) or (2) and paragraph (3) of this subsection.

(1) The national objective of aiding in the prevention or elimination of Slum or Blight on a spot basis. To show how this objective will be met, the applicant must:

(A) document that the project qualifies as slum or blighted on a spot basis under local law; and

(B) describe the specific condition of blight or physical decay that is to be treated.

(2) Area slums/blight objective. Document the boundaries of the area designated as a slum or blighted, document the conditions which qualified it under the definition in §255.1(a)(14) of this title (relating to General Provisions), and the way in which the assisted activity addressed one or more of the conditions which qualified the area as slum or blighted.

(3) Main street designation. The applicant must be designated by the THC as a Main Street City prior to submitting a TCF application for main street improvements.

(k) Application process for the downtown revitalization program. The TDA will only accept applications during the months identified in the program guidelines. Applications are reviewed after they have been competitively scored. Staff makes recommendation for award to TDA executive director. TDA executive director makes the final decision. The application and selection procedures consist of the following steps:

(1) Each applicant must submit a complete application to TDA's Rural Economic Development Division. No changes to the application will be allowed after the application deadline date, unless they are a result of TDA staff recommendations. Any change that occurs will only be considered through the amendment/modification process after the contract is signed.

(2) Upon receipt of applications, TDA staff reviews scores for validity and ranks them in descending order.

(3) TDA staff will review the applications for eligibility and completeness in descending order based on the scoring. The applicant will be given 10 business days to rectify all deficiencies. An application containing an excessive number of deficiencies, or deficiencies of a material nature will be determined incomplete and returned. In the event staff determines that an application contains activities that are ineligible for funding, the application will be restructured or returned to the applicant. An application resubmitted for future funding cycles will be competing with those applications submitted for that cycle. No preferential placement will be given an application previously submitted and not funded.

(4) TDA staff then conducts a review of each complete application to make threshold determinations with respect to:

(A) The strength of commitments from all other public and/or private investments identified in the application;

(B) Whether the use of TCF is appropriate to carry out the project proposed in the application;

(C) Whether efforts have been made to maximize other financial resources; and

(D) The ability of the applicant to operate or maintain any public facility, improvements, or services funded with TCF funds.

(l) Scoring criteria for downtown revitalization program. There are a total of 100 points.

(1) In the event of a tie score and insufficient funds to approve all applications, the following tie breaker criteria will be used.

(A) The tying applications are ranked from lowest to highest based on poverty rate stated on the score sheet. Thus, preference is given to the applicant with the higher poverty rate.

(B) If a tie still exists after applying the first criteria then applications are ranked from lowest to highest based on unemployment rate stated on the score sheet. Thus, preference is then given to the applicant with the higher unemployment rate.

(2) Maximum 100 points.

(A) Unemployment (maximum 10 points). Five points awarded if the applicant's unemployment rate (for cities, the most recently available quarterly city rate will be used; for counties, the most recently available quarterly county or census tract rate, for where the business site is located, whichever is higher, will be used) is higher than the state rate, indicating that the community is economically below the state average. Ten points awarded if the applicant's most recently available quarterly unemployment rate is 1.5% over the state rate.

(B) Poverty (maximum 15 points). Awarded if the applicant's most recently available annual county poverty rate, as provided in Appendix A of the Application, is higher than the annual state rate, indicating that the community is economically below the state average. Applicants will score 5 points if their rate meets or exceeds the state average; score 10 points if this figure exceeds the state average by at least 15%; and score 15 points if this figure exceeds the state average by at least 25%.

(C) Enterprise/Empowerment/Defense Zone (maximum 5 points). A project located in a state designated enterprise zone, federal enterprise community, federal empowerment zone, or defense zone receives these five points.

(D) Previous Contracts (Maximum 10 points). Award 5 points if the community has been awarded one contract in the current calendar year or preceding 2 calendar years. Award 10 points if the community has been awarded zero contracts in the current calendar year or the preceding 2 calendar years.

(E) Community Population (maximum 10 points). Points are awarded to applying cities with populations of 5,050 or less, using 2000 census data. Score 5 points if the city is located in a county with a population of 35,000 or less; and score 5 additional points if the population of the city is less than 5,050.

(F) Community Income (maximum 10 points). Ten points awarded to communities that have a low and moderate income level for a 4 person household that is in the bottom 90% of all county level 4 person low and moderate income levels.

(G) Leverage (maximum 10 points). A 10% cash match is required for the grant. Additional points will be given for additional matching funds. 10% additional match equals 5 points. 20% additional match equals 10 points. The additional match can be cash and in-kind.

(H) Minority Hiring (maximum 10 points). Measures applicant's hiring practices. Award 5 points if the city's minority employment rate is equal to or greater than the community minority percentages rate. Award 10 points if the city's minority employment rate is equal to or greater than 125% of the community minority percentage rate.

(I) Commercial Support (maximum 10 points) Award 5 points for letters from 50% or more of the businesses in the Downtown Revitalization area. Award 10 points for letters from 75% of the businesses in the Downtown Revitalization area.

(J) Sidewalks/ADA Compliance (10 points). A minimum of 70% of the requested funds must be used for sidewalk/ADA compliance.

(m) Threshold criteria for the downtown revitalization program. In order for its application to be considered, an applicant must meet the requirements of either paragraph (1) or (2) of this subsection.

(1) The national objective of aiding in the prevention or elimination of Slum or Blight on a spot basis. To show how this objective will be met, the applicant must:

(A) document that the project qualifies as slum or blighted on a spot basis under local law; and

(B) describe the specific condition of blight or physical decay that is to be treated.

(2) Area slums/blight objective. Document the boundaries of the area designated as a slum or blighted, document the conditions which qualified it under the definition in §255.1(a)(14) of this title (relating to General Provisions), and the way in which the assisted activity addressed one or more of the conditions which qualified the area as slum or blighted.

This agency hereby certifies that the proposal has been reviewed by legal counsel and found to be within the agency's legal authority to adopt.

Filed with the Office of the Secretary of State on December 10, 2003.

TRD-200308487
Robt. J. "Sam" Tessen
Executive Director
Office of Rural Community Affairs
Earliest possible date of adoption: January 25, 2004
For further information, please call: (512) 936-6710

♦ ♦ ♦

TITLE 16. ECONOMIC REGULATION

PART 1. RAILROAD COMMISSION OF TEXAS

CHAPTER 3. OIL AND GAS DIVISION

16 TAC §3.80

The Commission proposes to amend §3.80, relating to Commission Forms, Applications and Filing Requirements, to add language concerning electronic filings with the Commission, to require rulemaking for adoption or revision of forms, and to incorporate a list of current forms and their creation or last revision dates.

Over the past few years, the procedure for updating Oil and Gas Division forms to meet Commission and external customer needs has been inconsistent. There is a need for a formal forms adoption process to balance changes to forms with the needs of staff and other stakeholders, computer programming and other information technologies capabilities and priorities, and legal issues concerning notice of form changes. Furthermore, the Commission's ongoing Oil & Gas Migration (OGM) Project is bringing about increased electronic filing capabilities and form changes, and thus makes more urgent the need for a more structured--even formal--process.

In the past, forms were revised with input from Commission staff and external customers through an informal process. Currently, §3.80 states that "the Commission may revise any forms, at its discretion, without having a rulemaking proceeding *if the revisions do not result in any substantive changes to the forms*" (emphasis added); however, the rule does not define "substantive changes." In addition, stakeholders have advised the Commission that even seemingly minor changes to some forms may present major problems for them. Further, the Commission's Office of General Counsel (OGC) has indicated that it is preferable that any form the Commission requires be adopted or revised through formal rulemaking, and that rulemaking is legally required when information regarding the necessity and use of a form, and the penalties for failure to comply, are found only on the form itself.

The Commission evaluated several possible options for addressing these issues. The first option was to amend each rule pertaining to a form to include a specific reference to the appropriate form or forms, and to initiate a rulemaking to amend that rule when a form change is proposed. The form would show as the creation or revision date the effective date of the rule amendment. A second option was to amend §3.80 to include a list of all forms with the creation or last revision date and to amend §3.80 whenever a new or amended form is proposed. A third option was to provide for both informal and formal notice of, and opportunity to comment on, proposed forms changes through publication on the Commission's web site and in the section of the *Texas Register* entitled "In Addition."

Youth Entrepreneurship Grant

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K-12

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Foundation Approves $12.9 Million to Expand Freedom Schools in Kansas City

Freedom Schools to Serve 1,200 Children in Kansas City This Summer

For Immediate Release
March 10, 2004

Contact: Joy Torchia
816-932-1045; jtorchia@kauffman.org

KANSAS CITY, Mo. – In recognizing the value of an enriching summer program for urban children and youth, the Kauffman Foundation today announced an aggressive expansion plan to add more Freedom Schools in Kansas City. The Kauffman Foundation board approved $12.9 million to expand Freedom Schools over the next nine years, with a projected total of 20 sites in Kansas City by 2008. That means more local kids than ever before will have the opportunity to have fun while learning during the summer months in the nationally acclaimed Freedom Schools initiative.

The Kauffman Foundation will invest more than $1.6 million into the program this year, making it possible for 900 students to attend the six-week Freedom Schools program at nine neighborhood churches in Kansas City, Mo. and Kansas City, Kan. this summer. This funding also will support more than 300 students at six Freedom School sites in St. Louis. The Greater Kansas City Community Foundation will administer funding for the program.

"Kansas City is recognized by the Children's Defense Fund as a model for the Freedom Schools initiative nationally," Kauffman Foundation CEO Carl Schramm said. "The impact of the initiative for children and the community is evident in the growing demand for more sites and the long waiting lists for Freedom School enrollment. We have the opportunity in Kansas City to bring this program to scale and demonstrate to other cities the many ways Freedom Schools benefit students, parents, teachers and the community at-large."

The Board's approval for $12.9 million over nine years conveys the Foundation's commitment to quickly scale up the program so that services can be provided to more and more students each summer. This is the second consecutive year the Foundation has increased its support for the program in Kansas City. As a result, this summer two new sites will open in Kansas City, Mo, giving 200 more children the opportunity to spend their summers learning in safe and nurturing environments

In addition to adding two new local Freedom School sites this summer, the $1.6 million grant also provides for the development of a local planning committee to assist in creating action plans for future expansion, ongoing implementation of existing sites, facilities operation, management, and working with the Children's Defense Fund (CDF) to enhance the Freedom School curricula and process evaluation. The Foundation is working with Kansas City Freedom Schools and the St. Louis Initiative to identify additional funding sources, which will ultimately be necessary to sustain the program.

Freedom Schools is an innovative summer educational enrichment program advanced by CDF and the Black Community Crusade for Children for kids in primarily African-American urban communities. The curriculum emphasizes reading, writing, multigenerational mentoring, leadership, positive peer relations and conflict resolution. College interns who

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receive comprehensive training at the Ella Baker Child Policy Training Institute for CDF in Clinton, Tenn. and the University of Tennessee in Knoxville teach children between the ages of 5 and 13. Enrollment in Freedom Schools is free and on a first-come, first-served basis.

Currently, Freedom Schools are located in 29 cities, 19 states and 60 sites (churches, schools, charter schools, etc.). Freedom Schools are typically offered during the summer months in collaboration with local churches, and funded by local sources in each community.

The Foundation began supporting Freedom Schools in the summer of 1995 with one school, in partnership with the local Kansas City Freedom Schools Initiative and the Children's Defense Fund. The program then grew to three schools in 2000, and in 2003 expanded to seven Freedom Schools in Kansas City, Mo. and Kansas City, Kan., serving 700 children.

This summer marks the 40th anniversary of "Freedom Summer" when members of the Student Non-Violent Coordinating Committee began teaching children in Freedom Schools in 1964 as part of the historic movement for voter registration and civil rights. The first Freedom School in Missouri opened in 1995 with the support of the Kauffman Foundation.

The Ewing Marion Kauffman Foundation of Kansas City works with partners to advance entrepreneurship in America and improve the educational achievement of youth. The late entrepreneur and philanthropist Ewing Marion Kauffman established the Kauffman Foundation in the mid-1960s. Information about the Kauffman Foundation is available at www.kauffman.org.

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Taylor Economic Development Corporation
Quality of Life Survey

January 2004

This survey was conducted December 30, 2003, through January 12, 2004, sampling 323 residents who live in or near the City of Taylor. The margin of error is plus or minus 5.5%.

The purpose of the study was to determine citizen opinion on a variety of quality of life issues that affect the residents of the City of Taylor. Respondents were not told that the study was being conducted for any of the sponsoring groups: Taylor Chamber of Commerce, City of Taylor, Johns Community Hospital, Taylor Economic Development Corporation, Taylor Independent School District, Temple College at Taylor, Williamson County, and the Taylor YMCA.

Key Findings

- Over one-third of respondents (35.2%) believe that the quality of life in Taylor is getting better and almost half (44.6%) think that it is staying about the same. Only 14.2% think that the quality of life is getting worse.

- Over one-third of respondents said that a "quiet, peaceful atmosphere" (36.2%) was what they liked most about living in this community.

- Of the changes that would make the community a better place to live, over one-third (36.2%) said "more employment opportunities," while another quarter (24.8%) said "greater retail selection."

- One main thing the City could do to improve the quality of life in the community: "repair the streets/better streets" (34.1%).

- A slight majority (56%) said that "more places to shop" would be the one main reason more people would be drawn to downtown Taylor.

- About half of the respondents (49.2%) said that the biggest priority for the community should be "increasing business activity in the downtown area."

- When given a list of economic growth opportunities the community should encourage, 35% chose "attract new industries" and 21.1% chose "regional shopping centers."

- When asked what facility the community needs the most, two facilities were in a statistical tie for first place – YMCA facility (26.3%) and teen facility (25.1%).

- "Repairing the streets" (60.6%) and "more restaurants" (38.1%) were the top two things that Taylor needs to become a tourist destination.

- Taylor was the most mentioned place respondents primarily shopped for groceries, clothing, furniture and appliances, and health care services, while buying hardware and lumber and eating out at restaurants are done primarily in Round Rock.

- The one most important thing existing local businesses could do to keep residents shopping locally: "have a bigger selection of products" (46.1%).

- Over half of respondents (55.4%) have volunteered to participate in a community-wide organization or event. Slightly less than half (43%) have not. Of the respondents who had volunteered in community wide organizations or events, the most mentioned was "church-related activities."

- The majority of respondents would not use public transit buses to travel within Taylor (63.8%) or to surrounding communities (58.5%). Almost all respondents (98.1%) use a personal vehicle as their most used method of transportation.

- Most respondents consider their neighborhood to be either "very safe" (40.2%) or "pretty safe" (51.7%) which is excellent. They also feel that their neighborhood is as safe as it was five years ago.

- The Taylor Daily Press (57.3%) is by far the most-used media source when looking for information about Taylor.

- All of the sponsoring groups we tested received high marks from respondents. This includes not only the organizations themselves, but also the services they provide.

- Respondents rated the City of Taylor positively when it comes to the overall level of service it provides to residents, however, problems with the streets may explain the somewhat negative ratings the City received in terms of responding to citizens' needs and giving value for the tax dollar.

Respondent Profile

Within the margin of error of a 300-sample survey, our respondents match the 2000 U.S. Census demographics (gender, ethnicity, and age) for the City of Taylor. Some of our respondents live outside the city limits of Taylor.

57.3% of our respondents are female; 42.7% are male.

Just over half (55.1%) of our respondents are White/Anglo, 28.5% are Hispanic/Mexican-American, and 11.8% are Black/African-American. A few respondents were Asian-American (.3%), Native-American (.9%) and other races (2.2%). Since all ethnic groups except White/Anglo and Hispanic/Mexican-American are too small for comparative analysis, we have in some cases combined all the minority groups into one group ("All Minorities") for the purpose of comparing them to the majority group (White/Anglo).

The average age of our respondents is 48.

Just over one-third (35%) of our respondents have a child or children under the age of 18 living in their household. For this group, the average number of children is two.

Our respondents have lived in or near the City of Taylor for an average of 29 years.

41% of respondents have a high school education or less, 34.1% have some college experience, 12.1% have a college degree, and 10.5% have some graduate experience or a graduate degree.

Income levels are fairly even spread among respondents, with no income group having many more respondents than other groups. The groups break out as follows: $20,000 and under (14.2%), $20,001 and $35,000 (18.6%), $35,001 and $50,000 (16.7%), $50,001 to $75,000 (19.5%), and over $75,000 (18.9%).

Quality of Life in Taylor

After several screening questions, we began our survey by asking respondents about the quality of life in their community. Over one-third (35.3%) believe that the quality of life is getting better; 14.2% think that it is getting worse; and almost half (44.2%) think that it is staying about the same (see Figure 1).

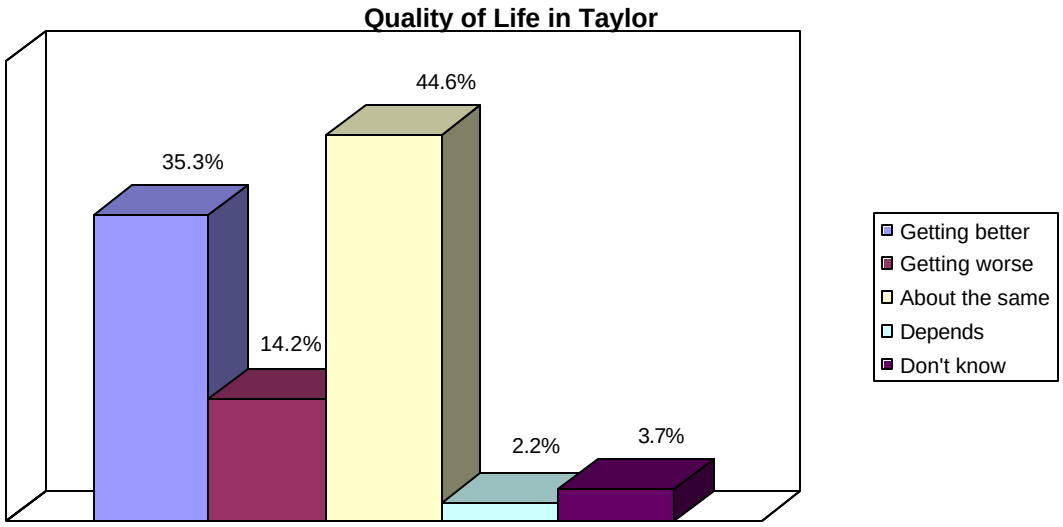

Figure 1

We notice several differences between subgroups for this question. First, White/Anglo respondents (42.7%) were more likely to say that the quality of life is getting better and less likely to say that the quality of life was staying the same (38.2%) than All Minority respondents, who were less likely to say that the quality of life was getting better (26.2%) and more likely to say that it was staying the same (52.5%).

The youngest group (18-34) was more likely to say that the quality of life was getting better (46.3%) than older age groups, especially those 55 and older (30.6%). Conversely, those 55 and older were more likely to say that the quality of life was getting worse (18.5%) than other age groups, particularly those 18 to 34 (6.3%).

Respondents with some college (40.9%) or a college degree or higher (45.2%) were more likely to say that the quality of life is getting better than those with a grade school or high school education (26.7%). People in this group (54.1%) were more likely to say that the quality of life was staying about the same than those with some college (40.9%) or a college degree (32.9%).

There were some differences between income groups as well. Those with household incomes of $35,000 or less were more likely to say that the quality of life is getting worse (21.7%) and less likely to say that it is getting better (27.4%) than those in higher income groups.

Those who have lived in Taylor for less than 30 years are more likely to say that the quality of life was getting better (less than 10 years, 47.1%; 10 to 29 years, 40.2%) than those who have lived in Taylor 30 years or more (30 to 49 years, 23.8%; 50 years or more, 28.1%). Conversely, those who have lived in Taylor longer tend to say that the quality of life is staying the same or getting worse.

Those who have volunteered with community events or organizations were more likely to say that the quality of life was getting better (40.2%) than those who have not volunteered (28.1%). However, it should be noted that those who have not volunteered are not more likely to say that the quality of life is getting worse.

Those who think that their neighborhood has become safer over the past 5 years are also more likely to believe that the quality of life is getting better (47.4%) than people who believe that their neighborhood is just as safe as it was 5 years ago (36%) or even less safe (13.7%). Conversely, those who see their neighborhood as less safe (35.3%) or about the same (13.3%) are more likely to say that the quality of life is getting worse than those who think their neighborhood is safer than 5 years ago (2.6%).

Perhaps not surprisingly, those who rated some of the community services or organizations positively were more likely to say that the quality of life was getting better than those who rated these same community services or organizations negatively.

For example, overall satisfaction of city services seems to correlate with quality of life outlook. Those who are very satisfied with city services are more likely to say the quality of life is getting better (48%) than even those who are somewhat satisfied with services (37.1%), much less those who are not very satisfied or not at all satisfied (17%). On the other hand, those who not satisfied with city services (30.2%) are much more likely to say that the quality of life is getting worse than those who are somewhat satisfied (10.9%) or very satisfied (12%).

Next, we asked respondents what they liked most about living in this community. After reading them a list of choices, over one-third of respondents said that a "quiet, peaceful atmosphere" (36.2%) was what they liked most. This response came up twice as often as the second most mentioned response: "location, i.e. close to work, Austin, etc." (18%). "People" (13.6%) and "cost of living" (11.8%) tied for third place. All other reasons were mentioned by less than 5% of respondents (see Figure 2).

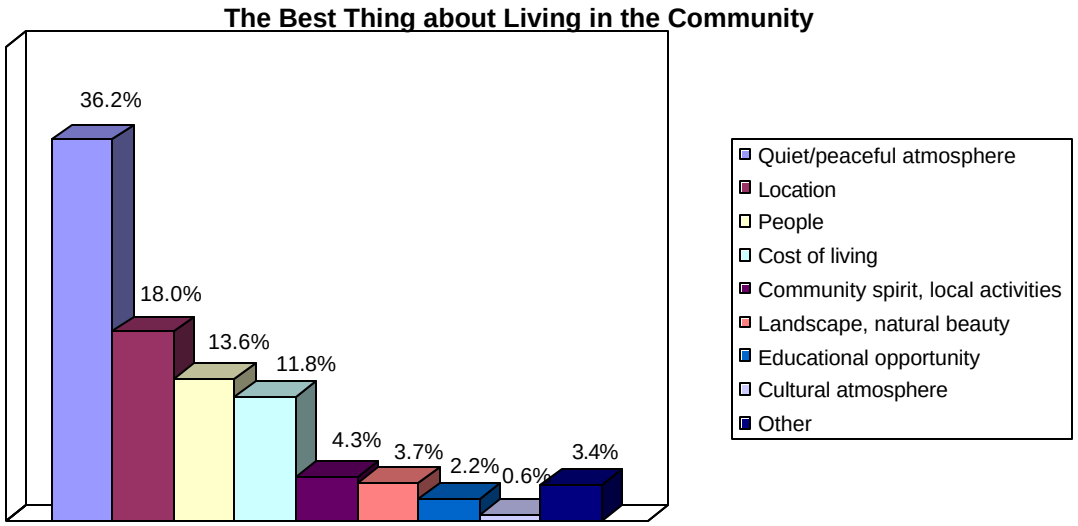

Figure 2

Middle-aged respondents (35-44 years old, 41.7%; 45-54 years old, 43.1%) were more likely to mention "quiet/peaceful atmosphere" than the youngest group (18-34 years, 30%) and the oldest group (55+ years, 34.3%). Those aged 18-34 (21.3%) and 35-44 (18.3%) were more likely than older groups to cite "cost of living" as the reason they liked living in the community (45-54 years, 5.6%; 55+ years, 5.6%).

Respondents with children living in their households were more likely to say that they liked living in this community because of the "cost of living" (22.1%) than those without children (6.2%). Respondents without children were more likely to cite "location" (21.9%) than those with children (10.6%).

Next, we asked respondents what change would make the community a better place to live and provided them with a list. "More employment opportunities" (36.2%) was the most mentioned reason, followed by "greater retail selection" (24.8%). (See Figure 3.)

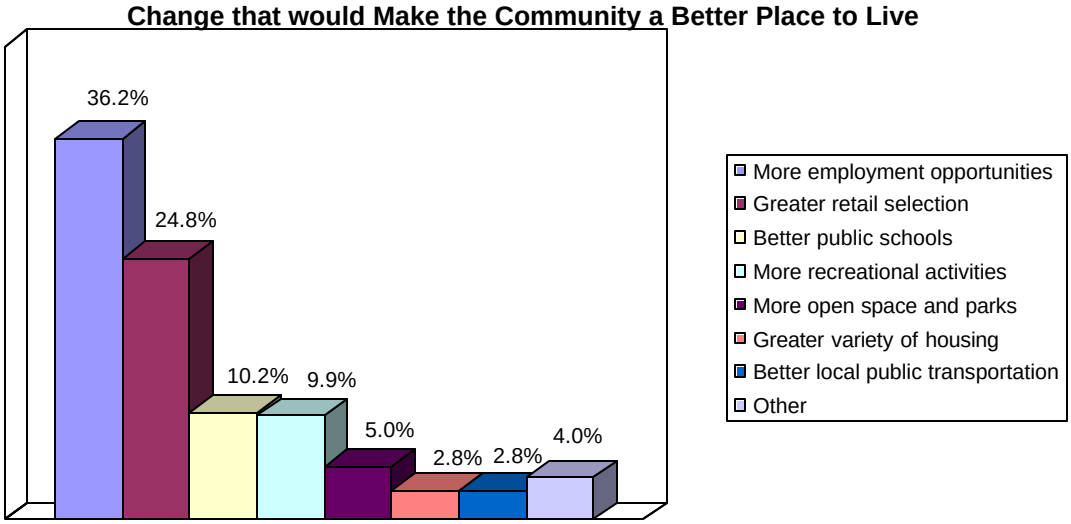

Figure 3

All Minorities (49.6%) were much more likely to say "more employment opportunities" than White/Anglos (25.8%). "Greater retail selection" was the most mentioned response by White/Anglo respondents (32.6%) and they were much more likely to mention it than All Minority respondents (15.6%).

In order to get at the issue of "change for a better quality of life" from a different angle, the last question we asked in this study was "What ONE thing could the City could do to improve the quality of life in your community?" This was an open-ended question, in which respondents could say whatever they liked.

Respondents mentioned "repair the streets/better streets" (34.1%) much more often than any other issue. In fact, the second most popular issue was "listen to citizens/respond to needs" and it was only mentioned by 6.8% of respondents. Repairing and building new streets should definitely be a priority for the City (see Figure 4).

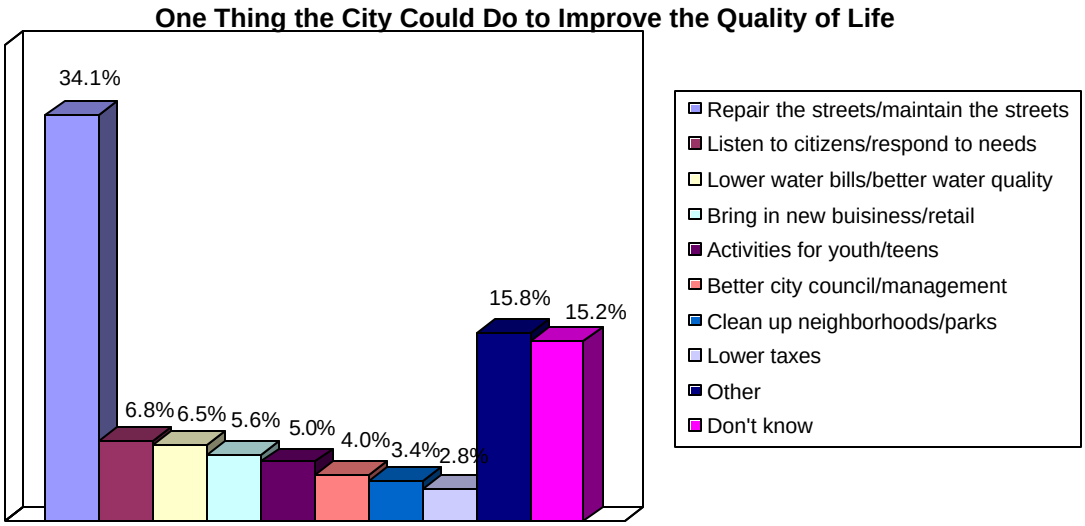

Figure 4

There were no crosstab variations for this question. All groups agree that repairing the streets is the one thing the City could do to improve the quality of life in the community.

Economic Growth and Development

We asked respondents one main reason or activity they felt would draw more people to downtown Taylor. Once again, we provided them with a list of options. “More places to shop” (56.0%) was the number one reason chosen by a majority of respondents. The next closest, “more entertainment” (18.3%), trails far behind in second place (see Figure 5).

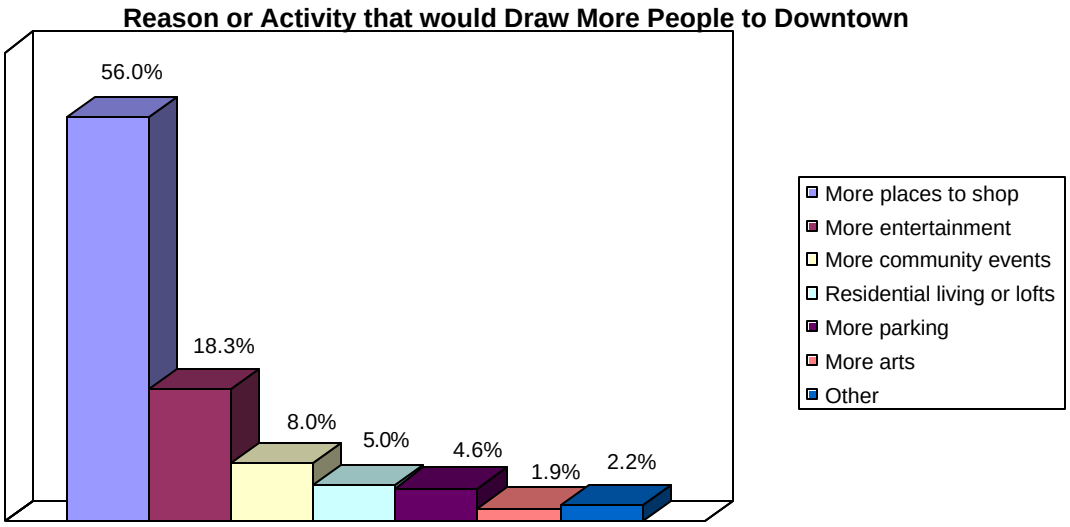

Figure 5

But while older respondents are looking for places to shop, younger ones are looking for both shopping and entertainment. Respondents over age 55 were much more likely to say “more places to shop” (68.5%) than respondents aged 18-34 (40%). Conversely, respondents aged 18-34 were evenly split between the two options, and were much more likely to say “more entertainment” (38.8%) than those aged 55 and over (7.4%).

Those without children (63.8%) were more likely to opt for “more places to shop” than those with children (41.6%). While those with children still chose “more places to shop” first, “more entertainment” was a close second and much more likely to be chosen by this group than those without children.

When we asked respondents what should be the biggest priority for the community, "increasing business activity in the downtown area" was mentioned by almost half (49.2%) of respondents and more than twice as often as the second and third most-selected priorities: "preserving historical homes and buildings" (22%) and "increasing the number of local job opportunities" (20.1%). (See Figure 6.)

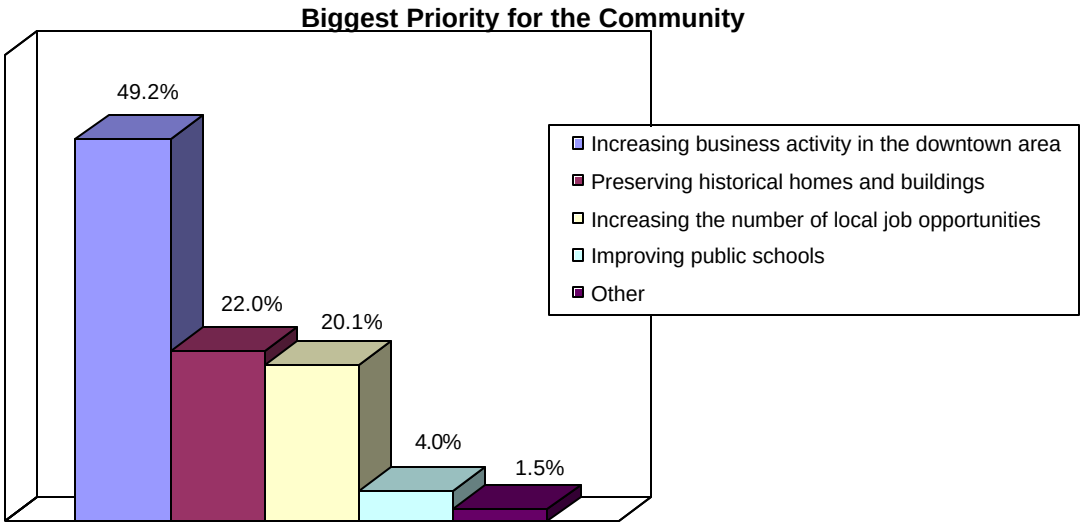

Figure 6

Next, we listed some kinds of economic growth that the community might encourage and asked respondents which one the community should focus on. Over one-third (35%) selected "attract new industries." "Regional shopping centers" (21.1%), "attract small to mid-size commercial businesses" (15.5%), and "help existing businesses" (13.6%) followed (see Figure 7).

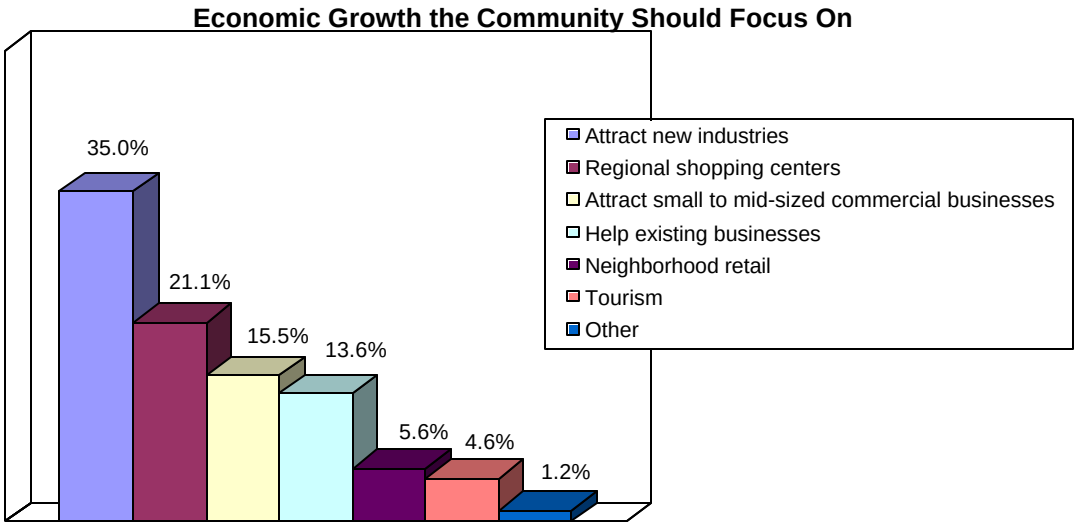

Figure 7

While there were very few variations between subgroups for this question, a couple of small differences are worth mentioning. Males (42%) were more likely to cite "attract new industries" than females (29.7%). Females (26.5%) were more likely to say that the community should focus "regional shopping centers" as economic growth than males (13.8%).

All Minorities (44.7%) were more likely to say that the community should "attract new industries" than White/Anglos (28.1%).

When we asked respondents which facility the community needs the most (we provided them with a list), two facilities tied for first place. Just over one quarter of respondents (26.3%) think that the community needs a YMCA facility and another quarter (25.1%) think the community needs a teen facility. In a tie for second place, 15.5% of respondents chose a civic center, and another 10.8% chose parks (see Figure 8).

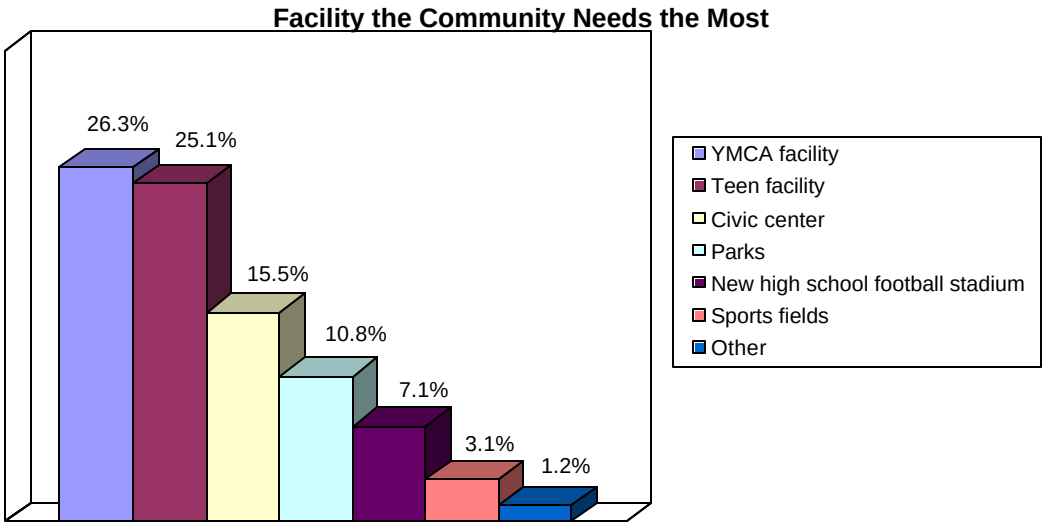

Figure 8

Those aged 18-34 (38.8%) are much more likely to say that the community needs a YMCA facility than other age groups, especially those 55 and older (17.6%). Older respondents were more likely to say that the community needs a teen facility.

Following that trend, those who have lived in Taylor the fewest years (less than 10 years) are more likely to say that the community needs a YMCA facility (36.5%) than those who have lived in Taylor longer (50 years or more, 18.8%).

As I perhaps to be expected, those with a favorable impression of the YMCA (32.9%) are more likely to say that the community needs a YMCA facility than those who have a neutral opinion (18.2%). (The group that has an unfavorable impression of the YMCA – 15 people – is too small for comparison.)

Next, we asked respondents what Taylor needs to become a tourist destination. This time, when we provided respondents with a list of choices, we asked them to make two choices.

As with the final question discussed earlier (what one change would make for a better quality of life?), "repairing the streets" (60.6%) was by far the most frequent response. This was mentioned almost twice as much as the next response, "more restaurants" (38.1%), and three times as often as "unique shopping options" (20%). Along with "unique shopping options," three more options tied for third place: "promote Lake Granger" (16.3%), "preservation of historic buildings in the downtown area" (16.3%), and "more special events/celebrations" (15.9%). (See Figure 9.)

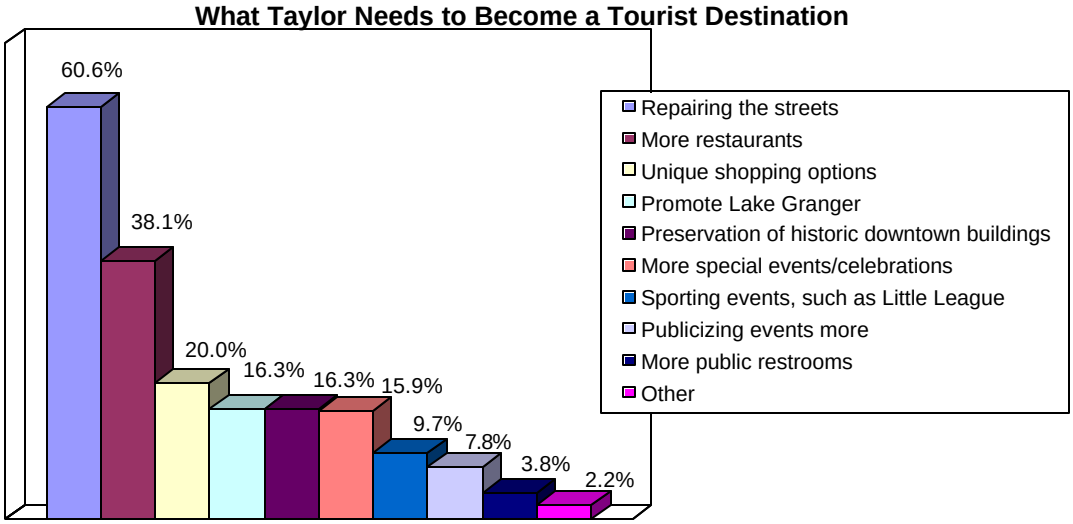

Figure 9

While "repairing the streets" was the most-mentioned response in every group, there were quite a few differences between subgroups in second, third, and fourth place.

Males were more likely to say "repairing the streets (65.7%) and "promote Lake Granger" (22.6%) than females (56.8% and 11.5%, respectively). Females, on the other hand, were more likely to say that Taylor needs "unique shopping options" (24%) and "preservation of historic buildings in the downtown area" (19.7%) to become a tourist destination than males (14.6% and 11.7%, respectively).

Hispanic/Mexican-Americans were more likely to say that the streets needed repairing (69.2%) than White/Anglos (59.1%). White/Anglo respondents were more likely to cite "more restaurants" (42.6%) than Hispanic/Mexican Americans (31.9%).

The age group breakouts are interesting. Although it remains in first place with them, 18-34 year olds (52.5%) and 45-54 year olds (52.9%) are both less likely to choose "repair the streets" than the other two age groups, 35-44 year olds (68.3%) and 55 years and older (67.3%). Meanwhile, 18-34 year olds (42.5%) and 45-54 year olds (51.4%) are more likely to say Taylor needs "more restaurants" than the other age groups.

Those with less education were more likely to opt for street repair. People with a grade school or high school education were much more likely to mention “repairing the streets” (70.5%) than people with some college (61.8%) or a college degree or higher (42.5%). Those in the highest education bracket were slightly more likely to say that Taylor needs “more restaurants,” “unique shopping options,” and “preservation of historic buildings in the downtown area.”

Similarly, those with less income tend to mention “repairing the streets” more than those with higher incomes. For instance, those with incomes of $35,000 or less (67%) mentioned this more than those with incomes over $75,000 (50.8%). Higher income groups tended to select “more restaurants,” among other things.

Even though they mentioned street repair above all other options, those who have lived in Taylor the shortest amount of time (less than 10 years) are less likely to choose street repairing (47.6%) than the other groups who have lived in Taylor longer. Newer groups to Taylor were more likely say that “promoting Lake Granger” and “more special events/celebrations” would help to make Taylor a tourist destination.

Those who are “not very satisfied/not satisfied at all” with city services were much more likely to mention that the streets need to be repaired (75.5%) than those who are “very satisfied” (62%) or “somewhat satisfied” (57.3%).

Shopping in Taylor

In the next series of questions, respondents were asked where they primarily purchase the following goods and services: groceries, clothing, hardware and lumber, restaurants, furniture and appliances.

We notice a trend occurring among all products and services (we will see the same trend when looking at health care services). The trend is that older respondents, those with less education, those with lower incomes, those who have lived in Taylor longer, those without children, and those without Internet access are more likely to buy these products and services in Taylor than other groups.

Depending on the product or service, Taylor may or may not be where the majority of respondents primarily purchase a good or service. In fact, Taylor is the most popular destination for several of the tested products and services with most of the subgroups. However, the aforementioned respondents are almost always more likely to purchase in Taylor, while other groups (younger respondents, those with more education, those with higher incomes, those who are newer to Taylor, those with children, and those with Internet access) have a tendency to purchase primarily in Round Rock, and to a lesser degree, Austin. If Taylor businesses wish to increase their customer base, they are going to have to make an effort to attract these newer, wealthier, more educated residents.

Groceries

The majority of respondents (85.1%) purchase their groceries in Taylor (see Figure 10). 9.9% purchase groceries in Round Rock.

Clothing

Taylor (33.1%) is in a statistical tie with Austin (30.7%) as a place where respondents primarily purchase clothing (see Figure 10). Round Rock (26.3%) is close behind in second place.

Hardware and Lumber

Respondents primarily purchase hardware and lumber in Round Rock (41.5%). Taylor follows closely in second place and is mentioned by 31.9% of respondents (see Figure 10). Austin is only mentioned by 9.3%.

Restaurants

When going out to eat at restaurants, respondents mention Round Rock (44.3%) as the city where they primarily eat out. Just over one-third (35%) mentions Taylor (see Figure 10), while another 12.7% say Austin.

Furniture and appliances

About one-third of respondents (35.6%) primarily purchase furniture and appliances in Taylor (see Figure 10). Another 30% shop in Austin, while almost another quarter (23.5%) shop in Round Rock.

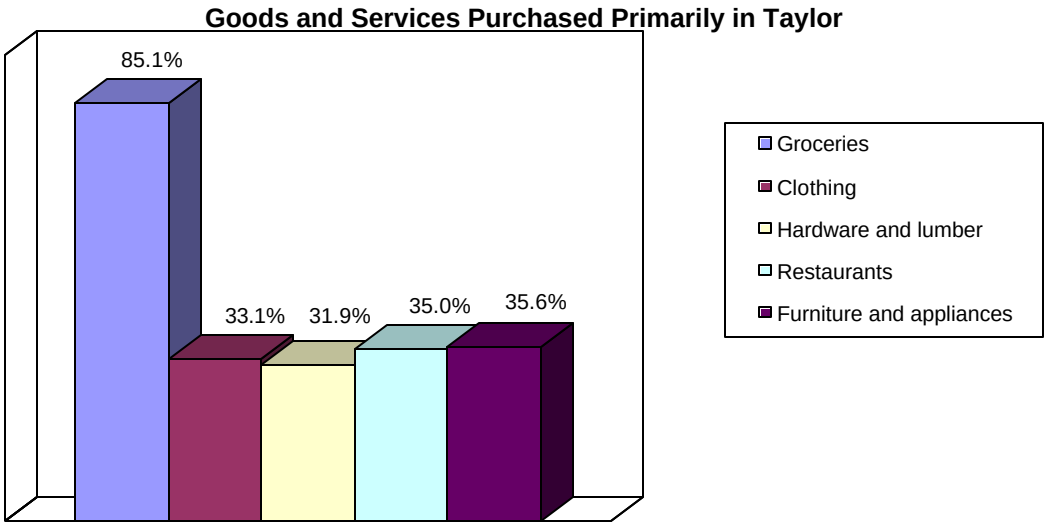

Figure 10

We followed this series of questions by asking respondents what existing community businesses could do to get them to do more of their shopping locally. One thing was clear: Taylor businesses need to have a bigger selection of products. This is mentioned by almost half of respondents (46.1%). (See Figure 11.)

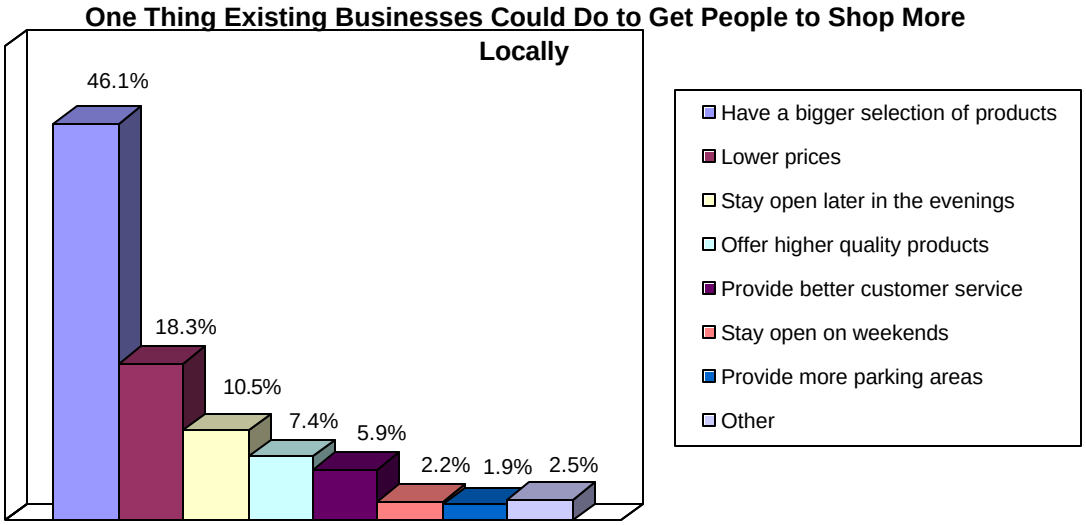

Figure 11

White/Anglo respondents were more likely to say “have a bigger selection of products” (53.9%) than All Minority respondents (36.2%). All Minority respondents were more likely to say “stay open later in the evenings” (16.3%) than White/Anglo respondents (6.2%).

Perhaps not surprisingly, those in lower income groups were more likely say “lower prices” than those in higher groups. For instance, those in the lowest income group, $35,000 and under, were almost as likely to cite “lower prices” (27.4%) as they are “have a bigger selection of products” (36.8%). The highest income group (over $75,000) were much more likely to say “have a bigger selection of products” (54.1%) than “lower prices” (8.2%).

Volunteering in the Community

In the next series of questions, we asked respondents about their experience with volunteering in the community. Over half of respondents (55.4%) have volunteered to participate in a community wide organization or event. We will call this group "participators." Slightly less than half (43%) have not. We will call this group "non-participators." (1.5% did not know.)

Of the respondents who had volunteered in community-wide organizations or events, no particular activity stood out, but "church related activities" was mentioned most often (16.5%), while "civic committees" was mentioned 5% of the time. All other activities were mentioned by less than 5% of respondents (see Figure 12).

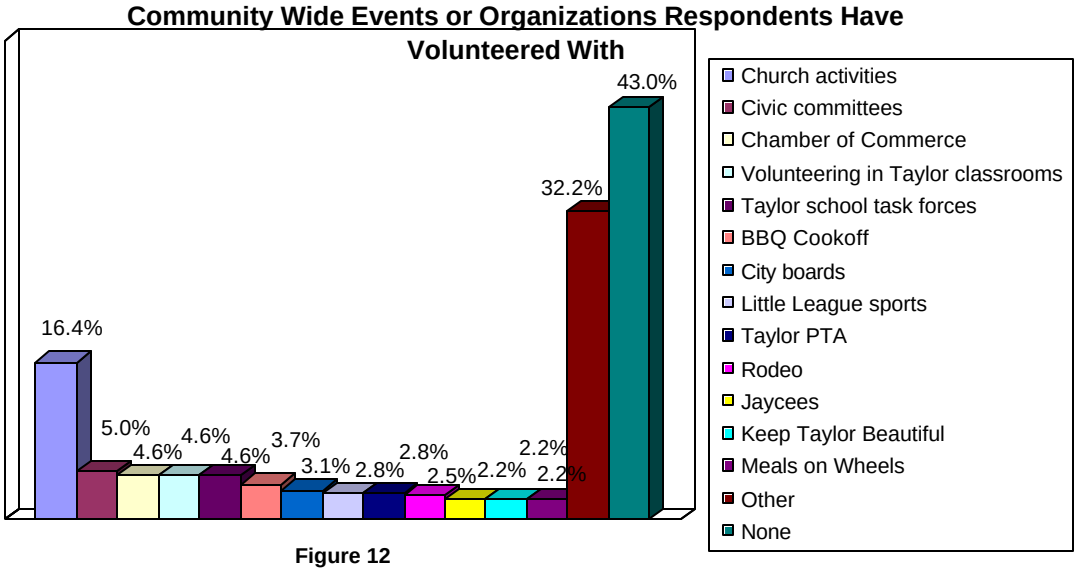

Figure 12

There were little differences between subgroups regarding particular volunteer opportunities. There were, however, differences between subgroups regarding volunteering in general.

Younger respondents were slightly more likely to be participators than older respondents. Over half (59.9%) of 18-34 year olds named an organization or event in which they participated, compared to only 48.1% of those 55 and older.

Those with some college or a college degree were more likely to be volunteers (60.9% and 68.5%, respectively) compared to those with only a high school education or less (42.9%).

There was a large difference between income groups. Those with higher incomes, particularly those with incomes of $75,000 or more (70.5%), were much more likely to be participators than those in lower income groups, especially those with incomes of $35,000 or less (47.2%).

Those who have lived in Taylor the least amount of time (less than 10 years, 42.3%) were less likely than other resident groups to say they had volunteered. In fact, the group most likely to have volunteered is those who have lived in Taylor for 10 to 29 years (73.6%).

And those who think the quality of life in Taylor is getting better (63.2%) were slightly more likely to say they had volunteered than those who think that the quality of life is staying the same (52.8%) or getting worse (54.3%).

We followed this question by asking non-participators, "What would motivate you to volunteer in community-wide organizations or events?"

"Nothing/Would not volunteer" (26.7%) and "Don't know" (27.4%) were the most frequent responses. The most frequent motivation mentioned was "organizations or events of interest offered" (10.4%). All other reasons were in the single digits (see Figure 13).

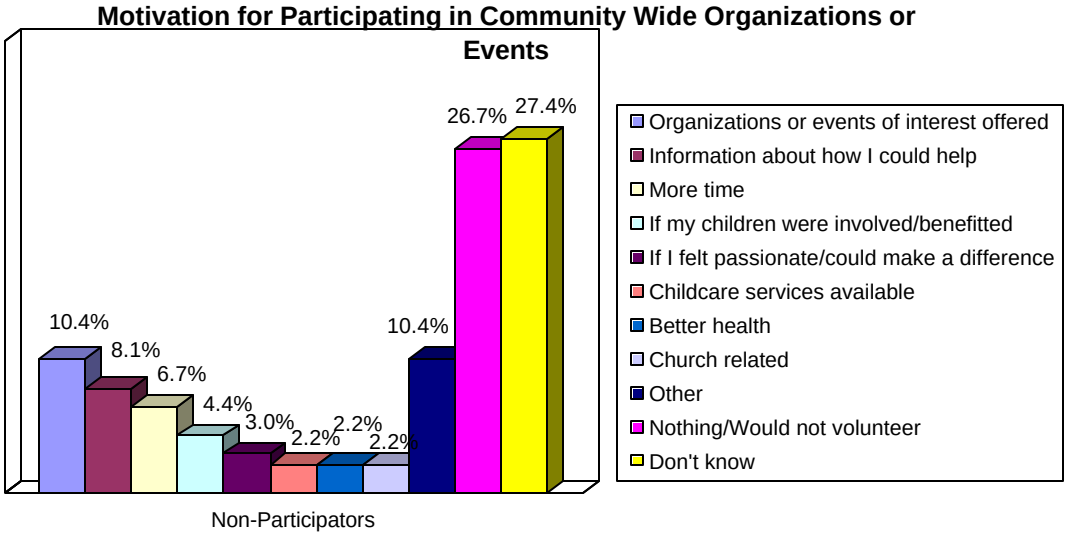

Figure 13

For the participators and the five respondents who said they didn't know what organizations or events in which they participated, we asked a similar question: "What would motivate you to volunteer in *other* community wide organizations or events?"

In this group, the most-mentioned motivation was "organizations or events of interest offered" (22.1%), scoring even higher than "Don't know" (14%) and "Nothing/Would not volunteer" (12.2%). "Information about how I could help" (11%) tied for second place with the latter two responses. All other reasons were mentioned less than 10% of the time (see Figure 14).

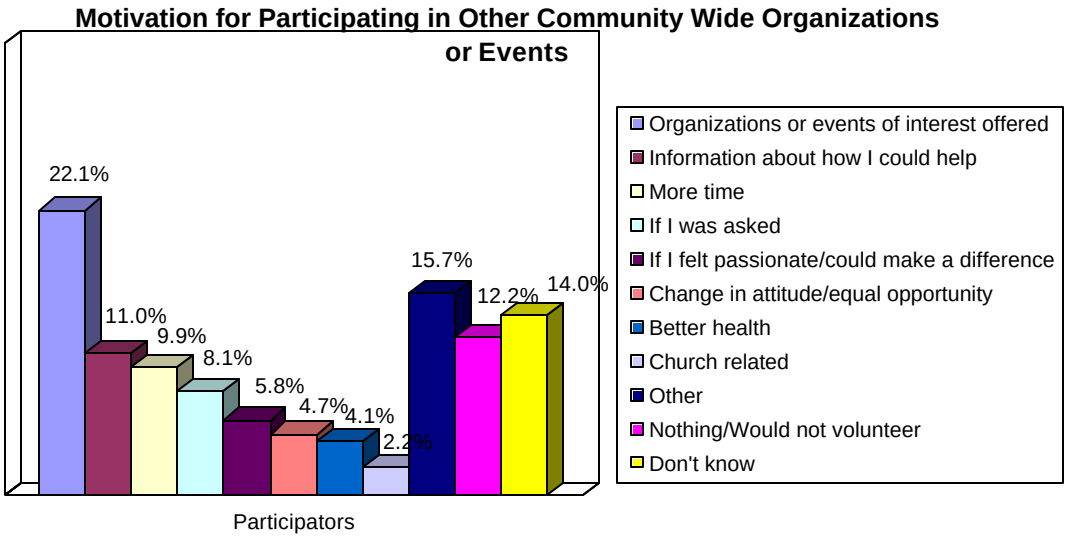

Figure 14

Transportation

In the next series of questions, we asked respondents several questions related to transportation issues in Taylor. First we asked, "If regional public transit buses were available, would you use them to travel to and from neighboring communities, such as Austin, Georgetown, and Round Rock?"

The majority of respondents (58.5%) said "No." Only 39.3% said they would use regional public transit buses. 2.2% did not know if they would use buses (see Figure 15).

Actually, the majority of All Minority respondents (53.2%) – but not the majority of Hispanic/Mexican-American respondents (43.5%) – said that they would use regional public transit buses. Only about one-quarter of White/Anglo respondents (28.1%) said that they would use these buses.

Those with a grade school or high school education (49.6%) were much more likely to say they would use regional transit buses than those with at least some college (32.7%).

The majority (51.9%) of the lowest income group ($35,000 or less) said that they would use this transportation. This group is more likely to use this transportation than other income groups, especially those with the highest income (26.2%).

People in households with children (51.3%) were more likely to say they would use this service than those without children (32.9%).

Following that question, we asked about local public transit buses rather than regional public transit buses. An even larger majority (63.8%) said that they would not use local transit buses to travel around Taylor. Only 34.1% said that they would use local transit buses, while 2.2% did not know (see Figure 15).

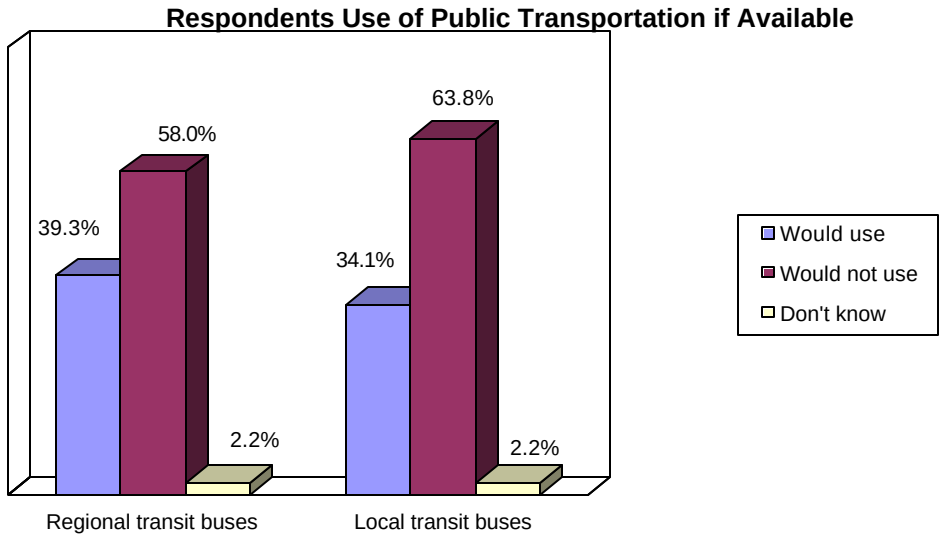

Figure 15

We saw the same trends among subgroups as we did in the previous question. While the majority of All Minorities again said that they would not use this transportation, they were still much more likely to say they would use it (45.4%) than White/Anglo respondents (24.7%).

The group with the least amount of education (40.7%) was more likely to say they would use local transportation than groups with more education (some college, 31.8%; college degree or more, 26%) if it were available.

Respondents with incomes of $35,000 or less were split evenly on this question. 49.1% said they would use public transportation and 48.1% said they would not. This group is much more likely to use this service than higher income groups.

Those with children (45.1%) were more likely to say they would use local public transportation than those without children (28.1%).

For the final transportation question we asked respondents what method of transportation they currently use to travel in and around Taylor. Almost all respondents (98.1%) said that they use a personal vehicle. 1.5% said they walk and .3% said they use a bicycle. There were no variations among subgroups for this question.

Safety

We asked two questions concerning safety in the community. First, we asked, "How safe from crime do you consider your neighborhood to be?"

An overwhelming majority (91.7%) feels that their neighborhood is very safe (40.2%) or pretty safe (51.7%). Only 5.9% feel the neighborhood is "not so safe" and an even smaller 1.9% feel that it is "not safe at all." This is an excellent indicator of how safe people feel, and the residents of this community feel safe (see Figure 16).

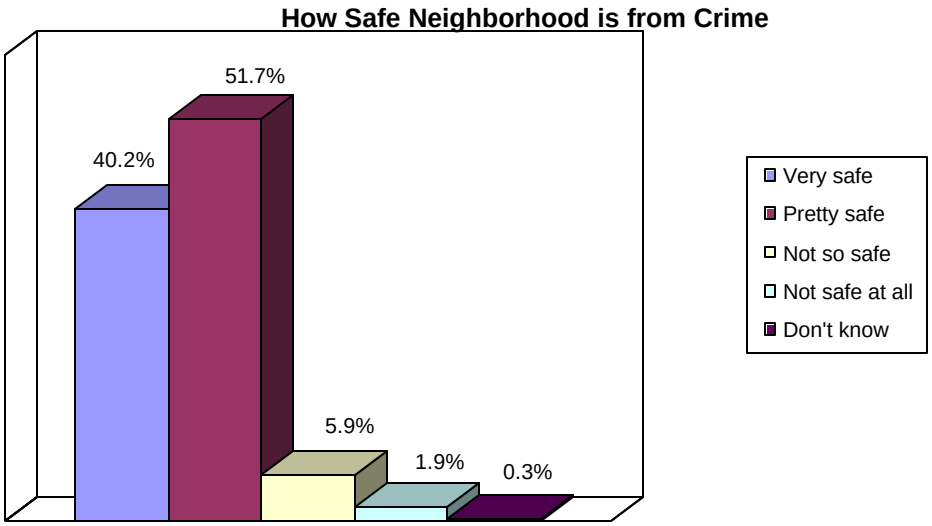

Figure 16

There was very little variation among subgroups for this question, which is good. Not surprisingly, those who believe that the quality of life in Taylor is getting better (99.6%), and even those who believe the quality of life is staying the same (92.3%), are much more likely to say that their neighborhood is very safe or pretty safe than those who think the quality of life is getting worse (81.7%).

We followed this by asking respondents if they thought their neighborhood was safer today than it was 5 years ago, less safe than 5 years ago, or about the same.

Almost two-thirds (62.8%) feel that their neighborhood has remained the same in terms of safety in the past 5 years. This is acceptable considering that almost all of respondents said that their neighborhood was "very safe" or "pretty safe" in the previous question. 11.8% say their neighborhood has grown safer over the past 5 years, while 15.8% say it has become less safe. Additionally, 8% said they did not live in their neighborhood 5 years ago and 1.5% said they did not know (see Figure 17).

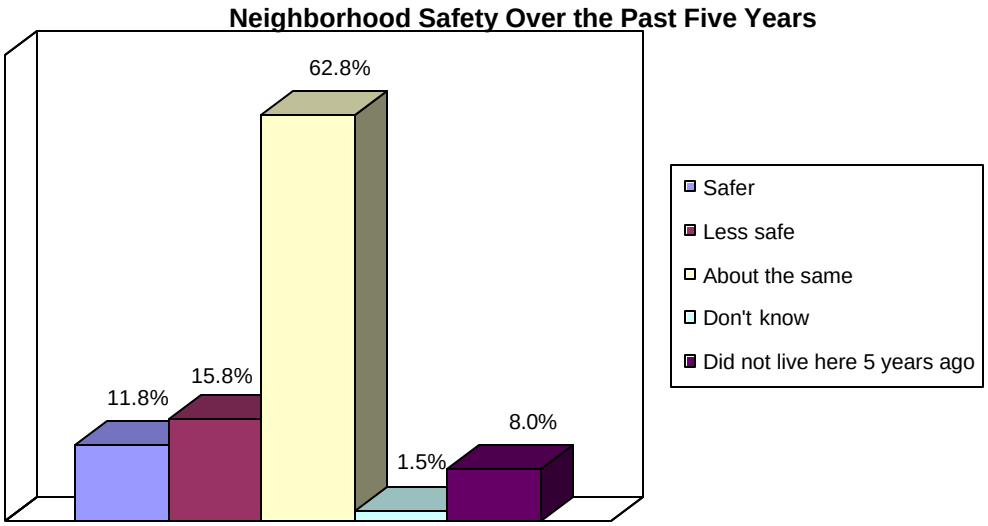

Figure 17

As with the previous question, there was very little crosstab variation. Those who have lived in Taylor for longer periods of time were more likely to say that their neighborhood was about the same or getting worse, while newer residents were slightly more likely to say that their neighborhood was getting better in terms of safety. For instance, those who have lived in Taylor for 10 to 29 years were more likely to say that their neighborhood was safer (18.4%) than those who have lived in Taylor for 50 years or more (3.1%).

Once again, those who believe that the quality of life in Taylor is getting better (15.8%) or staying the same (12.5%) are more likely to say that their neighborhood is becoming safer than those who think that the quality of life is getting worse (2.2%). Of course, those who think that the quality of life is getting worse are much more likely to say that their neighborhood is becoming less safe (39.1%) than those who think the quality of life is getting better (6.1%) or staying about the same (16%).

Internet Access

We asked respondents where they had access to the Internet and read them a few choices. Since many people have access to the Internet in multiple places, we let respondents pick more than one place, if applicable.

The most common place to have Internet access is home (42.1%), while the second most common place is work (21.4%). Almost one-third of respondents do not have access at all (32.8%). (See Figure 18.)

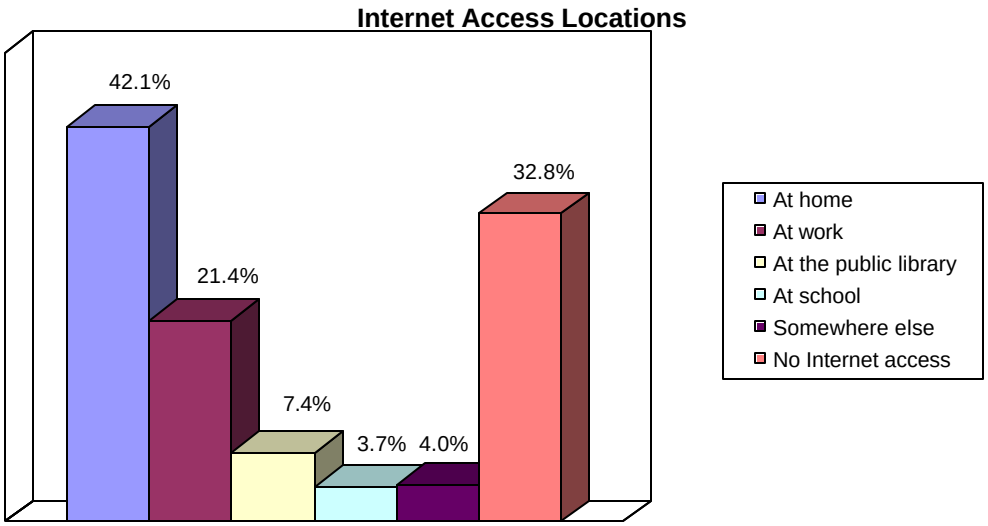

Figure 18

Respondents who are more likely to have Internet access in any location:

- Those under the age of 54
- Those with some college education or more
- Those with household incomes over $50,000
- Those who have lived in the community for less than 30 years
- Those who have children in the household
- Those who have volunteered in community-wide organizations or events
- Those who think that the quality of life is getting better

Media Sources

We listed nine media sources that can be used to get information about the City of Taylor and asked respondents which one they used most often. The most used media source by far is the Taylor Daily Press (57.3%). No other media source comes close (see Figure 19).

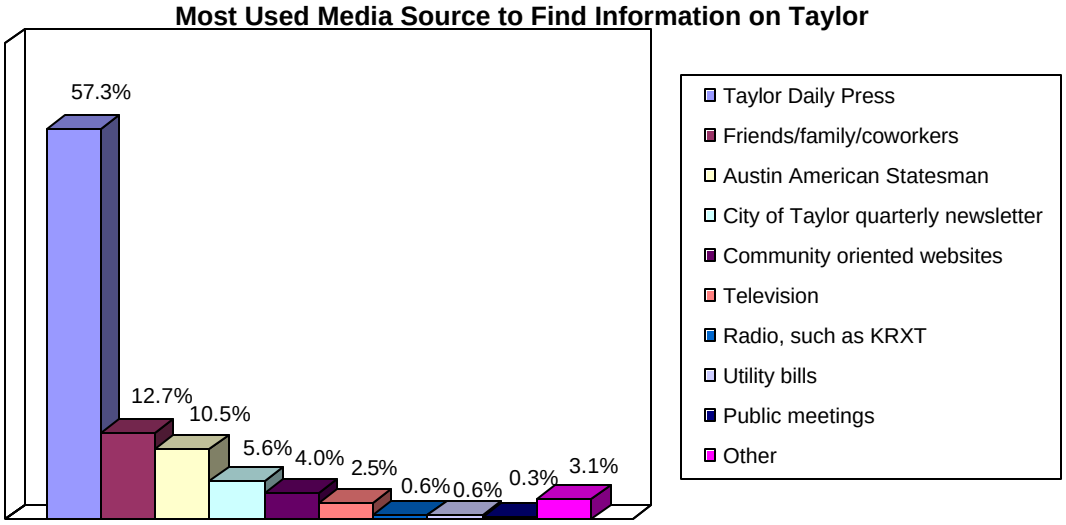

Figure 19

Individual Organization Awareness, Perception and Usage

We asked all respondents to give us their impression of several different community organizations, rate them on different services they offer, and tell us what they expect of these organizations.

There appears to be a correlation between impression of one organization and another. Respondents seem to be consistent when rating organizations. In other words, it appears that those who say their impression of one organization is favorable are more likely to say that they have a favorable impression of another, while those who have neutral or unfavorable impressions are likely to say the same of others.

Taylor Independent School District

TISD has quite good impression numbers. 60.7% of respondents have a favorable impression, and only 13.9% have an unfavorable impression. The rule of thumb in this kind of rating is to double the negative (in order to make up for people's reluctance to openly express negative feelings)—in this case, that gives a negative rating of 27.8%, still well below the positive rating. 24.8% are neutral, which means they aware of TISD, but don't know enough to form an opinion about it. 0.6% had not heard of TISD (see Figure 20).

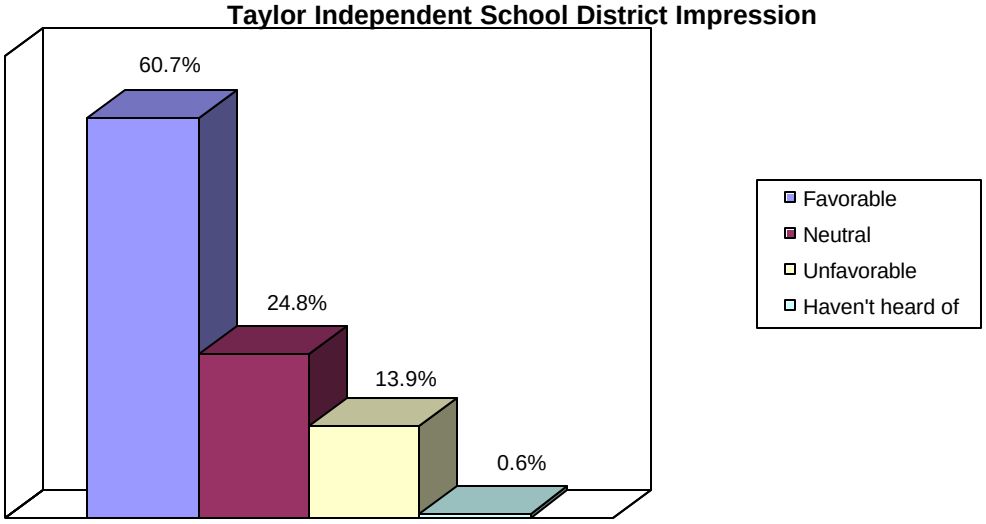

Figure 20

Older respondents were more likely to have a favorable impression of Taylor Independent School District (45-54 years old, 68.1%; 55 years old or more, 67.6%) than younger respondents (18-34 years old, 56.3%; 35-44 years old, 48.3%). However, younger respondents were not more likely to have an unfavorable impression, but rather a neutral impression.

More importantly, those with children were less likely to have a favorable impression (54%) than those without children (64.3%). However, those with children were not more likely to have an unfavorable impression of the district—instead, they were more likely to have a neutral impression (31%) than those without children (21.4%).

There appears to be a correlation between quality of life and community organization impression. Respondents who think that the quality of life is getting better in Taylor are more likely to have a favorable impression of TISD (70.2%) than those who think that those who think that the quality of life is staying the same (63.9%) or getting worse (39.1%). Those who think that the quality of life is getting worse are more likely to have an unfavorable impression (28.3%) than the other two groups.

We asked the 113 people (35% of all respondents) who have a child or children under the age of 18 living in their household where their child or children attends school. Respondents could choose from a provided list and/or offer alternate schools.

The majority of our respondents (65.6%) send their child or children to a public school in Taylor. Another 17.7% send their child or children to private schools or provide home schooling, while 16.8% do not have a child in school (see Figure 21).

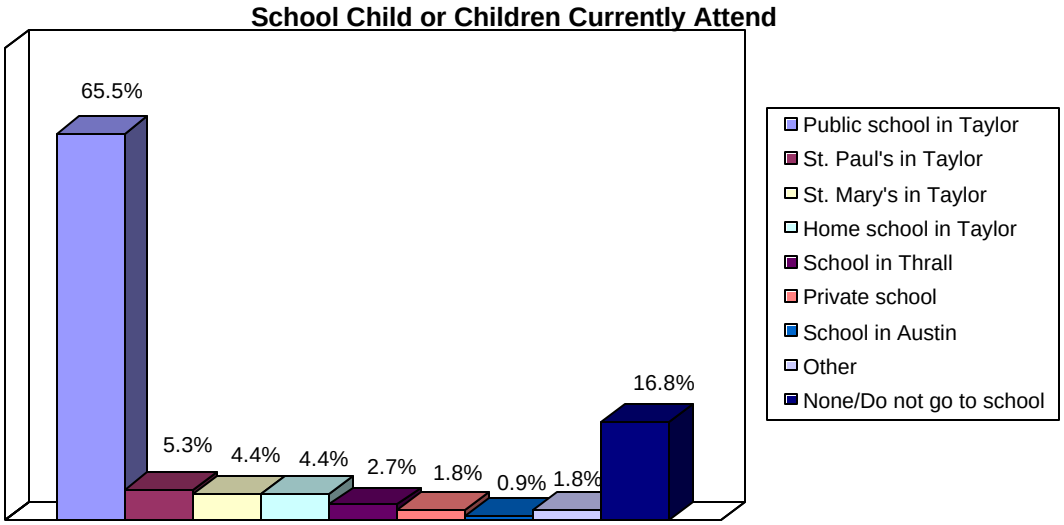

Figure 21

Temple College at Taylor

TCAT has the best impression rating of all organizations tested. A whopping 86.1% of respondents have a favorable impression, while less that 1% have an unfavorable impression. This is an amazing positive-negative ratio. Only 12.1% have a neutral impression, and 0.9% have not heard of the college (see Figure 22).

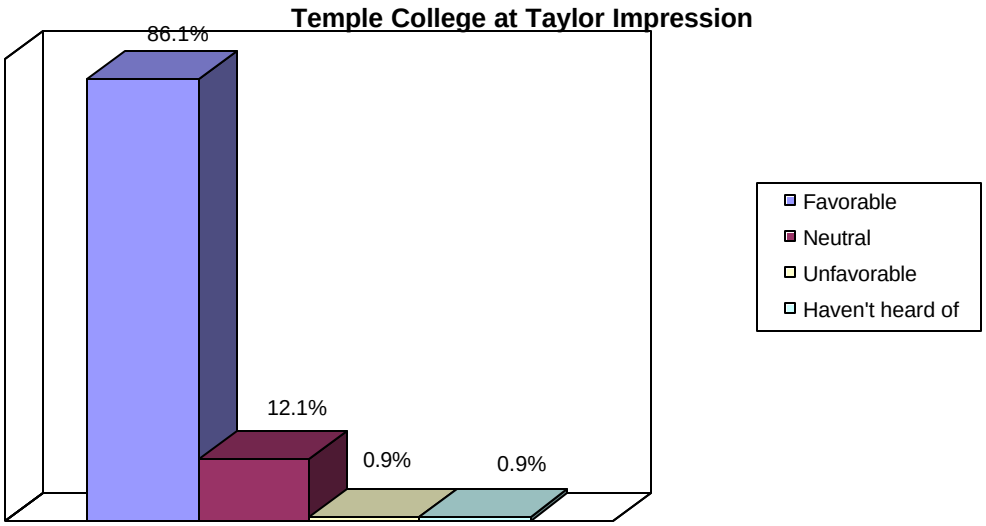

Figure 22

Additionally, we asked a series questions concerning higher education and Temple College at Taylor specifically. First, we asked the respondent if he or she or any member of their household is currently pursuing, or interested in pursuing, any educational goals in the next five years. We provided the respondent with a list, and he or she could choose as many options as they wanted.

No educational goal emerged as the most sought after. Four responses (out of five) tied for first place within the margin of error: personal enrichment (16.5%), improve job skills (15.3%), a four-year degree (15.3%), and a two-year degree (11.5%). Almost half (49.5%) said that neither they nor anyone in the household was pursuing or interested in any of these goals (see Figure 23).

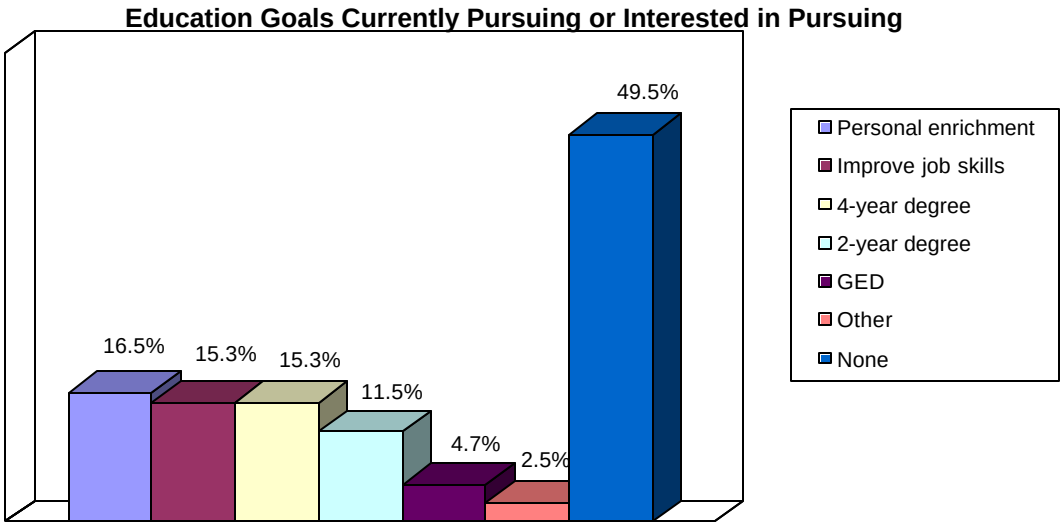

Figure 23

Younger respondents are much more likely to name an educational goal that they are pursuing or have an interest in obtaining than older respondents. Between the two youngest groups, those aged 18-34 are more likely to say they would like to obtain a two-year degree (25%) than those aged 35-44 (8.5%).

Respondents who are newer to Taylor are more likely to name a goal or goals they are currently pursuing or interested in than those who have lived in Taylor for many years.

Interestingly, those in the lowest education group (high school or less) and those in the highest education group (college degree or more) were more likely to cite an educational goal than those in the middle group, who have only some college education.

People with children were also much more likely to say they are interested in one or more of these educational goals. Most notably, those with children are more likely to mention a four-year degree (34.8%; no children, 4.8%), two-year degree (19.6%; no children, 7.2%), and “improve job skills” (23.2%; no children, 11%).

Respondents with Internet access are much more likely to mention having an educational goal than those without access, with one exception: those without Internet access are more likely to say they want to get a GED. But 20.8% of those with Internet access mention interest in a four-year degree, compared to only 3.8% of those without Internet access.

Volunteer participators (55.6%) are more likely to say that they are pursuing or interested in an educational goal than non-participators (40.6%). Participators are more likely to be interested in "personal enrichment" (20.8%) than non-participators (10.9%).

We followed this question by asking all respondents what would motivate them to attend Temple College at Taylor. This was an open-ended question, so respondents could give any reason they wanted.

With the exception of "nothing/would not attend" (32.6%), the most common response was "program/classes of interest offered" (24.2%). "Information on available programs" (7.8%) and "financial aid availability" (7.5%) were the next most-mentioned. All other reasons were mentioned less than 5% of the time (see Figure 24).

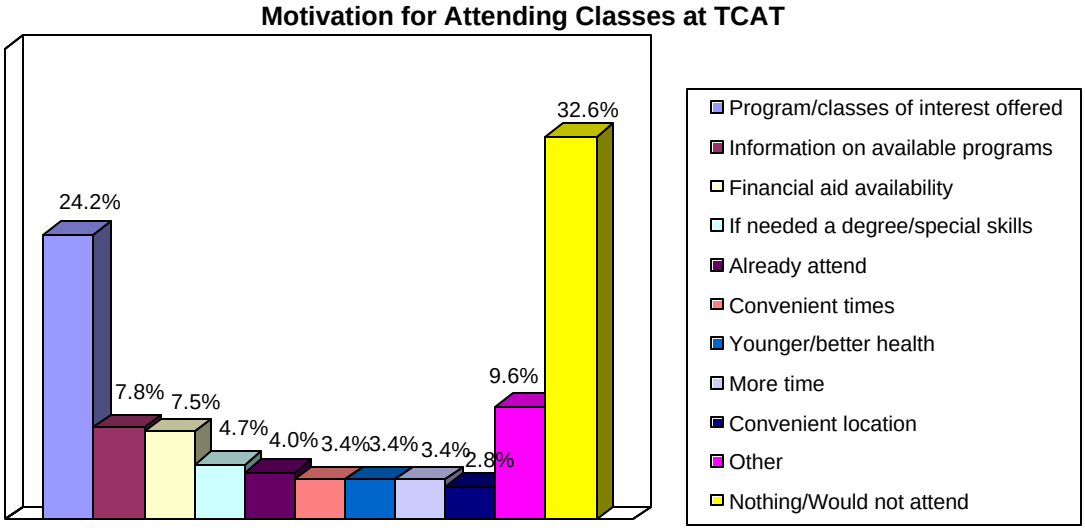

Figure 24

As with the previous question, younger respondents and those who have lived in Taylor for fewer years are more likely to cite a reason for attending TCAT.

While those with more education were not more likely to give a reason for attending TCAT, they were more likely to focus on "programs/classes of interest offered" (some college, 29.1%; college degree or more, 31.5%) while those with less education (high school or less, 16.4%) were more likely to give a myriad of reasons.

We also see the same pattern among other subgroups that we did with the previous question. Those with children, those with Internet access and those who have volunteered in a community wide organization or event are more likely than their respective counter-groups to give a reason that would motivate them to attend TCAT.

The next question was asked only of those who responded "programs/classes of interest offered" as a reason that would motivate them to attend TCAT in the previous question. We asked this group of 78 people what programs or classes they or any member of their household would be interested in taking if offered by TCAT.

Computer classes (39.7%) were the most requested classes. Spanish or foreign language classes (16.7%) were the second most requested. Many other programs or classes were provided (this was an open-ended question), but no other program was mentioned more than 8% of the time (see Figure 25).

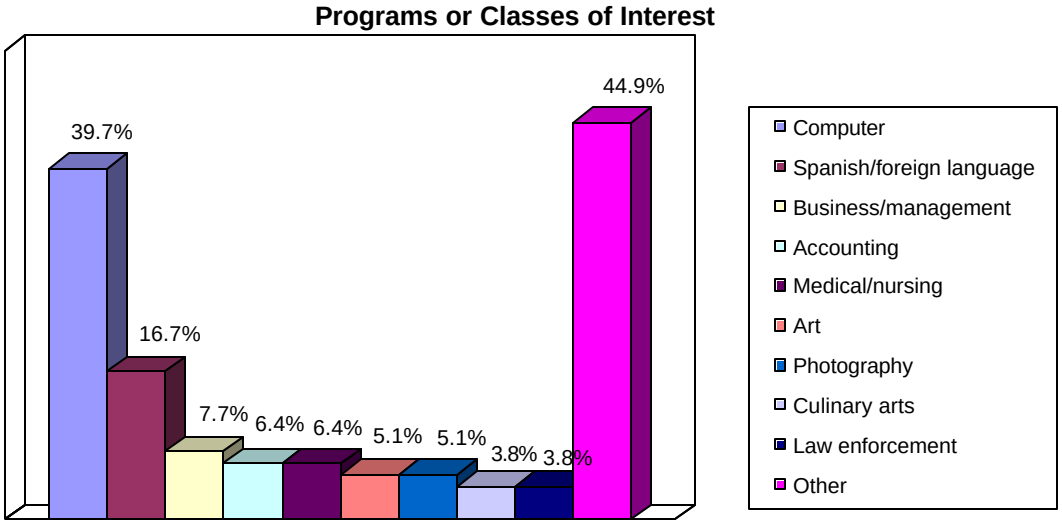

Figure 25

For the final two higher education questions, we asked all of our respondents if they knew about certain services available to them.

First, we asked respondents if they were aware that TCAT offers free tutoring services to help prepare individuals for college level classes. Only about one-third (35.3%) knew that this service was available to them.

Interestingly, older respondents were slightly more likely to know that this service was available. Only 30% of those aged 18-34 years and 28.3% of those aged 35-44 years said they knew about free tutoring, while 38.9% 45-54 year olds and 40.7% of those 55 or older said they knew about it.

We also see the same trend with those who are have lived more years in Taylor – that is, they are more likely to know about free tutoring services offered by TCAT than those who have lived in Taylor fewer years.

Probably most importantly, those without children (41.4%) are more much likely to know about this service than those with children (23.9%). People with children need to be made aware of this service.

Second we asked, "Are you aware that financial aid is available for most students who attend Temple College at Taylor?" This time, the majority of respondents (62.3%) knew that this particular service is available.

While keeping in mind the fact that the majority knows about financial aid, we see an interesting trend among the age groups. The trend appears to be almost the opposite of the previous question. Younger respondents, such as 18-34 year olds (71.3%), were much more likely to know of this service than older respondents (52.8%).

Unlike the previous question, we see some differences among education groups. Those with a grade school or high school education (51.9%) are less likely to know of financial aid services than those with some college (64.5%) or those with a college degree or more (76.7%). People with higher education undoubtedly are more aware of financial aid services because of previous college experiences. However, the group that is least aware, and most likely to need this service, needs to be informed (see Figure 26).

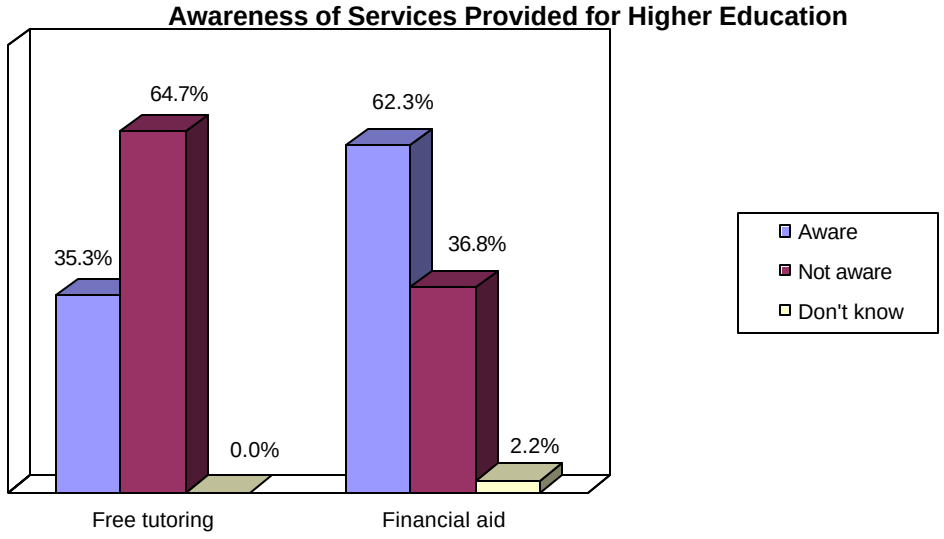

Figure 26

YMCA

The Taylor YMCA also has good impression numbers. About half (49.8%) have a favorable impression of the YMCA, while 4.6% have an unfavorable impression. Even when doubling the negative, the positive-negative ratio is still excellent. 30.7% have a neutral impression. What is troubling is that 14.9% of respondents have not heard of the Taylor YMCA. This is most likely due to the fact this organization does not have its own facility and some respondents may not realize this organization operates in Taylor (see Figure 27).

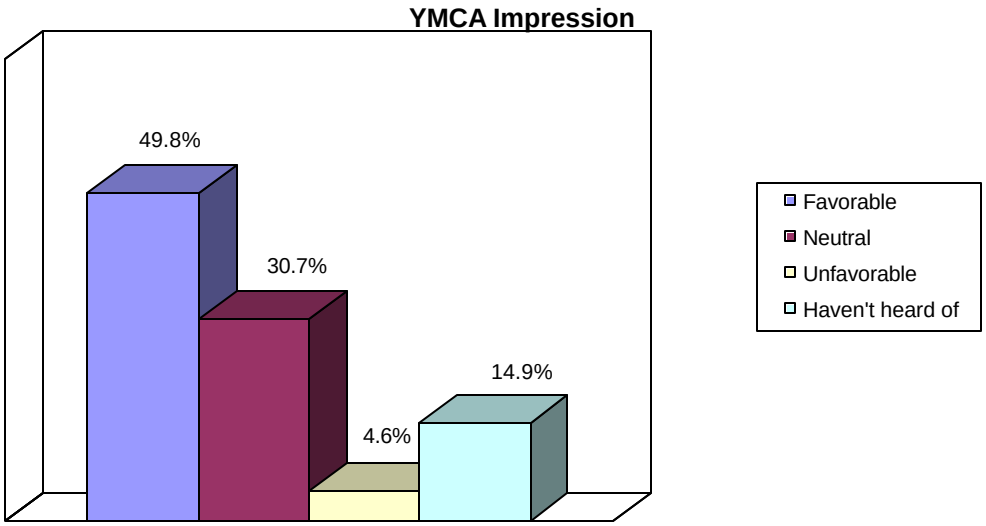

Figure 27

There weren't very many crosstab variations for the YMCA. Participators— those who had volunteered in a community-wide organization or event—were more likely to have a favorable impression of the YMCA (56.4%) than non-participators (41.7%).

Additionally, those who believe the quality of life is getting better in Taylor have a more favorable impression of the Y (59.6%) than those who believe the quality of life is getting worse (45.7%) or staying the same (43.8%).

We also asked a series of questions concerning the Taylor YMCA. We asked respondents outright what would motivate them to participate in a Taylor YMCA program. This was an open-ended question so we received a variety of answers, the most common being "program of interest offered" (14.5%), with "information on available programs" (9.7%) following. These were also the most common responses when we asked respondents what would motivate them to attend Temple College at Taylor. "Programs for children" (8.2%), "if the YMCA had a facility" (5.3%), and "swimming/pool" (5.3%) were also mentioned. As with TCAT, about one-third (32.6%) said they would not participate. Another 17.6% did not know (see Figure 28).

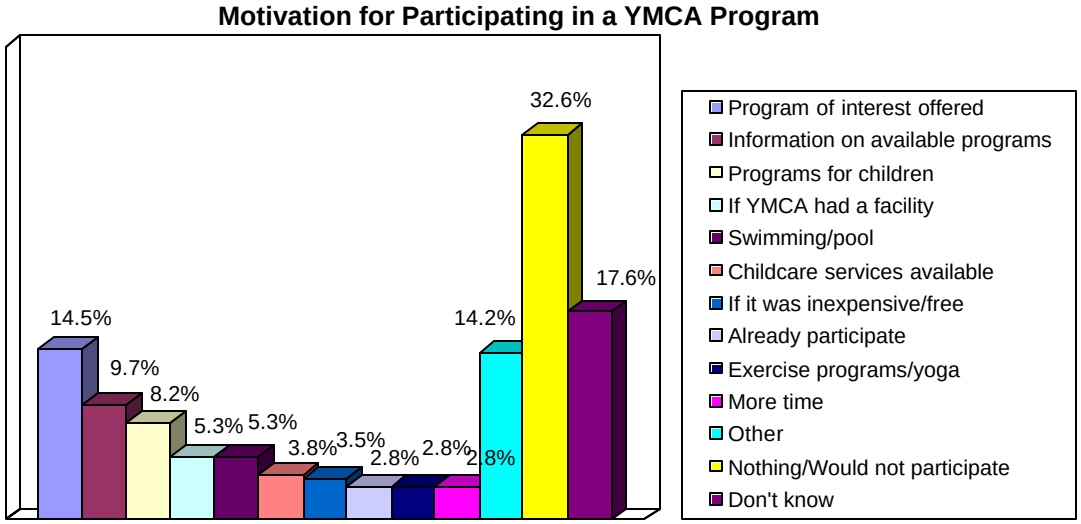

Figure 28

Again, as was the case with motivation to attend TCAT, younger respondents and those who have lived in Taylor for fewer years are more likely to be able to think of a reason for participating in a YMCA program, while older respondents and those who have lived in Taylor longer are more likely to say that they would not attend for any reason. For example, only 7.6% of those aged 18-34 years old said they would not participate, while 35.5% of those aged 55 or older said the same.

People with children, Internet access, and previous volunteer experience were more likely to give a specific reason that would motivate them to participate in a YMCA program than their counter groups.

Next, we asked three questions about programs of interest. The first question was only asked of the 113 respondents who have a child or children in their household. We asked what youth activities or sports programs would be of interest to their child or children if offered by Taylor YMCA. Respondents were read a list of programs and could choose as many as they liked.

Two activities tied for first place: basketball (46.4%) and martial arts (43.6%). (See Figure 29.)

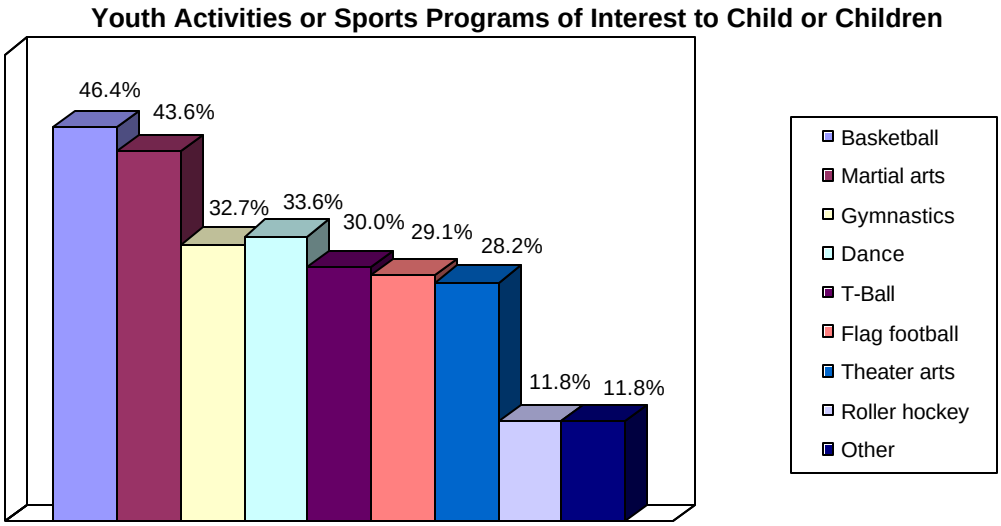

Figure 29

We asked a similar question to all respondents, but this time asked what adult fitness or sports activities they would be interested in upon the opening of a Taylor YMCA facility. Again, we read a list of activities and the respondent could choose as many as they wanted.

Again, two programs tied for first place and were chosen much more often than the other activities. In this case, the two most popular activities are weight training/fitness equipment (46.2%) and group exercise (43.4%). (See Figure 30.)

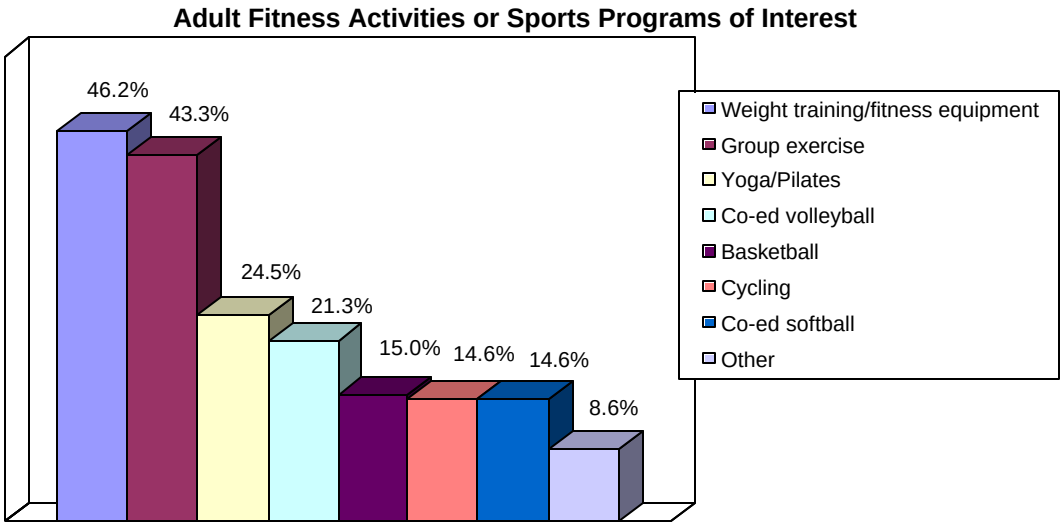

Figure 30

Males and females were switched on the top two choices, with males preferring weight training/fitness equipment (51.9%), which was in second place for females (41.9%), while females preferred group exercises (51.4%), compared to 32.6% for males. Females were also more likely to say yoga/Pilates.

Younger respondents tended to prefer weight training/fitness equipment, co-ed volleyball and co-ed softball to older respondents. Middle-aged respondents (35-54 years old) were more likely than younger and older respondents to prefer group exercise and cycling.

As with younger respondents, those with children and those with Internet access were more likely to prefer weight training/fitness equipment, co-ed volleyball, and co-ed softball.

The third YMCA program question was "What are the most important programs or services the Taylor YMCA can offer to you or any other member of your household?" Once again, we read a list and respondents made multiple selections from a variety of programs.

There was no program or service that stood out among respondents as being the most important that the YMCA could offer. Wellness classes – that is, classes about nutrition, weight control, healthy back, healthy heart, etc. – was the most selected response (39.8%), but many other services scored almost as high. (See Figure 31.)

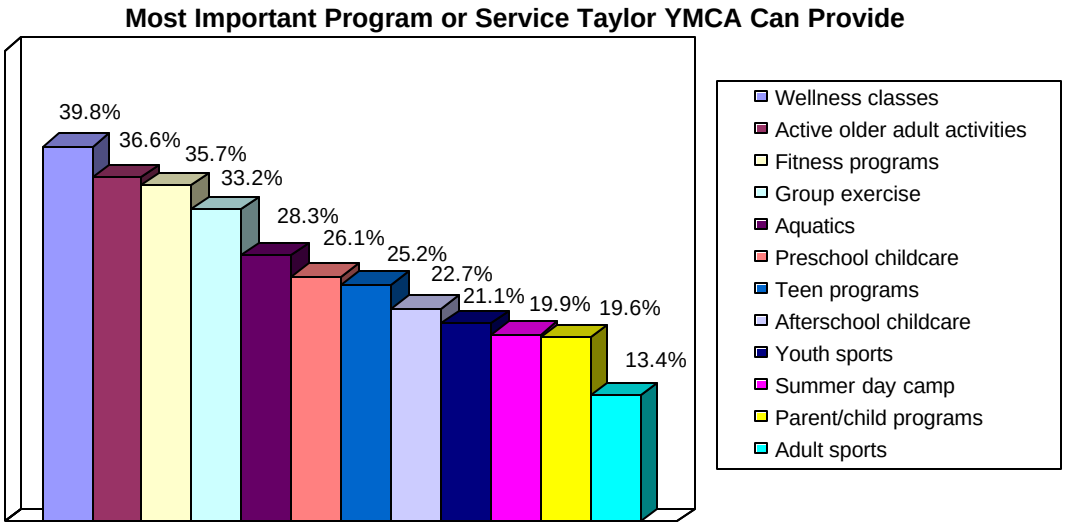

Figure 31

Females were more likely to choose wellness classes, active older adult activities and group exercise than males.

As might be expected, older respondents are more likely to choose active older adult activities than younger respondents. Conversely, and also not surprisingly, younger respondents are more likely to choose child or youth oriented programs than older respondents.

The higher the education level or the higher the income level, the more likely respondents were to choose fitness programs and aquatics.

People who are newer to Taylor are more likely to be interested in fitness programs than respondents who have lived in Taylor for more years.

Following the same trend as the age groups, those without children in the house (40%) are more likely to be interested in active older adult activities than those with children (30.4%). People with children, on the other hand, are more likely to select fitness programs, aquatics, preschool childcare, teen programs, after school childcare, youth sports, summer day camp and parent/child programs.

Next, we asked respondents if they were aware that financial assistance is available for those who are unable to pay the fee to participate in Taylor YMCA programs. Only 1 in 5 respondents (20.1%) knew this fact. The majority (78.9%) said they were not aware of this. 0.9% said they didn't know.

Those with a college degree or higher (31.5%) were more likely to know about YMCA financial assistance than those with some college education (20.9%) or a high school education or less (13.3%).

The groups that should be most of aware of this—i.e., those in the lower income groups—are less likely to be aware of the program than those in higher income groups. Only 11.1% of those in the $35,001 to $50,000 income group know about the YMCA's financial assistance program, while 32.8% of those in the over $75,000 per year group know.

Participators (25.1%) are also slightly more likely to be aware of financial aid than non-participators (13.7%).

Finally, those who have a favorable impression of the YMCA (31.1%) are more likely than those who have a neutral/unfavorable impression (12.3%) to be aware of the organization's financial assistance.

When we asked respondents the final YMCA question ("Overall, how important would you say the YMCA is to the Taylor community?"), results were extremely positive. Almost two-thirds (63.2%) say the YMCA is very important, while another quarter (25.7%) say that it is somewhat important. In other words, the vast majority (88.9%) feels that the YMCA is important to Taylor (see Figure 32).

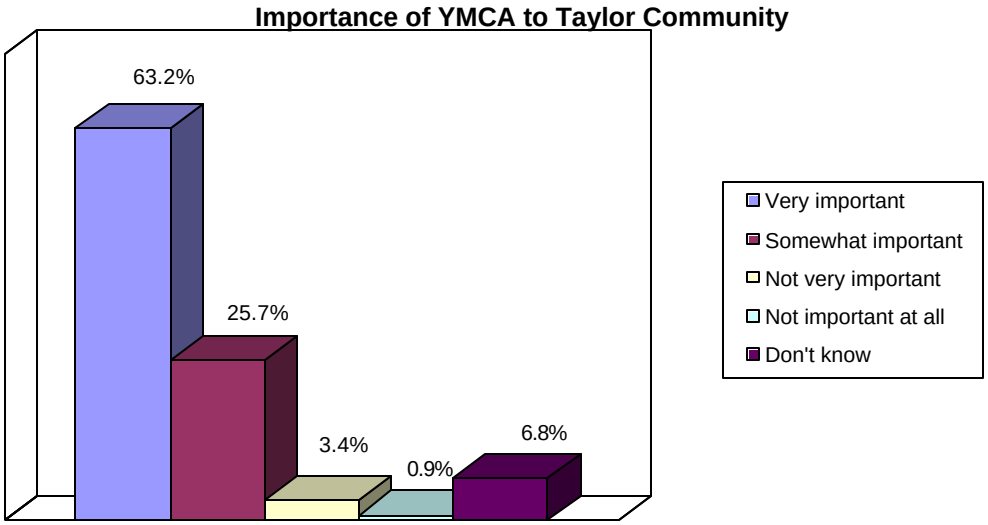

Figure 32

Johns Community Hospital and Health Center

We asked respondents a series of questions about health care services provided by Johns Community Hospital and Health Center. During the first set of questions, we asked respondents to rate several services. As you will see, there were very few differences between subgroups. Most of the differences were due to the fact that some groups have used these services more than other groups. Older respondents, those with less income, and those who have lived in Taylor the longest were more able to rate health care services because they are more likely to have used them.

First, we asked respondents if they thought health care services at Johns, such as ER, outpatient and inpatient services, were excellent, good, only fair, or poor. 17.3% say that health care services are "excellent," while 37.5% say "good," for an overall positive rating of 54.8%. 15.2% say that health care services at Johns are "only fair" and 9.3% say "poor," for an overall negative rating of 24.5%. It should be noted that almost 1 in 5 respondents (19.2%) have not used these services (see Figure 33).

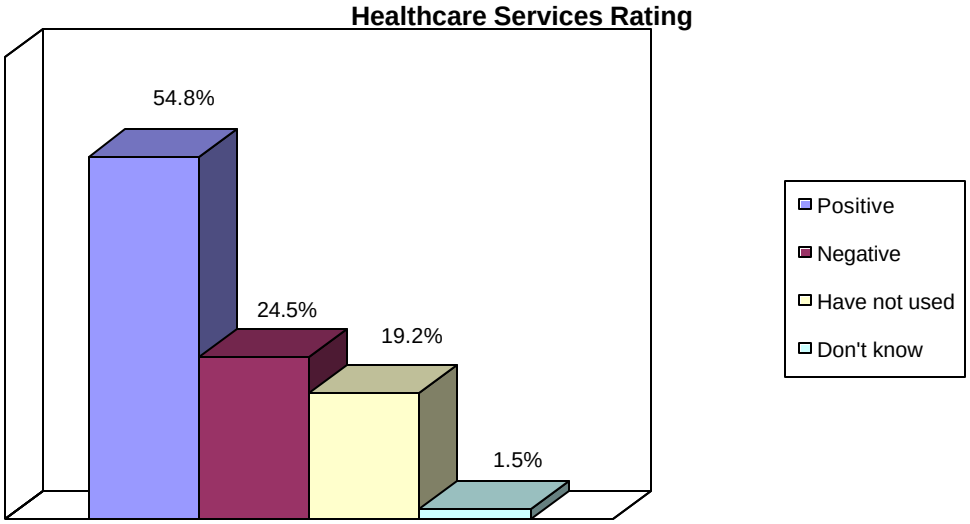

Figure 33

Although the positive rating is more than twice as high as the negative rating, the fact that one-quarter of our respondents express negative feelings about the hospital may make this an area to keep an eye on, perhaps by probing further in a later survey.

Next, we asked how respondents would rate physician office services at the Health Center. 14.2% rate services "excellent" and 34.4% rate them "good." 13.3% rate physician office services as "only fair" and another 5.6% rate them as "poor." In other words, physician office services have a positive rating of 48.6% and a negative rating of 18.9%. Again, it should be noted that almost one third of our respondents (30%) have not used these services and another 2.5% did not know (see Figure 34).

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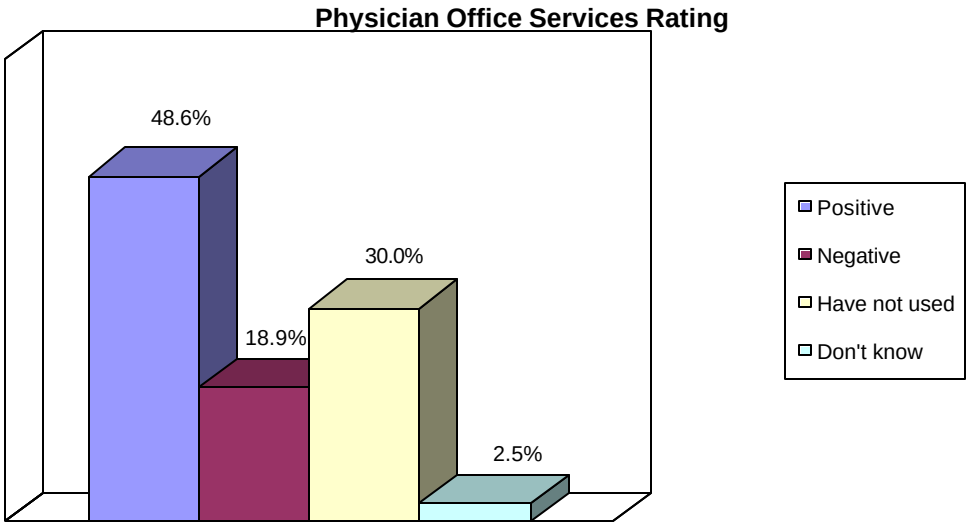

Figure 34

Interestingly, females (54.1%) were more likely to give physician office services a positive rating than males (41.3%), while males were more likely to offer a negative rating (25.4%) than females (14.3%).

We next asked about rehabilitation services such as physical therapy. This is the least-used service we tested: 61.9% of our respondents have not used this service. With that said, 11.8% rate the services as "excellent" and another 15.8% rate them as "good" for an overall positive of 27.6%. Only 3.4% rated these services as "only fair" and 1.9% rated them as "poor" for an overall negative of 5.3% (see Figure 35).

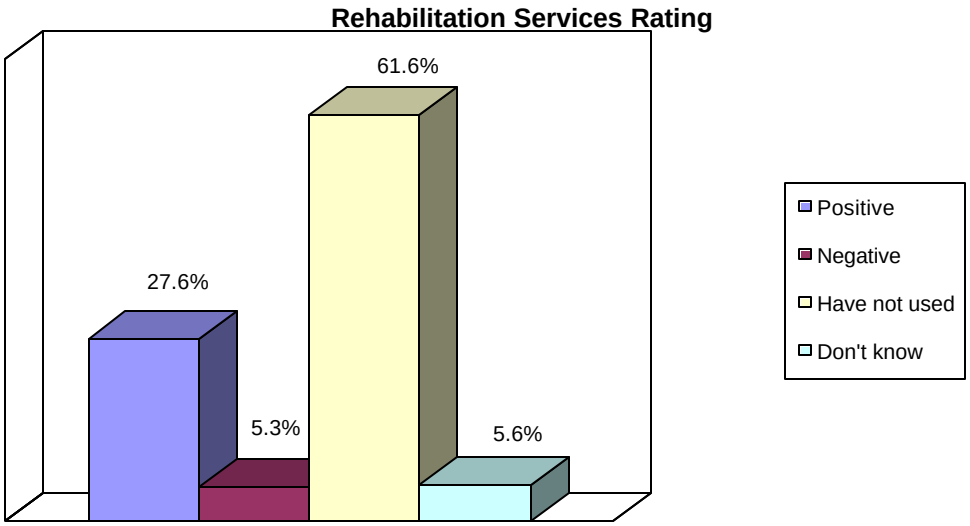

Figure 35

In the next series of questions, we asked respondents about the same three services. But this time, rather than rate the services, we asked respondents to tell us where they primarily purchased them.

As with the other products and services we tested earlier, we observe the same trends according to age, education, income, years of residency, children in household, and Internet access. That is, older respondents, those with less education, those with lower incomes, those who have lived in Taylor longer, those without children, and those without Internet access are more likely than other groups to buy these services in Taylor.

Overall, half of respondents (50.8%) primarily use physician office services in Taylor. 20.7% purchase these services in Round Rock and another 11.1% in Austin.

White/Anglos (56.7%) are more likely to purchase physician office services in Taylor than Hispanic/Mexican-Americans (41.3%) or All Minorities (43.3%).

Those who gave health care services at Johns Community Hospital a positive rating are more likely to say they use physician office services primarily in Taylor (63.3%) than those who gave Johns' health care services a negative rating (38%).

Almost half of our respondents (46.7%) primarily use ER, outpatient, and inpatient hospital services in Taylor. 19.8% use these services in Round Rock. 8% and 7.1% use them in Austin and Temple, respectively. Please note that 12.7% say they do not use these services.

Again, those who rate Johns Community Hospital health care services positively are more likely to use ER, outpatient, and inpatient hospital services primarily in Taylor (63.8%) than those who rated them negatively (40.5%).

In the last question of this set, we asked respondents where they primarily purchase rehabilitation services. Almost one quarter (23.8%) say Taylor, while 10.8% cite Round Rock and 7.1% cite Austin. Over half of our respondents (51.7%) report that they have not used rehabilitation services.

Once again, albeit to a lesser degree, those who rate health care services at Johns Community Hospital positively are much more likely to use rehabilitation services primarily in Taylor (31.6%) than those who rate those services negatively (19%). (See Figure 36.)

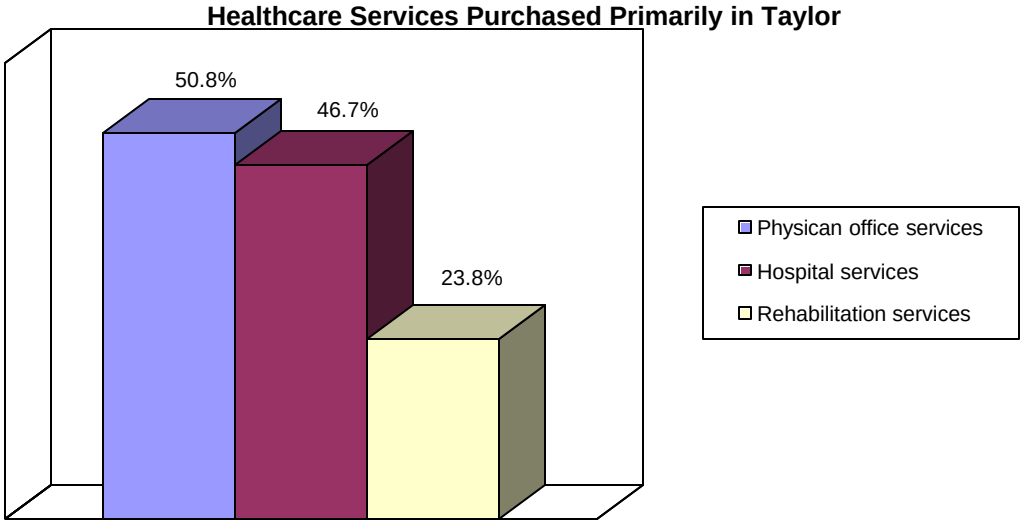

Figure 36

"What health care services not currently provided in the community would you like to see made available?" was the final health care question we posed to respondents. Since this was an open-ended question, in which respondents could tell us as many services as they wished, we received many different responses. The most common response, mentioned 13.4% of the time, was obstetrics. If combined with the second most common response (gynecology, 4.8%) that makes obstetrics/gynecology (18.2%) the most desired health care service not currently provided in Taylor. "More doctors available" (4.1%) and pediatric (3.2%) were the next most common responses. All other responses mentioned less than 3% of the time. It should be noted that 16.9% said "none" and a large number, 41.4%, said "don't know." (See Figure 37.)

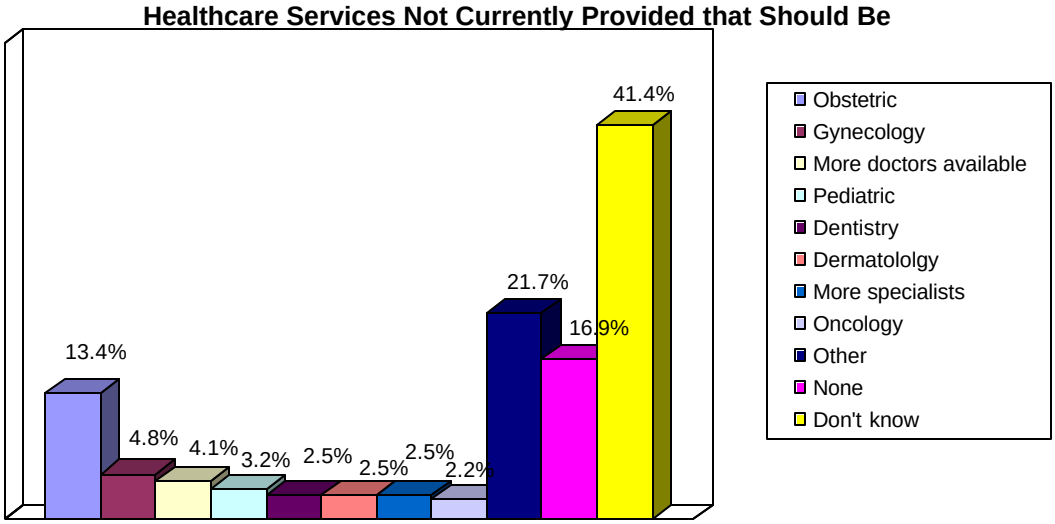

Figure 37

Taylor Chamber of Commerce

Another organization with a very good impression rating is the Taylor Chamber of Commerce. The majority of respondents (54.5%) have a favorable impression of the Chamber, while only 7.1% have an unfavorable impression. Doubling the negative to obtain a truer gauge still gives us only 14.2% with an unfavorable impression, which is a great positive-negative ratio. Over one-third of respondents (36.8%) have a neutral impression of the Chamber and 1.5% have not heard of it (see Figure 38).

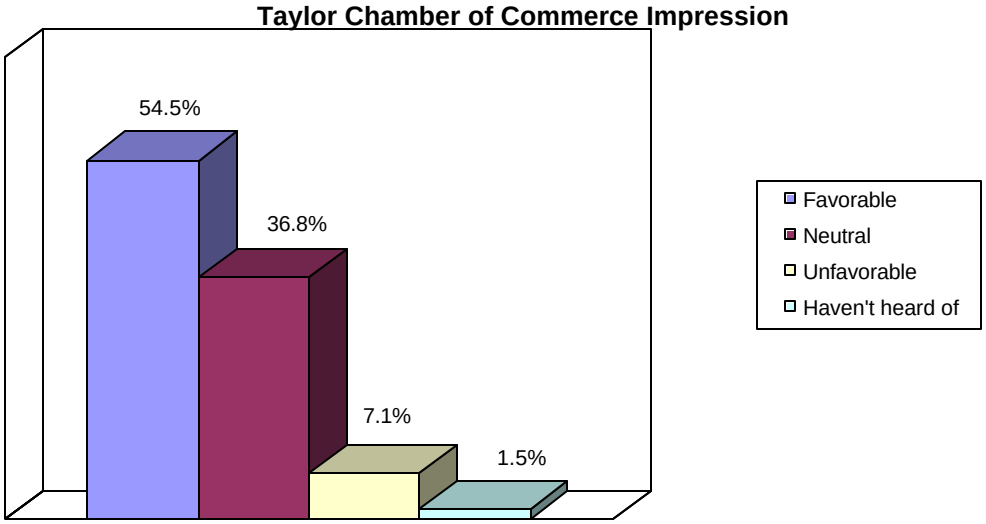

Figure 38

Older respondents (55 years or older, 45%) were more likely to have a favorable impression of the Chamber than younger respondents (18-34 years, 66.7%), although younger respondents were more likely to have a neutral impression rather than an unfavorable impression.

Those with incomes of $50,000 or less were more likely to have a favorable impression of the Chamber than those in the higher income groups. Once again, this was due to the groups with lower favorability saying “neutral” rather than “unfavorable.”

The same trend appears depending on the number of years the respondent has lived in Taylor. Those who are newer to Taylor (less than 10 years) were less likely to have a favorable impression (40%) and more likely to have a neutral impression (50.6%) than those who have lived in Taylor for 50 years or more. 73.4% of this group has a favorable impression of the Chamber, and only 18.8% has a neutral impression.

Those with children were less likely to have a favorable impression (46%) and more likely to have a neutral impression (45.1%) than those without children - 59% said “favorable” while only 32.4% said “neutral.”

Perhaps because of some previous interaction or volunteer opportunity, participators (58.7%) were more likely to have a favorable impression than non-participators (49.6%).

And finally, those who believe the quality of life is getting better are more likely to have a favorable impression of the Chamber (61.4%) than those who think the quality of life is staying the same (51.4%) or getting worse (50%).

Taylor Economic Development Corporation

The Taylor Economic Development Corporation also has a fine positive-negative ratio: 40.9% have a favorable impression and 11.5% have an unfavorable impression. Doubling the negative gives us 23%, which is still much less than the favorable impression. (Still, this ratio does suggest some small discontent about the TEDC that should be monitored in future surveys.) Almost one-third (30.3%) has a neutral impression. 17.3% have never heard of the TEDC, which ties with Main Street Program as the least known of the organizations tested (see Figure 39).

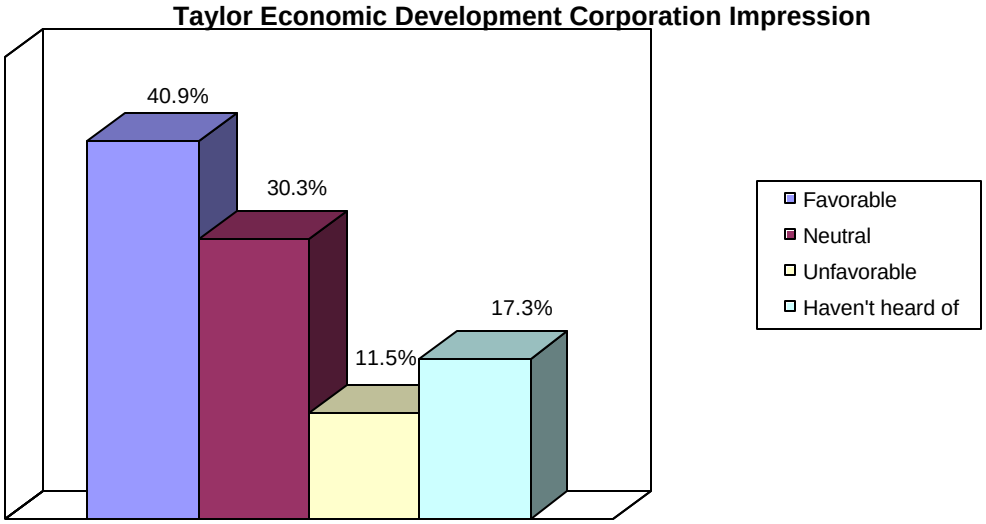

Figure 39

While impression ratings between the genders were about the same, females were more likely to say they have not heard of the TEDC (21.6%) than males (11.6%).

Those in the lowest income group ($35,000 or less) were less likely to have a favorable impression of the TEDC (35.8%) than those in higher income groups, such as those with incomes of over $75,000 (44.3%). However, this same lower-income group is also much more likely to say they have not heard of the TEDC (24.5%) than the other income groups. Only 9.8% of the highest income group says they haven't heard of the TEDC.

Those who have lived in Taylor longer are more likely to have formed an opinion of the TEDC. Those who have lived in Taylor for 50 years or more were more likely to say "favorable" (54.7%) or "unfavorable" (14.1%), while only 31.8% of those who have lived in Taylor less than 10 years have a favorable impression and 5.9% have an unfavorable impression.

Participators (46.9%) were more likely to have a favorable impression of the TEDC than non-participators (33.1%).

And those who believe the quality of life in Taylor is getting better are more likely to have a favorable impression (50%) of the TEDC than those who think the quality of life is staying the same (38.2%) or getting worse (30.4%).

Main Street Program

Main Street Program also has an acceptable impression rating. Almost half (45.5%) of respondents have a favorable impression, while 10.8% have an unfavorable impression. Doubling the negative only gives us a total unfavorable rating of 21.6%, which is a good positive-negative ratio, though it does leave room for improvement. Just over one-quarter (26.3%) have a neutral impression and 17.3% have never heard of the Main Street Program (this organization ties with the Taylor Economic Development Corporation as the least well known). (See Figure 40.)

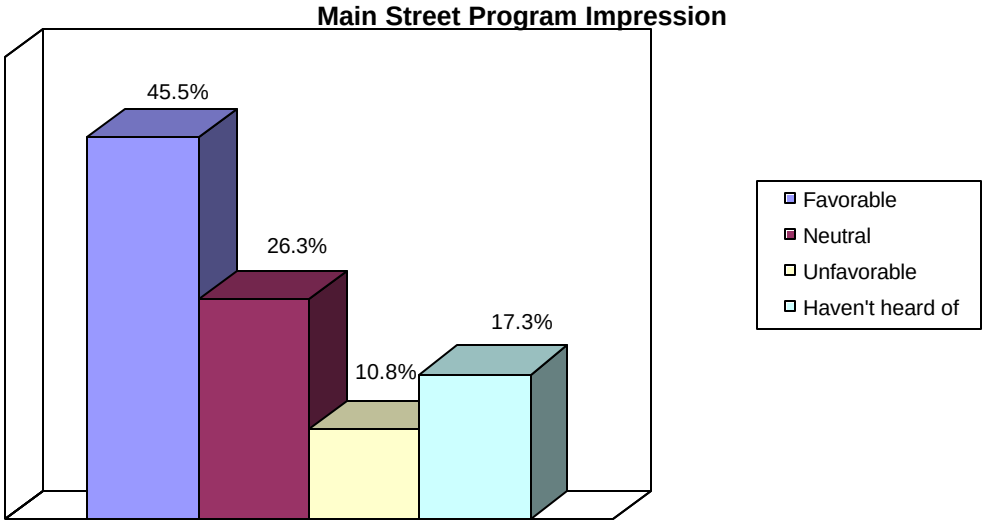

Figure 40

Much as in the TEDC impression question, females (22.2%) are more likely to say they haven't heard of the Main Street Program than males (10.9%).

Older respondents, for example those 55 and older (53.7%), have a more favorable impression of the Main Street Program than younger respondents; especially those aged 18-34 years old (37.5%). Younger respondents are more likely to be neutral.

The group that has lived in Taylor longest (50 years or more is much more likely to have a favorable impression of the Main Street Program (65.6%) than any other group, which is most likely due to the fact that groups who have lived in Taylor for fewer years are less aware of the organization.

Perhaps because they tend to be older and consequently have more awareness of Taylor organizations, those without children are much more likely to have a favorable impression of the Main Street Program (50%) and are less likely to say they haven't heard of it (12.4%) than those with children (37.2% and 26.5%, respectively).

Participators are more likely to have a favorable impression of the Main Street Program (50.3%) than non-participators (38.8%). Non-participators are more likely to say that they

haven't heard of this organization (23.7%), whereas only 12.3% of participators have not heard of Main Street Program.

Those who think that the quality of life is getting worse are less likely to have a favorable impression of Main Street (32.6%) than those who think that the quality of life is staying about the same (46.5%) or getting better (53.3%). This "negative" group is also more likely to have an unfavorable impression of Main Street (21.7%) than the other groups.

City of Taylor

Finally, we asked a series of questions to gauge citizen opinion of the City of Taylor.

First, we asked respondents how the City is doing when it comes to listening to and responding to the needs of citizens. 5.3% said that City was doing an excellent job and 29.7% said it was doing a good job, for a total positive rating of 35%. Unfortunately, 40.6% of respondents said that the City is doing an "only fair" job of responding to citizen needs and another 18% said it was doing a poor job. That makes a total negative rating of 58.6%, which is not a good positive-negative ratio. This means that the majority of citizens feel that the City is failing in this area (see Figure 41).

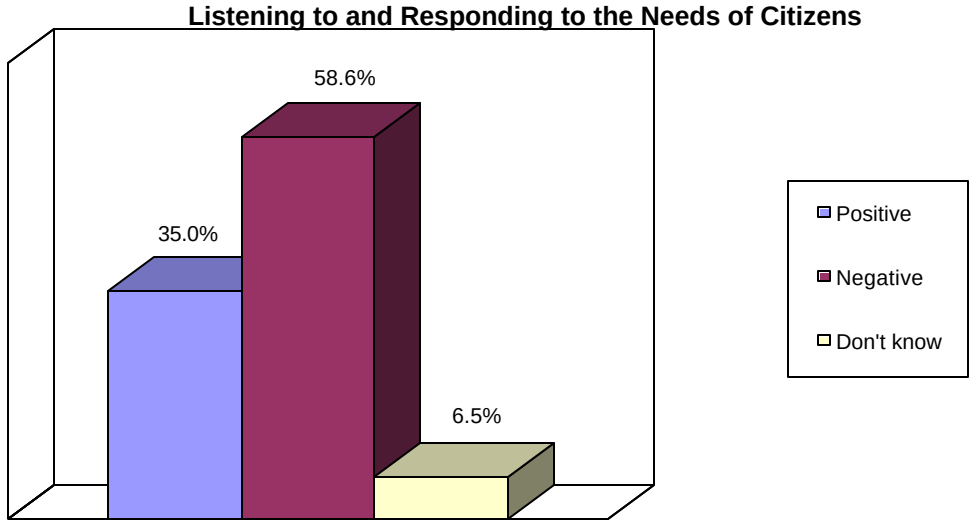

Figure 41

Respondents aged 18-34 years old are more likely to say the City is doing an excellent or good job (45.0%) in this area compared to older age groups, particularly those aged 45-54 (26.4%).

People who believe that the quality of life is getting better were much more likely to give the City positive marks on listening and responding (50.9%) than those who believe the quality of life is staying the same (31.3%) or getting worse (15.2%).

Next we asked, "How would you rate the value you get for your City tax dollars?" Again, the City did rather poorly on this question as well. Only 2.5% said excellent and 25.7% said good, making for a total positive of 28.2%. Conversely, 38.7% said the value they get was only fair, while another 23.8% said it was poor. The total negative is 62.5%. As with the previous question, this is a bad positive-negative ratio (see Figure 42).

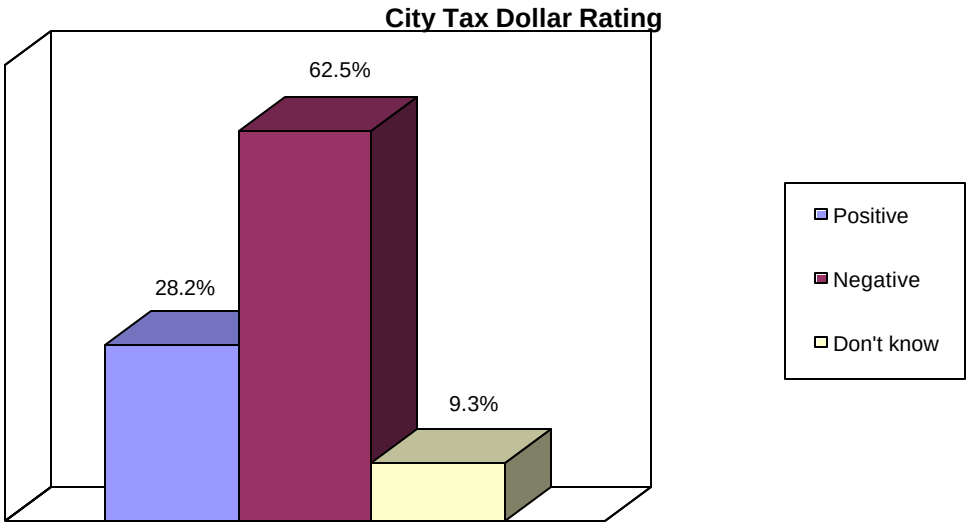

Figure 42

18 to 34 year olds (36.3%) were once again slightly more likely to give the City higher marks than older respondents.

And those who believe the quality of life is getting better were also more likely to say that the value they get for City tax dollars is excellent or good (36%) than those with a more pessimistic outlook.

Next, we asked respondents how they would rate their experiences with City employees. The City did better on this question. 13% said their experiences with employees were excellent and almost half (48.6%) said good for an overall positive rating of 61.6%. 22.3% said only fair and 7.7% said poor. The total negative rating is 30%, which makes for an acceptable, but not excellent, positive-negative ratio (see Figure 43).

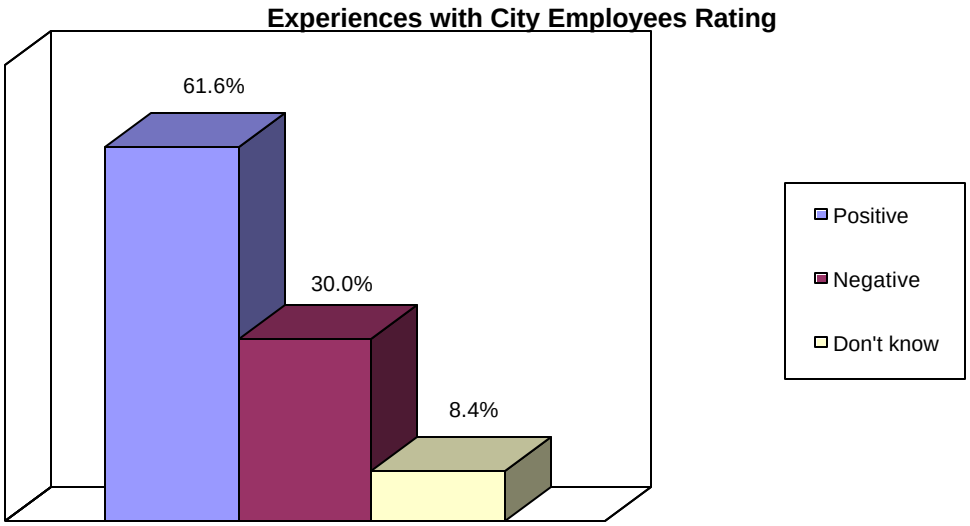

Figure 43

There were fewer crosstab variations for this particular question. However, like the previous questions, those who think that the quality of life is getting better in Taylor are more likely to give the City positive remarks than those who believe that the quality of life is staying the same or getting worse.

Lastly, we asked how satisfied people were with the overall level of service they receive from the City of Taylor. The City received high marks for this question, which is great news, since this is perhaps the most important question of this series. 14.5% of respondents said they were very satisfied, while another 62.5% said they were somewhat satisfied with service. 9.6% said they were not very satisfied and 6.8% said they weren't satisfied at all. This makes an overall positive rating of 78% and an overall negative rating of 16.4%, which is a great positive-negative ratio (see Figure 44).

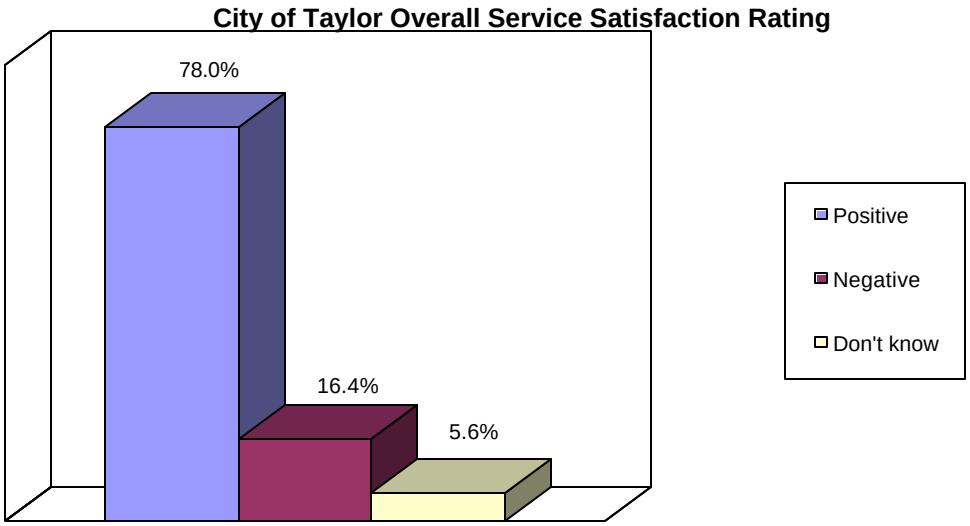

Figure 44

Interestingly, females were more likely to be satisfied with the level of service that the City provides (83.2%) than males were (71%).

Those who are newer to Taylor gave the City higher satisfaction rating than those who have lived in the community for longer. For instance, 87.1% of those who have lived in Taylor for less than 10 years gave the City a "very satisfied" or "somewhat satisfied" rating, while only 65.6% of those who have lived here for 50 years or more said the same.

And, once again, those who believe that the quality of life is getting better are also more likely to say the level of service they receive is excellent or good than those who believe that the quality of life is staying the same or getting worse.

Conclusion

Overall, the residents of Taylor have a high opinion of their community and the quality of life. People like Taylor's quiet, peaceful atmosphere and they feel safe in their neighborhoods.

Of course, there are several areas where respondents would like to see improvement.

One top priority should be bringing in new businesses (retail, industrial, etc.), which in turn will provide more employment opportunities and places to shop. These are all areas that residents would like to see improved upon. In conjunction with places to shop, residents would like to see a greater selection of products made available to them in Taylor. Right now, some of the most desirable customers are going to Austin or Round Rock to shop for goods and services, especially, younger, more educated, wealthier residents, those who are newer to Taylor, those with children, and those with Internet access. Providing them with more employment opportunities, more places to shop and a larger selection of products might keep these people and their money in Taylor.

Another top priority should be to repair the streets. Although the sponsoring groups of this survey mentioned that this needs to be done, it may be a surprise to see just how badly residents would like to see their streets repaired. Finding the necessary resources to make this one visible improvement would really improve residents' opinion of Taylor. Problems with the streets may explain the somewhat negative ratings the City received in terms of responding to citizens' needs and giving value for the tax dollar.

While respondents think highly of all of the sponsoring groups, these groups need to make themselves better known to the public. By better known, we do not mean that they just need to let residents know they exist. For the most part, residents are aware of all of the groups. Better known means the sponsoring groups need to let residents know what they are doing to improve their quality of life. They need to make residents aware of all of the services that are available to them. They need to listen residents and respond to their requests. And finally, they need to let residents know that they need their help to make the community a better place to live.

Chapter 9– Central Business District

In the past, in many cities across the county, the Central Business District (CBD) was typically the heart of the city—the primary location of retail and service establishments. This was the original function of Taylor's CBD, but over time these functions have diminished as commercial activities extended to the north along Main Street. There are, however, great possibilities in that there is a wonderful inventory of historic buildings, ready for revitalization of the original core of the City. The purpose of this chapter is to identify existing conditions in conjunction with the separate Economic Development Plan recommendations.

For the purposes of analysis, the boundaries of the CBD are the same as the Main Street program boundaries as shown in **Figure 9.1 - CBD Boundaries**. At the north, the district is bounded by a two-block length of Eighth Street, then stair stepping south to Seventh Street on both sides of Main Street (State Highway 95). Porter, Washburn, and Elliot Streets form the eastern boundary north of First Street and Vance Street with a small extension along Fourth Street forms the western boundary. The District extends across the railroad overpass to include the area bounded by Simon Street on the east, Bland Street on the west and Rio Grande Street on the south.

The CBD is located at the crossroad of Business 79 and State Highway (SH) 95 and extensive rail facilities. Railroads have long provided freight operations for cotton and agricultural products in Central Texas with Taylor as a central hub. These activities and the arrival of settlers from Europe and Mexico created a lively turn of the century center of commerce that is reflected in the many architecturally and historically significant buildings. The problem now is that much of the commercial activities have moved out of the CBD and many of the buildings have deteriorated, therefore underutilized and/or vacant.

At the core of the CBD is the intersection of Business 79, which enters from the west on Second Street then jogs across Main Street to continue to the east on Fourth Street and Main Street, SH 95, which extends the entire length of the City from north to south.

Key Issues

- Original historical buildings are underutilized
- Incentives required for improvement and business location
- Current appearance with vacant or deteriorating buildings
- Poor road and sidewalk conditions
- Need for adequate and decorative lighting
- Parking other than on street parking is not obvious to residents or visitors.

Current Conditions

Land Use

Land uses in the CBD are mainly retail, office, government, and vacant. Retail includes restaurants and stores. Banks and professional offices are prominent facilities. Government offices include City Hall, County buildings, Post Office and social service agencies. Also included in the CBD are several churches, homes and schools. Several manufactured homes, vacant areas and lots complete the land use overview. **Figure 9.2 - Current Land Use** shows current land uses in the CBD.

Zoning

Zoning Districts in the CBD include the Central Business (B-3), along Main Street, General Business (B-1), along other parts of Main and Second Street, and Light Industrial (M-1) along First Street and encompassing the Railroad. Adjacent residential areas to the east and west are zoned Multi-Family (R2-B) and Multi-Family (R2-B) with a Manufactured Home Overlay District (R-1) that requires a Specific use permit. **Figure 9.3 - Current Zoning** shows current zoning in the CBD.

Building Area, Value and Occupancy

There are 308 property parcels with 256 structures in the CBD with a total appraised value of $30,151,951. Each individual parcel is identified in the spreadsheet **Table 9.1 - CBD Parcels**, which includes information on the tax identification number, owner, current use, lot size, building square footage, year built, and appraised value. The total lot area coverage is 2,177,371 square feet (49.99 acres). The table begins on page 9-5.

Businesses in the CBD include restaurants, banks, attorneys, retail (furniture, office supply, art supply, clothing, antiques, flowers), and personal services. There are residences in the area including several second floor residences in otherwise commercial buildings.

Main Street Program

The **Main Street Program** is downtown revitalization within the context of historic preservation. It supports the redevelopment of the downtown area through historic preservation, education, and economic development and heritage tourism. The **Taylor Main Street Program** envisions a culturally diverse, economically viable downtown, which attracts both Taylor citizens and visitors to its unique mix of historic buildings, shops, restaurants, services and old town atmosphere.
(*Adapted from the Main Street Program materials*)

Since 1999, Taylor has been an active participant in the "**Texas Main Street Program**, part of the Texas Historical Commission's Community Heritage Development Division, that helps Texas cities revitalize their historic downtowns and neighborhood commercial districts by utilizing preservation and economic development strategies.

The program began in 1981 and is affiliated with the National Trust for Historic Preservation. The Texas Main Street Program is among the most successful downtown revitalization programs in the nation, and has assisted more than 130 Texas cities through the program. The program has resulted in the private reinvestment of more than $860 million in Texas downtowns and neighborhood commercial districts, the creation of more than 18,200 jobs and the establishment of more than 4,600 new businesses."
(*Quote from Texas Main Street Program)*

Proposed Historic District Designation

Currently under investigation and application for designation as a National Register Historic District as shown in **Figure 9.4 - Proposed Historic District.**

Building Conditions

The physical conditions of 256 buildings in the CBD were surveyed from the exterior in August 2004. Three classifications were used to identify the condition of the buildings, standard, substandard and dilapidated. A standard building is one that has no or very few minor visible defects. Substandard buildings are those that require repair beyond the normal course of maintenance such as cracked walls and foundations, deteriorating roofing, rotted awnings, failing mortar and are in need of immediate repair. A dilapidated building is one that has major structural defects. The survey does not determine the interior conditions. There are 182 standard buildings, 64 substandard, and 10 dilapidated ones. The general locations for substandard and dilapidated buildings are displayed in **Figure 9.5 - Substandard and Dilapidated Buildings.**

There are 20 obviously vacant buildings at the time of the survey as shown in **Figure 9.6 – Vacant Buildings.** Several of the buildings appear to be vacant on the ground floor but occupied on the upper floors.

Many of the buildings are very attractive—historic in nature and architecture. Some have been successfully restored. Others await necessary improvements. Future use of these buildings may hinge the designation of the Historic District and building codes that encourage their adaptive reuse. There are at least 30 buildings built before 1900 (from the Appraisal District records) and more than 38 built before 1930.

Traffic Control

Traffic signs in the CBD include stop signs, yield signs and traffic signals as shown in **Figure 9.7 - Traffic Control**. Many of the signs need to be replaced and/or set at standard heights and levels of reflectivity as required in the *Texas Manual on Uniform Traffic Control Devices.* Signalized intersections are only on the state maintained roadways of US 79 Business and SH 95 (Main Street.)

Streets

Rights-of Way

The rights-of-way (ROW) for the streets are shown in **Figure 9.8 – Right-of Way**. It is interesting to note that the north/south streets have 80-foot ROW, but

many have what appears to be only 28 feet or less paving width. Main Street has 100-foot ROW from the south to Seventh Street and then reduces to 60. Rio Grande east of Main has a 40-foot ROW.

Pavement Conditions

Many of the streets in the older sections of town are in need of repair, particularly, east of Fowser and south to the railroad tracks. Since 1998 there has been an active street maintenance program funded for the most part by General Obligation bonds as shown in **Figure 9.9 - Street Maintenance.** Many of the repairs have occurred on the south side of the CBD. Not shown, but currently under reconstruction is Fourth Street east of Main Street.

Sidewalks and Curbs

A sidewalk rehabilitation program is needed in the CBD. While there are good sections of sidewalk and some ADA accessible ramps, most of the sidewalks are substandard. **Figure 9.10 – Sidewalk Conditions** shows the areas in the CBD that have sidewalks and the current conditions. Some of the downtown sidewalks are two stepped, as the pavement is lower than the generally historic buildings entrances. Sidewalks are very limited in the area of the city south of the railroad facilities.

Curbs all over the CBD are in need of general repair. Some of these repairs may be addressed in the Streetscape Enhancement Grant Program plans. Notable exceptions are the curbs on the south side of town that are relatively new and in good conditions.

Parking

Both on- and off-street parking are available in the CBD. There are approximately 265 on-street spaces, however not all are marked or the markings have faded. Both angle and parallel spaces are present. There are potentially 571 off-street spaces in lots around the CBD generally associated with public facilities or banks. There are private lots, some of which are fenced.

Taylor's CBD is a wonderful setting, one just waiting for improvements and incentives to become a renewed destination for visitors and residents alike.

Goal and Actions

The Goal and Actions for the Central Business District can be found in ***Chapter 8 - Economic Development Plan*** prepared as a separated document by Angelou Economics.

Figure 9.1
CBD Boundaries

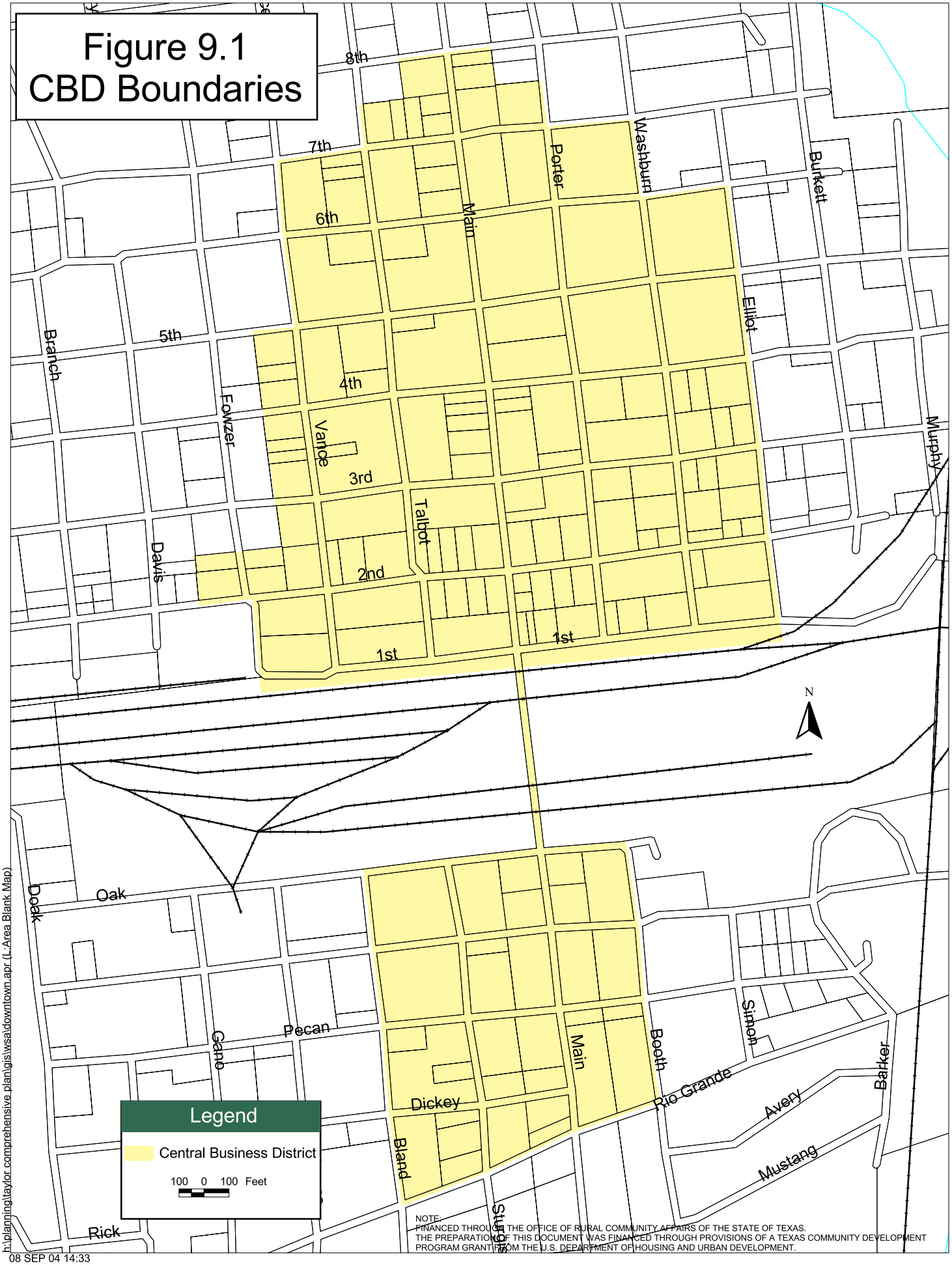

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Figure 9.2
Current Land Use

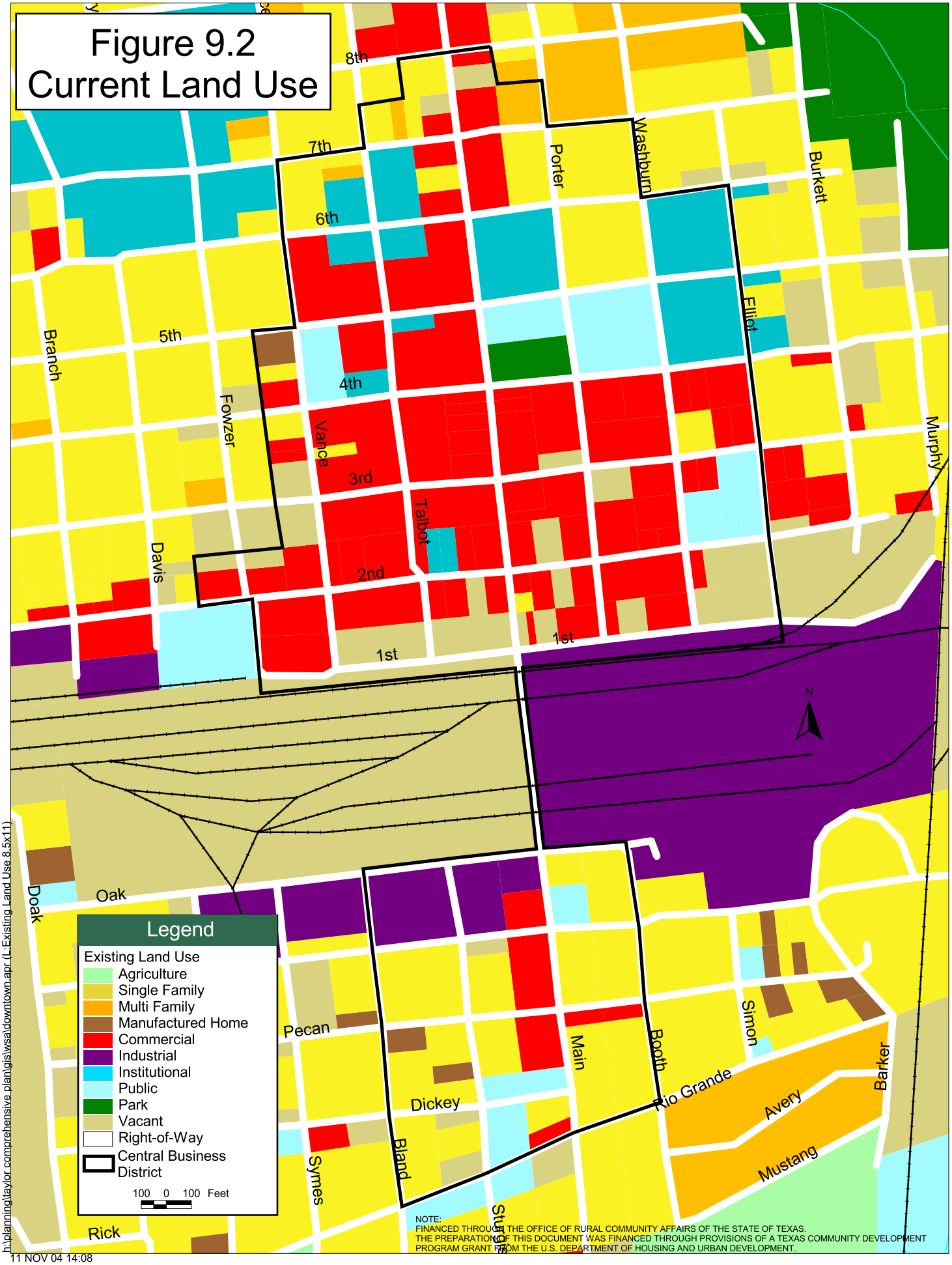

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Figure 9.3
Current Zoning

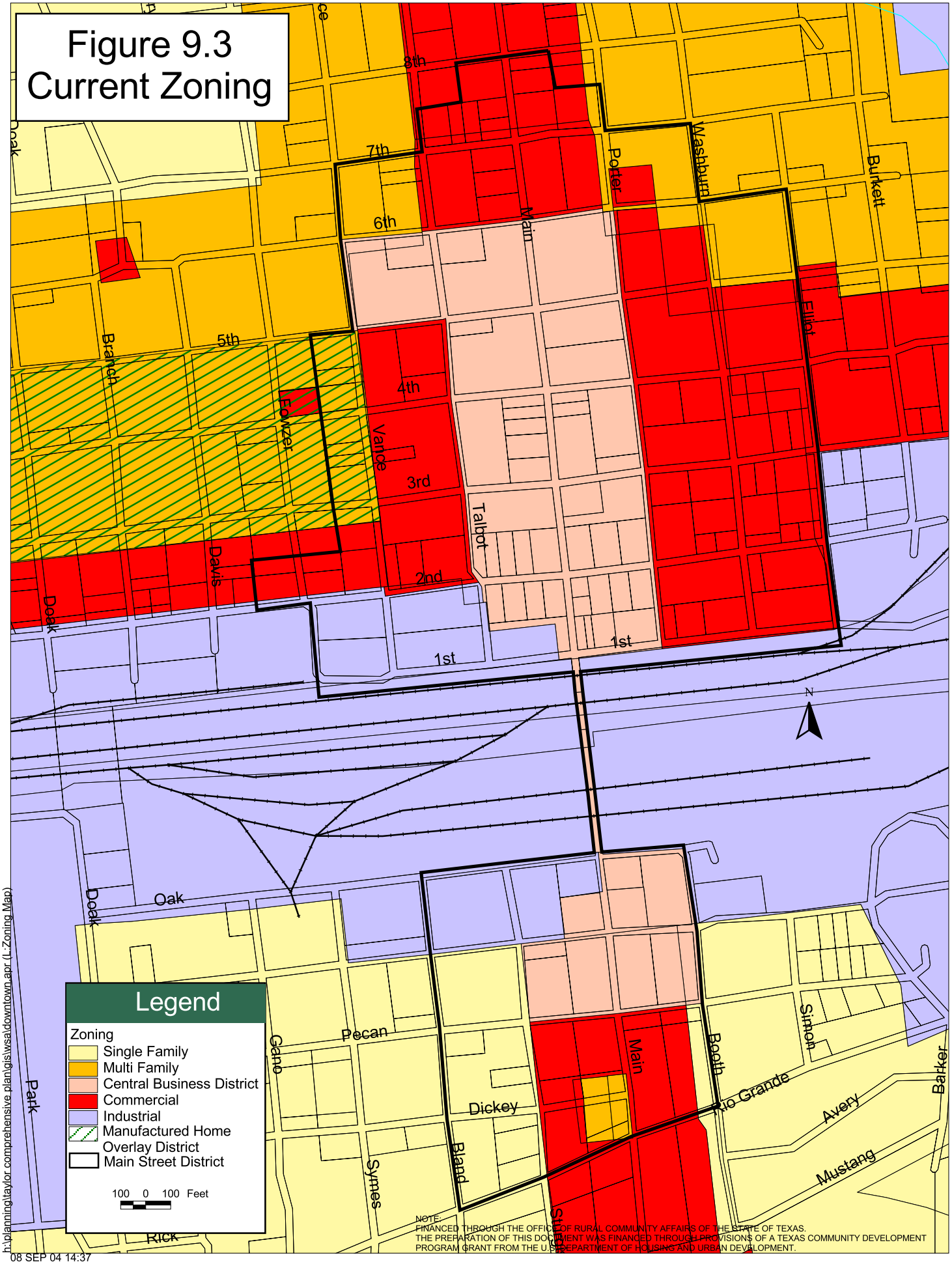

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Figure 9.4
Historic District

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Figure 9.5
Substandard And Dilapidated Buildings

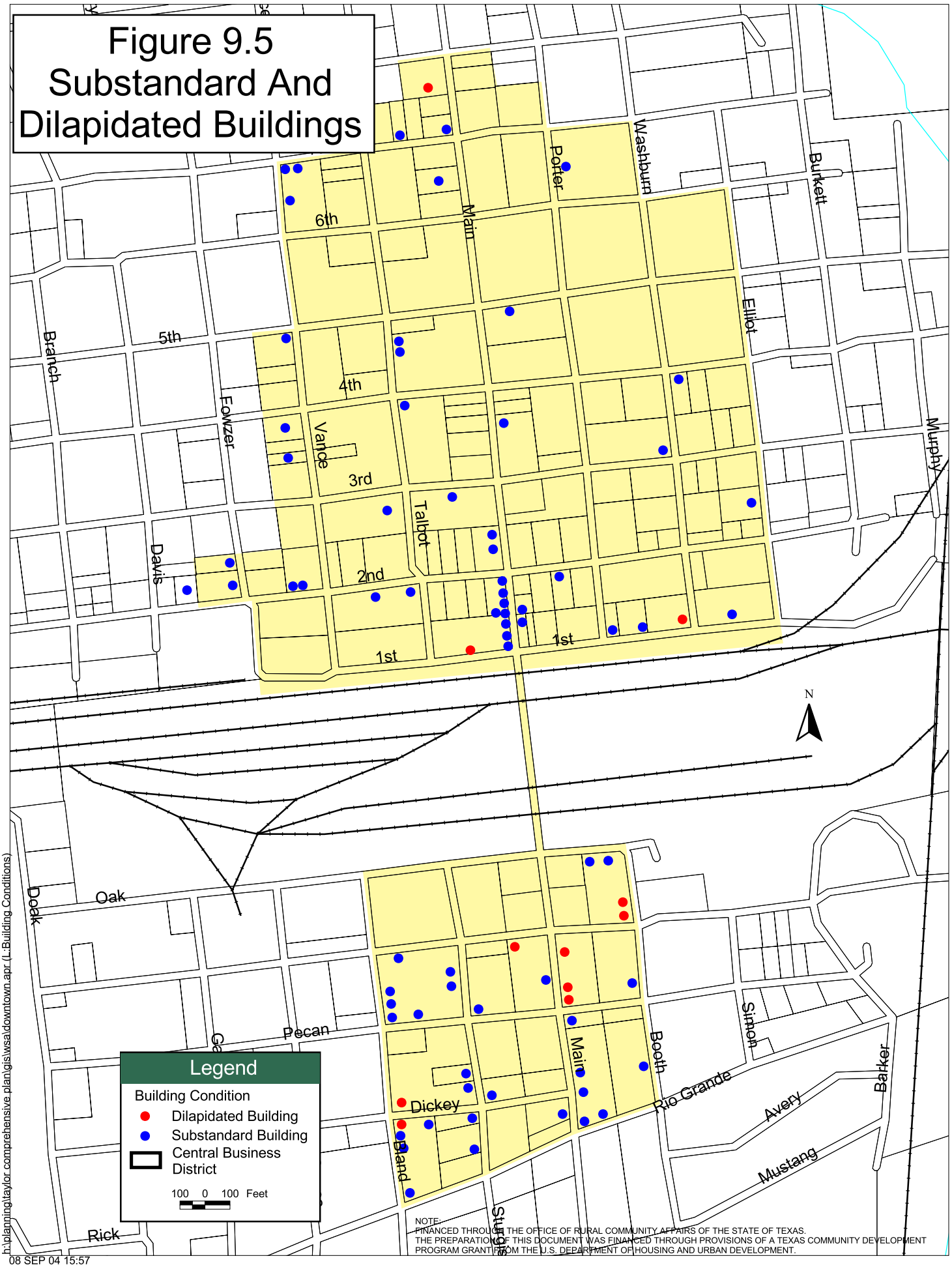

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Figure 9.6
Vacant Buildings

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Figure 9.7
Traffic Control

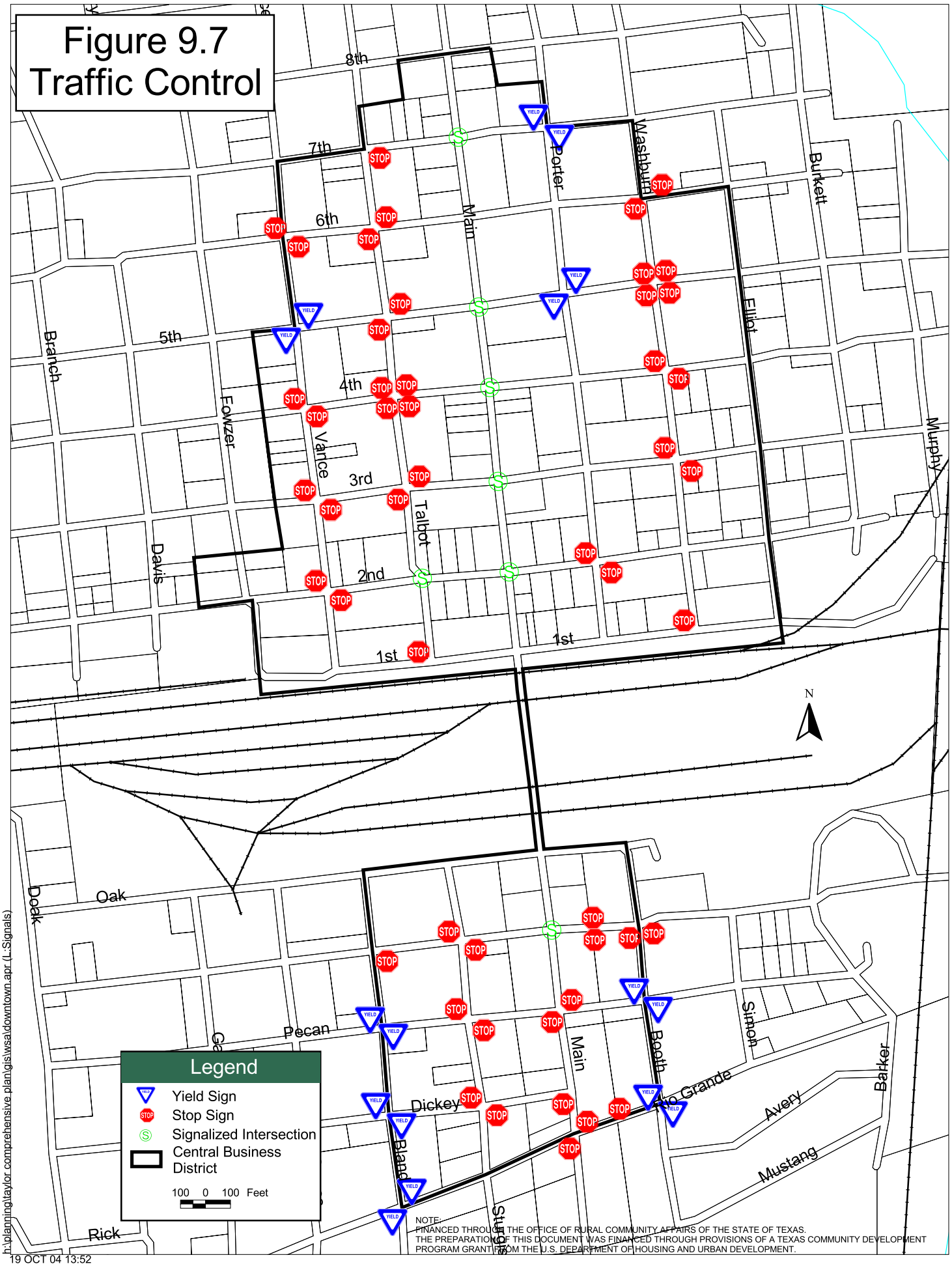

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Figure 9.8
Right-of-Way

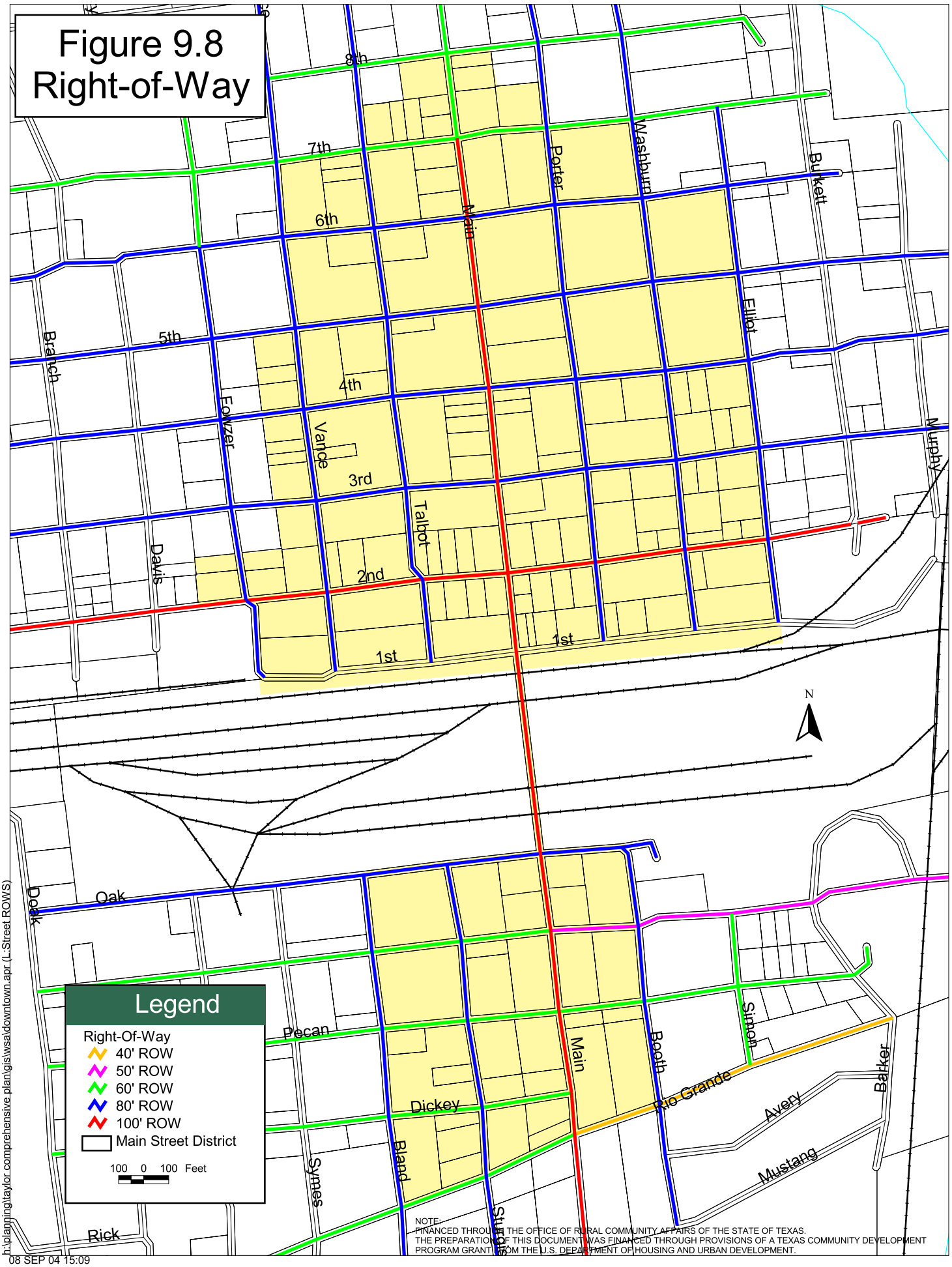

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Figure 9.9
Street Maintenance

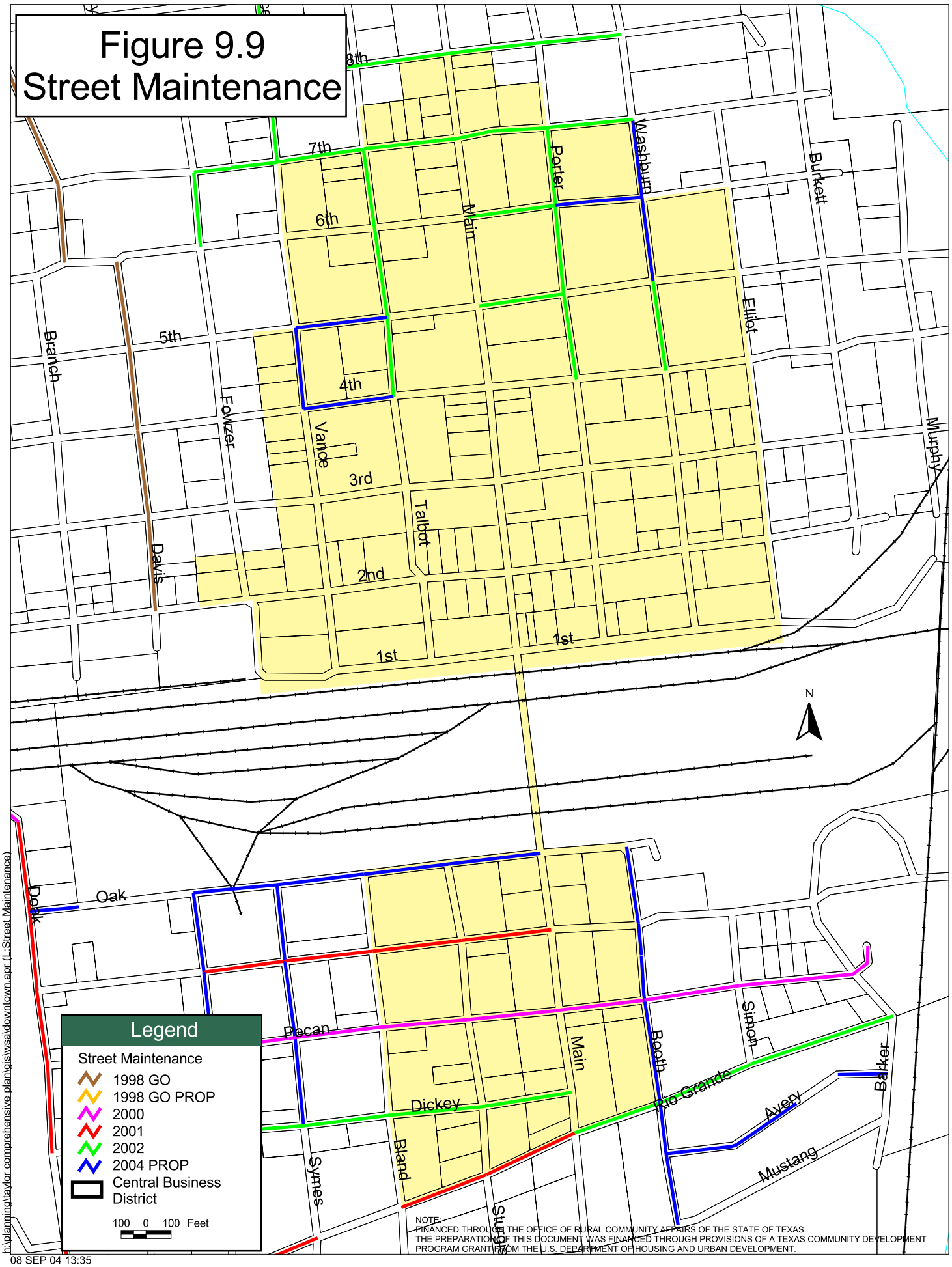

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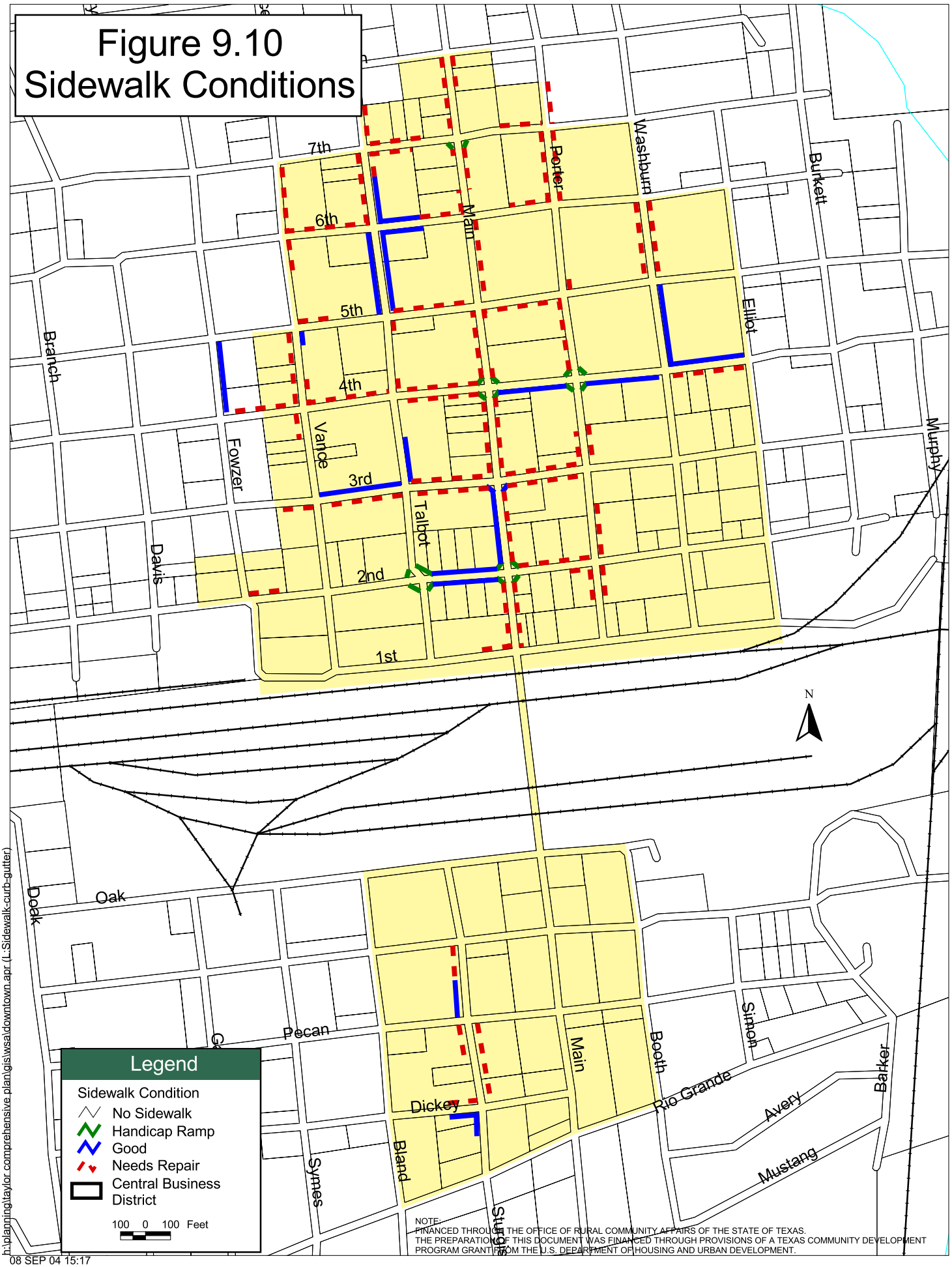
Figure 9.10
Sidewalk Conditions



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Chapter 10 – Health and Human Services

The purpose of this chapter is to provide a Health and Human Service plan that identifies adequate health and human services as essential components of Taylor's future development. A healthy population translates into increased productivity, reduced business and government health costs and improved quality of life. This chapter addresses access to basic health and human services that must be part of the economic foundation in Taylor, particularly those that prevent serious and complicated medical events and those that maximize the individual's ability to function independently.

Key Issues:

In the development of the Comprehensive plan, work by the Steering Committee, Town Meeting participants and City of Taylor staff identified the following key health and human service issues:

- **Transportation** - The only public transportation in Taylor is the Capitol Area Rural Transportation System (CARTS), which is already operating at capacity and cannot be expected to serve Taylor as well as a whole county as physically large and populous as Williamson County. The 2000 census indicates that in Taylor about 10.6 % of the households have no vehicles, and on average 33.5% have only one car. With 49.5% of the population in Taylor 55 years of age and older, and a large percentage of residents with low incomes, lack of transportation is a barrier to maintaining quality of life.
- **Mental Health -** Another major gap is the lack of mental health services in Williamson County. There is no inpatient mental health facility in the county, and the one mental health- mental retardation clinic in the county, located in Round Rock, is operating at capacity and is too distant to be accessible to residents of Taylor.
- **Health -** It is difficult to find providers who will accept new Medicaid or Children Health Insurance Program (CHIP) patients. Taylor residents have high rates of overweight, sedentary lifestyle, and poor diet, all of which point to increased (and preventable) morbidity and mortality in the future. A focus on preventative health programs will be cost efficient for the community in the long run.
- **Workforce -** Lastly, despite the job training programs of the Workforce Commission and Temple College in Taylor, there is widespread concern on the part of area employers about the need for more workforce training, in such areas as basic literacy, computer literacy, health care and managerial skills training.
- **Issues Addressed at the local organizational level -** Areas of need addressed at the local level are education, addressed by the Taylor Independent School District; housing, addressed by the Taylor Housing Authority and the City of Taylor; basic needs, addressed by local social

services organizations; and public safety, addressed by the City of Taylor and Williamson County's Sheriff Department and Taylor fire fighting organizations.

- **Basic Needs -** To provide in Taylor basic needs continue to pose problems that stretch the resources of existing social service agencies. These organizations depend largely on local donations and volunteer labor to provide assistance in the form of rent, utility and medical care vouchers; food assistance; clothing and furniture; transportation; and social casework services. In Taylor, there are several organizations that provide basic needs assistance, but the demand for service exceeds their combined ability to provide services.

Existing Facilities

Taylor's health facilities include the Health Center at Johns Community Hospital, an acute care not-for-profit hospital with 24-hour emergency room service, and the Scott and White Taylor Clinic. Both of these facilities provide family practice and specialist physicians. The Health Center at Johns Community Hospital also has a physical therapy facility associated with it. The Williamson County & Cities Health Department has a public clinic, an ophthalmologist clinic, and a range of private medical practices. Residents travel outside of Taylor for health care services such as specialty care, delivery of babies, and to see physicians on their insurance plan. Adult mental health services are available to residents through a satellite office of Bluebonnet Trails MHMR located in Taylor; mental health services for children are only available in Round Rock. The Texas Workforce Commission and the Texas Department of Human Services have full functioning centers in Taylor.

Existing Conditions

Poverty/Income

The number of families living below poverty in Williamson rose from 3.2% in 1999 to 4.6% in 2002, according to the 2002 American Community Survey. Of those 4.6% families, 3.5% (2,560) of them have children under 18 years old. For Taylor, the 2000 Census reported 14.1% of persons in Taylor had income below the poverty level.

Taylor ISD was reported to have 55% of their students classified as economically disadvantaged in the 2002-03 school year. This means they are eligible for free or reduced-priced meals under the National School Lunch and Child Nutrition Program, or are from a family with an annual income at or below the official poverty line and/or qualify for other public assistance programs.

According to the 2000 Census, the median household income for Williamson County was $60,642 while in Taylor it was $38,549. The estimated median household income for Williamson County in 2002 was $64,409; using comparisons from the 2000 data we can estimate that the median household income for Taylor in 2002 was approximately $40,899.

On average there were 796 Taylor residents receiving Women Infant and Children services per month in 2003. In 2002, there were 612 Food Stamp Cases.

Heath Insurance

The number of adults and children that do have health care insurance is difficult to estimate. The Texas Department of Health and Human Resources calculates estimates for Texas counties. The estimated uninsured population as of November 2002 for Williamson County is 9.6% for ages under 19, 17.3% for ages 19-64, and 14.7% for all under age 65. Children Health Insurance Program (CHIP) enrollment during the first quarter of 2004 in Williamson County was 3,889.

Seniors and Transportation

The 2000 census indicates that in Taylor about 10.6 % of the households have no vehicles, and on average 33.5% have only one car. With 49.5% of the population in Taylor 55 years of age and older, and a large percentage of residents with low incomes, lack of transportation is a barrier to maintaining quality of life.

Natality

There were 240 live births to Taylor residents in 2002, a decrease of 12% (33 less births) from 2001. The 2002 crude birth rate for Taylor is estimated at 17.0 births per 1,000 residents, similar to the crude rate for Williamson County, which was 17.1 births per 1,000 residents. More than half the births in Taylor (131) were to mothers of Hispanic origin. There were 86 births to White mothers, 18 to Black mothers, and 5 other. Approximately 84% of mothers reported starting prenatal care in their first trimester, 13% in their second trimester, and less than 3% in their third. There were 19 low birth weight (under 2,500 grams) infants born to Taylor residents in 2002, which is 7.9 percent of live births. Mothers aged 10-17 accounted for approximately 6.6 percent of the births in 2002, compared to 7.9 percent in 2001. In 2002 Williamson County reported 2.4% of 4,982 total live births to mothers aged 10-17. Age-specific birth rates (accounts for age of the mother per 1,000 of the female resident population of the same age) are not available.

Mortality

30% of the 167 total deaths in Taylor for 2002 were cardiovascular related (ischemic heart disease, acute myocardial infarction, cerebrovascular diseases, and other forms of heart disease). 19% of deaths were cancer related, with cancer of trachea, bronchus and lung the highest at 4.8%. Diabetes related deaths were 2.4%.

Cancer

Cancer incidence rate for all cancers for Williamson County in 2000 was 443.7. With Taylor's higher proportion of Black and Hispanic residents, they are more likely to carry the burden of higher cancer rates compared to other cities the county that are not as ethnically diverse

TABLE 10.1
CANCER DEATH RATES FOR ALL CANCERS (PER 10,000)

Williamson County		**Texas**	
White:	168.9	White:	201.4
Black:	331.5	Black:	265.6
Hispanic:	191.1	Hispanic:	153.4

Note: Age adjusted to 2000 US standard population

Diabetes

The Texas Diabetes Council reports on the diabetes prevalence for Williamson County by estimating the number of diagnosed diabetics in Texas (2001) using 2001 Texas Behavioral Risk Factor Surveillance System (BRFSS). It is estimated that the Williamson County diabetes prevalence rate is 6.4% and the Texas rate 6.2%. All rates are for individuals 18 years and older.

TABLE 10.2
WILLIAMSON COUNTY ESTIMATED DIABETES

	Number	**Rate**
White	8,326	(6.0%)
Black	857	(9.7%)
Hispanic	2,278	(8.10%)
All	11,643	(6.4%)

Child Obesity

In 2001 the Williamson County and Cities Health District's Youth Activity Weight and Nutrition survey of fourth, eight and twelve graders initial body mass index measurements found 15% of all students surveyed are at risk for becoming overweight, 21% of TISD students surveyed were all ready overweight.

Family Violence

The Texas Crime Report for 2002 shows the Taylor Police Department reporting 157 family violence incidents in 2002, the second highest number reported by a city police department in Williamson County. . In 2002 there were a total of 1,142 family violence incidents in the county.

Although it is the second highest reported by a Police Department, the number of incidents did slightly decline since 2001 when 161 incidents were reported.

Mental Health

In 2002, 215 adults and 88 children living in Taylor received mental health services; 14 adults and 14 children living in Taylor received mental retardation services, and 36 children received Early Childhood Intervention services.

Public Safety

The most common cause of trauma injury in Williamson County is motor vehicle accidents. From 1997 to 1999, Williamson County experienced a 49.1% (57 to 85) increase in motor vehicle accident trauma injuries. In 2000, Taylor firefighters, both staff and volunteer, responded to an estimated total of 1,874 calls/requests for service, which is an increase of approximately 10% from the 1,704 requests made in 1999. The Taylor Fire Department and the Taylor Volunteer Fire Department provide not only fire control services, but also acts as a first responder team and provides public education for area residents. The Volunteer Fire Department has a *fire safety house*, which helps teach children what to do in case of a fire. During the 2000-2001 school years, 1,250 school children participated in a *fire safety house* training exercise.

Substance Abuse

Data from the 1999 BRFSS and the 1999 Taylor School Survey suggest cause for concern about the levels of drinking and drug use among Taylor youth. In particular, rates of tobacco use, binge drinking, driving after drinking, and inhalant use were above statewide levels. The 2001 Taylor School Survey reveals that Taylor ISD students are using ecstasy (8%) at twice the state rate (4%). Overall, the use of illicit drugs and of marijuana in particular, among Taylor ISD students in 2001 was somewhat higher than that reported by their counterparts statewide.

The number of Adults living in zip code 76574 receiving outpatient treatment in Texas Commission on Alcohol and Drug Abuse (TCADA)-funded programs:

2001: 13
2002: 7
2003: 14

Additional Alcohol and Drug Abuse data will be available in early 2005 when the Behavioral Risk Surveillance Survey is completed by the Williamson County & Cities Health District.

Quality of Life

Taylor's economic future and quality of life depends on the development of its people. The community recognizes its role in making Taylor the kind of place people of all ages want to live and raise their families and those who are most vulnerable will have access to assistance they need.

Goals, Objectives, and Actions

Health and Human Services Goals: A community that connects families and children with comprehensive, community-based health and human services, where optimal health and quality of life is achievable for families and individuals, and that respects and appreciates diversity, including economic, racial, cultural and individual differences.

Objective HH 1: Work with area providers to expand and promote optimum health and human services for Taylor residents.

Action HH 1.1: Create a working group on health and human services-related issues to develop health and human services policies.

Action HH 1.2: Include consumer representation in addition to health and other disciplines on the working group.

Action HH 1.3: Develop policies that assure equal opportunity and fair access to services.

Action HH 1.4: Strive to provide better and more coordinated information to people about the availability of services in Taylor.

Action HH 1.5: Encourage connections between services that coordinate, link, and integrate public, private and community-based services.

Action HH 1.6: Create with the Economic Development Council and local health care providers a recruitment strategy to secure more CHIP, Medicaid and Medical Specialty providers

Objective HH2: Work with area providers so that health and human services are supported and delivered in an effective and efficient manner

Action HH2.1: Establish a strategic planning committee to develop and review recommendations periodically on:

- an inventory of existing facilities (location, condition, and services provided);
- projections of future health and human services challenges and the locations in which they occur;
- manpower and expertise of the labor force needed to meet current and projected health and human services needs;

- public accessibility to various health and human services facilities, to include effectiveness of the public transit system.

Objective HH 3: Formalize the planning relationship among the Taylor Independent School District, Temple Community College, Williamson County, neighborhoods, and the City of Taylor by encouraging strong and continuing community and school relationships beyond the walls of facilities by utilizing the neighborhood as an educational resource.

Action HH 3.1: Publicly recognize neighborhoods that have shown individual initiative to improve schools within their neighborhoods.

Action HH 3.2 Establish incentives that encourage neighborhoods to support their schools.

Action HH 3.3: Develop a system to allow the school district and other entities to share fiscal and demographic data for planning purposes.

Action HH 3.4: Make available all available financial, demographic, and physical plant information on individual schools through a computerized central clearinghouse.

Action HH 3.5: Coordinate the City capital improvement and functional plans with school district plans.

Action HH 3.6: Develop a cooperative school sidewalk program to enhance the safety, appearance, and access for neighborhood residents.

Action HH 3.7: Develop recommendations for neighborhood safe routes to school plans when developing walking and biking routes to schools.

Action HH 3.8: Participate with alternative schools, vocational training, and adult literacy and learning centers in planning resources for Taylor.

Action HH 3.9: Support the coordination of school programs and Temple Community College.

Action HH 3.10: Work with Temple Community College to promote life-long learning opportunities for residents of Taylor and encourage the broadest possible use of the library, Taylor CNET, and other existing facilities throughout the city, focusing on developing these resources in neighborhoods.

Action HH 3.11: Work with Taylor ISD and Temple Community College, community organizations, state of Texas and Williamson County to develop strong linkages between education and training programs and employability development resources.

Action HH 3.12: Work with Taylor ISD to create safe learning environments in and after school that promotes academic and personal achievement for all children. Recognize that community-based learning through service projects has value both to the student and the community.

Objective HH 4: Work with local organizations and providers to support services to meet food, clothing, shelter, transportation and other basic material needs.

Action HH4.1: Develop new and utilize existing partnerships between public agencies and private citizens to coordinate efforts that support food pantries and nutrition programs, especially for infants, children and the elderly, and other vulnerable populations.

Action HH4.2: Develop new and utilize existing partnerships to explore the use of existing facilities and co-location of services, including joint use of schools, the City of Taylor and Williamson County facilities, to make services more available in the neighborhoods.

Action HH4.3: Develop new and utilize existing partnerships to encourage effective, efficient community-based and community-delivered services using a combination of public, private, community and personal resources.

Objective HH5: Work with local organizations and providers to help individuals, families, and neighborhoods address their safety concerns.

Action HH 5.1: Coordinate efforts that enhance strong family relationships and healthy child development and work in partnership with the county and state and community agencies to prevent violence and injury, in areas such as child abuse, sexual assault, domestic violence, and violence associated with substance abuse.

Action HH5.2: Develop new and utilize existing partnerships between public agencies and private citizens to coordinate a policing strategy that works in partnership with the community to reduce crime through prevention, education and enforcement, and encourage

neighborhoods to build block-by-block networks to prevent crime and solve common problems.

Action HH5.3: Develop an increased level of emergency preparedness among all segments of Taylor to help coordinate governmental response and recovery efforts that seek to minimize the adversity of a major emergency or disaster.

Objective HH6: Work with local organizations to celebrate diversity through community activities and events that recognize different groups.

Action HH6.1: Improve access to City and community services and remove obstacles that keep people from receiving the services they need.

Action HH6.2: Enhance opportunities for people with low income, disabilities, limited English-speaking ability, and other barriers to service to participate fully in community life and to access assistance.

Action HH6.3: Promote culturally responsive and relevant service delivery. Strive to ensure that City and community services provide appropriate service.

Action HH6.4: Provide opportunities for diverse representation of people and interests on City of Taylor boards, commissions, advisory committees, and neighborhood planning efforts.

Action HH6.5: Support community efforts that work toward achieving a diversity of ages, incomes, household types and sizes, and cultural backgrounds throughout the City of Taylor.

Action HH6.6: Coordinate the planning effort to assess the need for a Community Health and Human Services Center that would include a senior citizen center.

Chapter 11– Plan Implementation

Planning is a continuous process. Completion of the Comprehensive Plan is by no means an end in itself; rather it is a new beginning. The purpose of the Implementation chapter is to provide direction and recommendations for implementation of the Comprehensive Plan and for continued planning. Adoption of the Comprehensive Plan is the initial steps in achieving the vision articulated in the planning process. Early in the process, **key community issues** were identified and now serve as the basis of goals, objectives and actions, the foundation of the Plan. The Comprehensive Plan is the City's guide for government officials and citizens in making decisions regarding land use, thoroughfare development, community facilities construction, infrastructure improvements and extensions, park enhancements, and downtown revitalization.

In addition to the goals, objectives and actions, plan implementation includes the following tools. The Zoning Ordinance and Subdivision Regulations use the Future Land Use Plan as a general guide for decision-making in zoning cases and subdivision plat review approvals to ensure that development and redevelopment are consistent with the policies of the City's Comprehensive Plan. The Capital Improvement Plan (CIP) addresses street, water and sewer infrastructure and facility improvements. The Annual Budget looks at the general operations and maintenance of city facilities, and the repair of rights-of-way for street and highway improvements. Special programs and new initiatives may be used to put recommendations into action.

Commitment to Implementation

The many hours devoted by the citizen based Steering Committee and Planning and Zoning Commission to shaping the Comprehensive Plan attest to their desire for attaining the agreed upon vision for Taylor. In appointing a representative citizens' Steering Committee, the City's leaders sought to involve the entire community in the planning effort. The effort and time contributed by citizens, committed to betterment of their community, require that actions be taken to carry out the recommended policies and proposals.

Perhaps the most important method of implementing the Taylor Comprehensive Plan comes from the day-to-day commitment by elected and appointed officials, city staff members and citizens. The Comprehensive Plan must be understood as a useful and capable tool to direct the City's future. The Future Land Use Plan and Thoroughfare Plan should be displayed and available for easy reference by officials, staff and citizens. The Comprehensive Plan should continually be referenced in planning studies and zoning case reports as well as informal discussion situations. High visibility will make the plan successful, dynamic and a powerful tool for guiding Taylor's future growth.

This Comprehensive Plan must be constantly scrutinized to ensure that its goals, objectives and recommended actions continue to reflect changing community needs and attitudes. **Above all, it must be used on a daily basis**. Each new

development, redevelopment, and even tax incentive, needs to be considered with the intent of achieving the vision and goals set forth in the Plan.

Reports of the Planning and Zoning Commission

As a part of their annual Plan of Work, the Planning and Zoning Commission should prepare an annual report for submittal to and discussion with the City Council. Status of implementation for the Comprehensive Plan should be documented. Significant actions and accomplishments should be recognized. There should also be the identification and recommendation of needed actions and programs to be developed and implemented in the next year. This yearly report should be coordinated with the City's annual budget development process so that the recommendations will be available early in the budgeting process.

Circumstances will continue to change in the future and the Taylor Comprehensive Plan will require modifications and refinements to be kept up-to-date and current. Some of its proposals will be found unworkable and other solutions will continue to emerge. Needed refinements and changes should be carefully noted and thoroughly considered as part of the **Annual Plan Review** and **Five-Year Major Plan Revisions**. As change occurs, however, Taylor's vision should remain the central theme and provide a unifying element. The plan's importance lies in the commitment of citizens to agree on Taylor's purposes for the future, and to apply that consensus in continuing efforts that focus on the betterment of their community.

Annual Plan Review

An annual plan review is the opportunity to see how the Plan is working and to determine if changed conditions warrant amendments or deletions to the text and/or maps. The review will provide the venue for relatively minor plan updates and revisions such as changes in future land use designations, implementation actions and review of plan consistency with ordinances and regulations. A plan amendment should be prepared and distributed in the form of an addendum to the adopted Comprehensive Plan. Identification of potential plan amendments should be an ongoing process by the Planning and Zoning Commission and City staff throughout the year. Citizens, property owners, community organizations and other governmental entities may also submit requests for plan amendments. Proposed plan amendments should be reviewed and recommended by the Planning and Zoning Commission to the City Council. Plan amendments should be adopted in a manner similar to the plan itself. This process includes public hearings, citizen input and consideration of action by both the Planning and Zoning Commission and City Council. Plan amendments should be adopted by resolution.

Five-Year Major Plan Update

Major updating of the Comprehensive Plan should occur approximately every five years. These updates will ensure renewal and continued utility of the Comprehensive Plan for use by the City officials and staff. Annual plan amendments from the previous four years should be incorporated into the next

major plan update. Plan updates will be a significant undertaking involving City officials, departments and citizens. Consultant services may be utilized if needed. The result of the major plan updates will be a new Comprehensive Plan for the City, including new identification of up-to-date goals, objectives, policies and implementation actions.

Implementation Responsibility

The responsibilities for the implementation of the goals, objectives, and actions of the Comprehensive Plan are with the following groups:

Citizens are responsible for bringing their concerns and problems to the City Staff. They should continue to be involved in implementation and maintenance of the Comprehensive Plan. Using advisory committees, public meetings and community workshops, town meetings, public forums, newsletters, citizen comments, media releases and public notices can inform and involve citizens in continued planning. Methods and activities for public participation should be carefully chosen and designed to achieve meaningful and effective involvement.

City Staff should review all the development issues associated with zoning and subdivision of land for compliance with the stated objectives and Future Land Use Plan. Continuous monitoring of planning activities will aid in identififying the need for revisions and updates. Preparation of the annual budget and Capital Improvements should incorporate the actions and projects recommended in the Plan.

A ***Plan Implementation Committee*** would assist the City in the implementation of the Plan and provide ongoing review of the priorities. Meeting semi-annually this committee would review the progress made on the implementation of the comprehensive plan and to provide the City Council, Planning and Zoning Commission, and other affected boards, with updates and recommendations. The committee, comprised of nine to fifteen members, would be appointed by the City Council, Taylor school board, faith-based community organizations, Williamson County, the non-profit sector, Chamber of Commerce Board, and Taylor Economic Development Corporation Board with the intent of representing the community and the regulatory boards. Personnel from the City's Community Development Department would serve as a liaison to the Committee.

Planning and Zoning Commission should use the Comprehensive Plan as a tool for decision making for growth, development, and redevelopment to assure the projects are in accordance with the Plan. On a yearly basis they should submit an annual report of the activities and achievements as well as recommendations for future planning initiatives.

City Council should receive and act upon recommendations that are in accordance with the vision, goals, and objectives of the Plan. As an integral participant in the continuous planning process, the City Council should provide overall policy guidance and consider issues and changes when they are a logical extension of the stated purpose of the Comprehensive Plan.

With these groups working together, implementation of the new Comprehensive Plan will ensure that Taylor will indeed meet its expectations as the livable, walkable, friendly community that it aspires to be, now and in the future.

Recommended Actions

The Comprehensive Plan is *comprehensive* in the manner that it identifies the multitude of factors related to future community growth; analyzes the relationships between these factors; proposes what needs to be done about them; and recommends *specific actions to* accomplish the needs and desires of the community while using the City's resources in the most efficient and effective ways. The implementation actions are specific steps that should be taken to implement the Plan. Some actions may be simple and others will require substantial funding. Others may call for the formation of a new committee, or identify the need for a specific study or initiatives, others the continuation of ongoing City policies.

To be truly useful, the recommended actions need to be considered with respect to their importance and achievability. Identifying actions in terms of importance (prioritization) required the Steering Committee, Planning and Zoning Commission and City Council to consider which actions the City should tackle first. Each action has been carefully considered in terms-of the impact it will have balanced with the ability to achieve it. Of course each action will be considered with respect to its budgetary requirements.

The following spreadsheet, **Table 11.1 – Implementation Actions,** contains objectives, and actions recommended in each chapters of the Comprehensive Plan. The actions are identified by chapter, responsibility, and importance. In a separate listing, the ten most impotent actions are recognized. In the table the actions are listed in priority order as they were ranked by the Steering Committee. The time ranges for the actions are identified as Short – one (1) to three (3) years, Medium – four (4)-to seven (7) years, and Long – seven plus (7+)years. Ongoing denotes current and continuous projects.

TABLE 11.1
IMPLEMENTATION TABLE
(PRIORITIZED)

#	Chapter	Objective	Action	Priority Score	Responsible Department	Time Range
28	5 - Housing	Objective H1: Stabilize neighborhoods with sound, but aging housing through requiring and assisting in the rehabilitation of substandard housing and the demolition of dilapidated housing throughout Taylor.	Action H1.1: Work with Williamson County in the development of their 5-Year HUD Consolidated Plan for use of CDBG funds. This will help ensure that the City will get its fair share of CDBG funds for housing rehabilitation and infrastructure repairs.	51	City - Planning/County - Grants admin.	Short
45	6-Transportation	Objective T2: Explore alternative transportation modes that could be available to the residents of the City.	Action T2.3: Work with CARTS to expand existing routes to provide service to major retail and service establishments within the City.	49	City - Plannning/CARTS	Ongoing
19	4 - Land Use	Objective L3: Provide viable retail, office and industrial areas that support opportunities for economic development.	Action L3.5: Locate large commercial and industrial activities along the more accessible roadways, ones that can handle truck traffic without negatively impacting adjacent residential land uses—the Loop, appropriate portions of Business 79, FM 397 FM 973.	48	City - Planning, Engineering	Ongoing
41	6-Transportation	Objective T1: Ensure the road system in the City provides appropriate access for residents while discouraging commercial traffic in neighborhoods.	Action T1.2: Develop a program that allocates City funds to repair and/or replace streets that will benefit the community as a whole.	47	City - Management/Engineering	Ongoing
46	6-Transportation	Objective T2: Explore alternative transportation modes that could be available to the residents of the City.	Action T2.4: Continue to work with Taylor's Main Street program, CARTS, TxDOT and the Union Pacific Railroad to assure the construction of an intermodal transportation facility to the City of Taylor.	46	City - Planning/Main Street/CARTS/TxDOT/Union Pacific	Short
21	4 - Land Use	Objective L3: Provide viable retail, office and industrial areas that support opportunities for economic development.	Action L3.7: Coordinate with the Economic Development plan to attract specific desired uses (retail, cinema, entertainment, etc.) through targeted recruiting and incentives.	45	City - Planning/TEDC/Chamber	Ongoing

TABLE 11.1
IMPLEMENTATION TABLE
(PRIORITIZED)

#	Chapter	Objective	Action	Priority Score	Responsible Department	Time Range
25	4 - Land Use	Objective L4: Preserve and enhance Downtown and Downtown Neighborhoods character and economic investment.	Action L4.2 Adopt restoration building code addendums that will encourage rehabilitation of declining properties.	45	City - Planning, Main Street, Building Inspections	Short
52	6-Transportation	Objective T5: Ensure that all airport plans be incorporated into future City plans.	Action T5.2: Work with TxDOT and the Regional Airport developers on ensuring that the Taylor residents are kept informed of all decisions affecting this airport.	45	City - Planning/Airport Board/Engineering/TxDOT	Ongoing
101	10-Health and Human Services	Objective HH1: Work with area providers to expand and promote optimum health and human services for Taylor residents.	Action HH1.4: Strive to provide better and more coordinated information to people about the availability of services in Taylor.	45	WCCHD	Short
116	10-Health and Human Services	Objective HH3: Formalized planning relationship among the school district, Temple Community College, Williamson County, neighborhoods, and the City of Taylor by encouraging strong and continuing community and school relationships beyond the walls of facilities by utilizing the neighborhood as an educational resource.	Action HH3.8: Support the coordination of school programs and Temple Community College.	45	TISD/Interagency/TCAT/WCCHD/City - Planning	Ongoing
1	4 - Land Use	Objective L1: Provide suitable areas for a variety of residential types and densities.	Action L1.1: Identify appropriate residential development areas on Future Land Use Plan (site suitability, access, utilities).	44	City - Planning	Short
121	10-Health and Human Services	Objective HH4: Work with local organizations and providers to support services to meet food, clothing, shelter, transportation and other basic material needs.	Action HH4.1: Develop new and utilize existing partnerships between public agencies and private citizens to coordinate efforts that support food pantries and nutrition programs, especially for infants, children and the elderly, and other vulnerable populations.	44	WCCHD/Interagency/United Way/Faith Based Community	Short

TABLE 11.1
IMPLEMENTATION TABLE
(PRIORITIZED)

#	Chapter	Objective	Action	Priority Score	Responsible Department	Time Range
29	5 - Housing	Objective H1: Stabilize neighborhoods with sound, but aging housing through requiring and assisting in the rehabilitation of substandard housing and the demolition of dilapidated housing throughout Taylor.	Action H1.2: Invest in road repairs in the declining residential areas, particularly Subareas C, D and G. The poor street conditions lead to lowered property values, poor navigation, poor drainage and general decay of the neighborhoods.	43	City - Management/Engineering/Planning	Ongoing
39	5 - Housing	Objective H5: Encourage the development of new larger homes and high-end retirement developments in Taylor and its ETJ.	Action H5.2: Provide appropriate land use designations, zoning if applicable, and development guidelines for new subdivisions of larger homes for professionals commuting to surrounding employment centers. (Currently, the entire Austin MSA is overbuilt with single-family houses, however the lower cost of land and assistance in lowering fees and development costs can mean attractive developments in the Taylor area).	43	City - Planning	Short
40	6-Transportation	Objective T1: Ensure the road system in the City provides appropriate access for residents while discouraging commercial traffic in neighborhoods.	Action T1.1: Use the Thoroughfare Plan to determine where arterial and collector streets are needed in new residential and commercial developments.	43	City - Planning/Engineering	Ongoing
53	6-Transportation	Objective T5: Ensure that all airport plans be incorporated into future City plans.	Action T5.3: Review all development in and around the flight zones in accordance with the Future Land use plan to ensure the protection of any future neighborhoods as well as preserving the functional ability of the airport.	43	City - Planning	Ongoing
102	10-Health and Human Services	Objective HH1: Work with area providers to expand and promote optimum health and human services for Taylor residents.	Action HH1.5: Encourage connections between services that coordinate, link, and integrate public, private and community-based services.	43	WCCHD	Medium

TABLE 11.1
IMPLEMENTATION TABLE
(PRIORITIZED)

#	Chapter	Objective	Action	Priority Score	Responsible Department	Time Range
117	10-Health and Human Services	Objective HH3: Formalized planning relationship among the school district, Temple Community College, Williamson County, neighborhoods, and the City of Taylor by encouraging strong and continuing community and school relationships beyond the walls of facilities by utilizing the neighborhood as an educational resource.	Action HH3.9: Work with Temple Community College to promote life-long learning opportunities for residents of Taylor and encourage the broadest possible use of the library, Taylor CNET, and other existing facilities throughout the city, focusing on developing these resources in neighborhoods.	43	TISD/Interagency/TCAT/ WCCHD/City - Planning	Ongoing
118	10-Health and Human Services	Objective HH3: Formalized planning relationship among the school district, Temple Community College, Williamson County, neighborhoods, and the City of Taylor by encouraging strong and continuing community and school relationships beyond the walls of facilities by utilizing the neighborhood as an educational resource.	Action HH3.10: Work with Taylor ISD and Temple Community College, community organizations, state of Texas and Williamson County to develop strong linkages between education and training programs and employability development resources.	43	TISD/Interagency/TCAT/ WCCHD/City - Planning	Short
126	10-Health and Human Services	Objective HH5: Work with local organizations and providers to help individuals, families, and neighborhoods address their safety concerns.	Action HH5.3: Develop an increased level of emergency preparedness among all segments of Taylor to help coordinate governmental response and recovery efforts that seek to minimize the adversity of a major emergency or disaster.	43	WCCHD/Interagency/Faith based Community/ City - Police, Fire, Planning	Short
2	4 - Land Use	Objective L1: Provide suitable areas for a variety of residential types and densities.	Action L1.2: Develop neighborhood conservation provisions in zoning ordinance to include landscaping and buffering as protection against encroaching incompatible uses.	42	City - Planning	Medium

TABLE 11.1
IMPLEMENTATION TABLE
(PRIORITIZED)

#	Chapter	Objective	Action	Priority Score	Responsible Department	Time Range
4	4 - Land Use	Objective L1: Provide suitable areas for a variety of residential types and densities.	Action L1.4: Coordinate, through interlocal agreement, partnerships and action committees, City, County and school district facilities planning and land acquisition that will create joint usage school and park facilities.	42	City - Planning/County/TISD	Short
12	4 - Land Use	Objective L1: Provide suitable areas for a variety of residential types and densities.	Action L1.12: Support the continued rehabilitation and restoration of the Downtown Neighborhoods through appropriate, but considerate code enforcement.	42	City - Code Enforcement	Ongoing
42	6-Transportation	Objective T1: Ensure the road system in the City provides appropriate access for residents while discouraging commercial traffic in neighborhoods.	Action T1.3: Improve roadways to attain a LOS “D”. Types of improvements will be determined following traffic analysis.	42	City - Planning/Engineering	Short
103	10-Health and Human Services	Objective HH1: Work with area providers to expand and promote optimum health and human services for Taylor residents.	Action HH1.6: Create with Economic Development and local health care providers a recruitment strategy to secure more CHIP, Medicaid and Medical Specialty providers.	42	WCCHD/State/Interagency	Short
112	10-Health and Human Services	Objective HH3: Formalized planning relationship among the school district, Temple Community College, Williamson County, neighborhoods, and the City of Taylor by encouraging strong and continuing community and school relationships beyond the walls of facilities by utilizing the neighborhood as an educational resource.	Action HH3.5: Coordination the City capital improvement and functional plans with school district plans.	42	TISD/Interagency/TCAT/ WCCHD/City - Planning	Ongoing

TABLE 11.1
IMPLEMENTATION TABLE
(PRIORITIZED)

#	Chapter	Objective	Action	Priority Score	Responsible Department	Time Range
3	4 - Land Use	Objective L1: Provide suitable areas for a variety of residential types and densities.	Action L1.3: Establish open space easements, linear parks, and trails in and around residential areas for accessibility and "walkability." Require dedication or provision of land in the Subdivision Regulations platting process.	41	City - Planning	Medium
44	6-Transportation	Objective T2: Explore alternative transportation modes that could be available to the residents of the City.	Action T2.2: Provide trails, sidewalks and crosswalks on all arterial and collector streets.	41	City - Planning/Engineering	Long
51	6-Transportation	Objective T5: Ensure that all airport plans be incorporated into future City plans.	Action T5.1: Work with the area residents and develop a plan that works with the existing local airport to ensure that the airport does not hinder growth in this part of the City.	41	City - Planning/Airport Board/Engineering	Ongoing
98	10-Health and Human Services	Objective HH1: Work with area providers to expand and promote optimum health and human services for Taylor residents.	Action HH1.1: Create a working group on health and human services-related issues to develop health and human services policies.	41	WCCHD/Interagency/Johns Hospital/City - Planning	Short
110	10-Health and Human Services	Objective HH3: Formalized planning relationship among the school district, Temple Community College, Williamson County, neighborhoods, and the City of Taylor by encouraging strong and continuing community and school relationships beyond the walls of facilities by utilizing the neighborhood as an educational resource.	Action HH3.3: Develop a system to allow the school districts and other entities to share fiscal and demographic data for planning purposes.	41	TISD/Interagency/TCAT/ WCCHD/City - Planning	Short
122	10-Health and Human Services	Objective HH4: Work with local organizations and providers to support services to meet food, clothing, shelter, transportation and other basic material needs.	Action HH4.2: Develop new and utilize existing partnerships to explore the use of existing facilities and co-location of services, including joint use of schools, the City of Taylor and Williamson County facilities, to make services more available in the neighborhoods.	41	WCCHD/Interagency/United Way/Faith Based Community/City - Planning	Short

TABLE 11.1
IMPLEMENTATION TABLE
(PRIORITIZED)

#	Chapter	Objective	Action	Priority Score	Responsible Department	Time Range
14	4 - Land Use	Objective L2: Protect areas of historical and architectural significance in the City.	Action L2.2: Adopt additional codes and regulations that would encourage renovation, rehabilitation and restoration of historic (older than 50 years) and older (less than 50 years but worthy of repair).	40	City - Planning/Building Inspections	Medium
17	4 - Land Use	Objective L3: Provide viable retail, office and industrial areas that support opportunities for economic development.	Action L3.3: Upgrade utilities and roadways, as needed, in areas designated for commercial, business park and industrial uses on the Future Land Use Plan to attract new and expanding development.	40	City - Planning/Engineering	Ongoing
30	5 - Housing	Objective H1: Stabilize neighborhoods with sound, but aging housing through requiring and assisting in the rehabilitation of substandard housing and the demolition of dilapidated housing throughout Taylor.	Action H1.3: Work to assist non-profits in acquiring a state CHDO (Community Housing Development Organization) status and apply for state HOME funds for new low-income housing and housing rehabilitation.	40	City - Planning/THA	Short
32	5 - Housing	Objective H1: Stabilize neighborhoods with sound, but aging housing through requiring and assisting in the rehabilitation of substandard housing and the demolition of dilapidated housing throughout Taylor.	Action H1.5: Seek partnerships with public and private entities to eliminated dilapidated housing.	40	City - Planning/THA	Short
104	10-Health and Human Services	Objective HH2: Work with area providers so that health and human services are supported and delivered in an effective and efficient manner.	Action HH2.1: Establish a strategic planning committee to develop and review recommendations periodically on an inventory of existing facilities (location, condition, and services provided)	40	WCCHD/Interagency	Short

TABLE 11.1
IMPLEMENTATION TABLE
(PRIORITIZED)

#	Chapter	Objective	Action	Priority Score	Responsible Department	Time Range
115	10-Health and Human Services	Objective HH3: Formalized planning relationship among the school district, Temple Community College, Williamson County, neighborhoods, and the City of Taylor by encouraging strong and continuing community and school relationships beyond the walls of facilities by utilizing the neighborhood as an educational resource.	Action HH3.7: Participate with alternative schools, vocational training, and adult literacy and learning centers in planning resources for Taylor.	40	TISD/Interagency/TCAT/ WCCHD/City - Planning	Short
125	10-Health and Human Services	Objective HH5: Work with local organizations and providers to help individuals, families, and neighborhoods address their safety concerns.	Action HH5.2: Develop new and utilize existing partnerships between public agencies and private citizens to coordinate a policing strategy that works in partnership with the community to reduce crime through prevention, education and enforcement, and encourage neighborhoods to build block-by-block networks to prevent crime and solve common problems.	40	WCCHD/Interagency/Faith based Community/City - Police, Planning	Medium
127	10-Health and Human Services	Objective HH6: Work with local organizations to celebrate diversity through community activities and events that recognize different groups	Action HH6.1: Improve access to City and community services and to remove obstacles that keep people from receiving the services they need.	40	City - Planning/WCCHD/Interagency	Ongoing
128	10-Health and Human Services	Objective HH6: Work with local organizations to celebrate diversity through community activities and events that recognize different groups	Action HH6.2: Enhance opportunities for people with low income, disabilities, limited English-speaking ability, and other barriers to service to participate fully in community life and to access assistance.	40	City - Planning/WCCHD/ Interagency/Faith Based Community	Ongoing
8	4 - Land Use	Objective L1: Provide suitable areas for a variety of residential types and densities.	Action L1.8: Ensure that streets, sidewalks, neighborhood parks, street lighting, drainage, and traffic control through design standard requirements.	39	City - Planning/Engineering	Medium

TABLE 11.1
IMPLEMENTATION TABLE
(PRIORITIZED)

#	Chapter	Objective	Action	Priority Score	Responsible Department	Time Range
36	5 - Housing	Objective H3: Assist in the provision of new low-income rental and ownership units, and a variety of housing to meet the needs of Taylor's growing and changing population.	Action H3.3: Investigate mechanisms to stem the tide of mobile homes moving into residential neighborhoods and to ensure that those already in on residential lots are safe.	39	City - Planning	Medium
49	6-Transportation	Objective T4: Ensure adequate access and circulation within the City.	Action T4.1: Complete continuous loop around Taylor to create additional access in and around the City.	39	City - Planning/Engineering/ TXDOT	Medium
113	10-Health and Human Services	Objective HH3: Formalized planning relationship among the school district, Temple Community College, Williamson County, neighborhoods, and the City of Taylor by encouraging strong and continuing community and school relationships beyond the walls of facilities by utilizing the neighborhood as an educational resource.	Action HH3.5: Develop a cooperative school sidewalk program to enhance the safety, appearance, and access for neighborhood residents.	39	TISD/Interagency/TCAT WCCHD/City - Planning	Medium
114	10-Health and Human Services	Objective HH3: Formalized planning relationship among the school district, Temple Community College, Williamson County, neighborhoods, and the City of Taylor by encouraging strong and continuing community and school relationships beyond the walls of facilities by utilizing the neighborhood as an educational resource.	Action HH3.6: Develop recommendations of neighborhood plans when developing school sidewalk programs.	39	TISD/Interagency/TCAT/ WCCHD/City - Planning	Medium

TABLE 11.1
IMPLEMENTATION TABLE
(PRIORITIZED)

#	Chapter	Objective	Action	Priority Score	Responsible Department	Time Range
124	10-Health and Human Services	Objective HH5: Work with local organizations and providers to help individuals, families, and neighborhoods address their safety concerns.	Action HH5.1: Coordinate efforts that enhance strong family relationships and healthy child development and work in partnership with the county and state and community agencies to prevent violence and injury, in areas such as child abuse, sexual assault, domestic violence, and violence associated with substance abuse.	39	WCCHD/Interagency/Faith based Community/City - Police, Planning	Medium
6	4 - Land Use	Objective L1: Provide suitable areas for a variety of residential types and densities.	Action L1.6 Establish new criteria for street and lot layout to achieve desirable neighborhoods that are pedestrian and park oriented.	38	City - Planning, Engineering	Medium
7	4 - Land Use	Objective L1: Provide suitable areas for a variety of residential types and densities.	Action L1.7: Extend existing trail systems to create linear park linkages through new developments. Require inclusion of trails in the platting process through design and park dedication	38	City - Planning, Enginering	Medium
20	4 - Land Use	Objective L3: Provide viable retail, office and industrial areas that support opportunities for economic development.	Action L3.6: Guide new commercial development to clusters (shown on the Future land Use Plan instead of scattered and/or “strip” development).	38	City - Planning	Medium
23	4 - Land Use	Objective L3: Provide viable retail, office and industrial areas that support opportunities for economic development.	Action L3.9: Review and monitor zoning and other development ordinances to achieve appropriate regulations and district designations to keep commercial areas viable, encourage redevelopment, and ensure quality new development.	38	City - Planning/TEDC	Medium
24	4 - Land Use	Objective L4: Preserve and enhance Downtown and Downtown Neighborhoods character and economic investment.	Action L4.1: Amend appropriate codes to allow more mixed-use, live/work development opportunities Downtown and Downtown Neighborhoods.	38	City - Planning. Main Street	Medium

TABLE 11.1
IMPLEMENTATION TABLE
(PRIORITIZED)

#	Chapter	Objective	Action	Priority Score	Responsible Department	Time Range
48	6-Transportation	Objective T3: Create a "front door" entry and identity for the City.	Action T3.2: Require that major entry roads reflect the character of Taylor with landscaping, additional setbacks, preservation of existing trees and planting of additional trees.	38	City - Planning	Medium
50	6-Transportation	Objective T4: Ensure adequate access and circulation within the City.	Action T4.2: Improve appearance and function of streets so that they are similar to Lake Drive through landscaping and sidewalks to increase "walkability" and access.	38	City - Planning/Engineering	Medium
111	10-Health and Human Services	Objective HH3: Formalized planning relationship among the school district, Temple Community College, Williamson County, neighborhoods, and the City of Taylor by encouraging strong and continuing community and school relationships beyond the walls of facilities by utilizing the neighborhood as an educational resource.	Action HH3.4: Make available all available financial, demographic, and physical plant information on individual schools through a computerized central clearinghouse.	38	TISD/Interagency/TCAT/ WCCHD/City - Planning	Medium
123	10-Health and Human Services	Objective HH4: Work with local organizations and providers to support services to meet food, clothing, shelter, transportation and other basic material needs.	Action HH4.3: Develop new and utilize existing partnerships to encourage effective, efficient community-based and community-delivered services using a combination of public, private, community and personal resources.	38	WCCHD/Interagency/United Way/Faith Based Community/City - Planning	Medium
15	4 - Land Use	Objective L3: Provide viable retail, office and industrial areas that support opportunities for economic development.	Action L3.1 Designate areas that can support industrial development in the Future Land Use Plan and zoning map that require transportation access, adequate utilities, and protection of residential areas.	37	City - Planning	Medium

TABLE 11.1
IMPLEMENTATION TABLE
(PRIORITIZED)

#	Chapter	Objective	Action	Priority Score	Responsible Department	Time Range
22	4 - Land Use	Objective L3: Provide viable retail, office and industrial areas that support opportunities for economic development.	Action L3.8: Provide existing businesses economic development programs, incentives, and assistance for expansion/relocation to areas designated on the Future Land Use Plan.	37	City - Planning/TEDC	Medium
31	5 - Housing	Objective H1: Stabilize neighborhoods with sound, but aging housing through requiring and assisting in the rehabilitation of substandard housing and the demolition of dilapidated housing throughout Taylor.	Action H1.4: Revisit the housing code regarding historic preservation and rehabilitation. Investigate the use of alternative or sub codes for rehabilitation of older buildings. Currently the cost to bring historic homes up to the current building code and to the codes of historic preservation make the investment too costly.	37	City - Planning/Building Inspections	Medium
47	6-Transportation	Objective T3: Create a “front door” entry and identity for the City.	Action T3.1: Develop a design for city entrance signs and landscaping that reflect the character of Taylor.	37	City - Planning	Medium
99	10-Health and Human Services	Objective HH1: Work with area providers to expand and promote optimum health and human services for Taylor residents.	Action HH1.2: Include consumer representation in addition to health and other disciplines on the working group.	37	WCCHD/Johns Hospital/Interagency/City - Planning	Medium
100	10-Health and Human Services	Objective HH1: Work with area providers to expand and promote optimum health and human services for Taylor residents.	Action HH1.3: Develop policies that assure equal opportunity and fair access to services.	37	WCCHD/State/Interagency	Medium
119	10-Health and Human Services	Objective HH3: Formalized planning relationship among the school district, Temple Community College, Williamson County, neighborhoods, and the City of Taylor by encouraging strong and continuing community and school relationships beyond the walls of facilities by utilizing the neighborhood as an educational resource.	Action HH3.11: Work with Taylor ISD to create safe learning environments in and after school that promotes academic and personal achievement for all children. Recognize that community-based learning through service projects has value both to the student and the community.	37	TISD/Interagency/TCAT/ WCCHD/City - Planning	Medium

TABLE 11.1
IMPLEMENTATION TABLE
(PRIORITIZED)

#	Chapter	Objective	Action	Priority Score	Responsible Department	Time Range
130	10-Health and Human Services	Objective HH6: Work with local organizations to celebrate diversity through community activities and events that recognize different groups	Action HH6.4: Provide opportunities for diverse representation of people and interests on City of Taylor boards, commissions, advisory committees, and neighborhood planning efforts.	37	City - Management, Planning	Ongoing
9	4 - Land Use	Objective L1: Provide suitable areas for a variety of residential types and densities.	Action L1.9: Require and/or install appropriate landscaping along major arterials and local streets. Develop requirements and list of approved plants and materials	36	City - Planning	Long
13	4 - Land Use	Objective L2: Protect areas of historical and architectural significance in the City.	Action L2.1: Identify areas and structures of historical and architectural significance.	36	City - Planning/Taylor Heritage and Conservation Society	Long
18	4 - Land Use	Objective L3: Provide viable retail, office and industrial areas that support opportunities for economic development.	Action L3.4 Create Business Park (particularly around the Airport), Downtown Neighborhood, and Gateway Zoning Districts that encourages attractive, quality development in a campus setting..	36	City - Planning	Long
105	10-Health and Human Services	Objective HH2: Work with area providers so that health and human services are supported and delivered in an effective and efficient manner.	Action HH2.1: Establish a strategic planning committee to develop and review recommendations periodically on projections of future health and human services challenges and the locations in that they occur.	36	WCCHD/Interagency	Long
107	10-Health and Human Services	Objective HH2: Work with area providers so that health and human services are supported and delivered in an effective and efficient manner.	Action HH2.1: Establish a strategic planning committee to develop and review recommendations periodically on public accessibility to various health and human services facilities, to include effectiveness of the public transit system	36	WCCHD/Interagency	Long
129	10-Health and Human Services	Objective HH6: Work with local organizations to celebrate diversity through community activities and events that recognize different groups	Action HH6.3: Promote culturally responsive and relevant service delivery. Strive to ensure that City and community services provide appropriate service.	36	City - Planning/WCCHD /Interagency	Long

TABLE 11.1
IMPLEMENTATION TABLE
(PRIORITIZED)

#	Chapter	Objective	Action	Priority Score	Responsible Department	Time Range
35	5 - Housing	Objective H3: Assist in the provision of new low-income rental and ownership units, and a variety of housing to meet the needs of Taylor's growing and changing population.	Action H3.2: Support the development of a volunteer home repair service for the elderly and disabled.	35	City - Planning/Habitat for Humanity/CHDO	Long
5	4 - Land Use	Objective L1: Provide suitable areas for a variety of residential types and densities.	Action L1.5: Take advantage of the conceptual design phase of the platting process to encourage and require effective and creative development planning taking advantage of good urban design on a human scale.	34	City - Planning	Long
26	4 - Land Use	Objective L4: Preserve and enhance Downtown and Downtown Neighborhoods character and economic investment.	Action L4.3 Create a Community Development Corporations (CDCs), and Community Housing Development Organizations (CHODOs) to address redevelopment and new housing.	34	City - Planning, Main Street/TEDC	Long
37	5 - Housing	Objective H4: Assist in the preservation and rehabilitation of historic housing units.	Action H4.1: Revisit the housing code regarding historic preservation and rehabilitation. Investigate the use of alternative or sub codes for rehabilitation of older buildings. Currently the cost to bring historic homes up to the current building code and to the codes of historic preservation make the investment too costly.	34	City - Planning/Building Inspections	Long
106	10-Health and Human Services	Objective HH2: Work with area providers so that health and human services are supported and delivered in an effective and efficient manner.	Action HH2.1: Establish a strategic planning committee to develop and review recommendations periodically on manpower and expertise of the labor force needed to meet current and projected health and human services needs	34	WCCHD/Interagency	Long
11	4 - Land Use	Objective L1: Provide suitable areas for a variety of residential types and densities.	Action L1.11 Permit, through the zoning ordinance, second story residential uses in the downtown area.	33	City - Planning	Long

TABLE 11.1
IMPLEMENTATION TABLE
(PRIORITIZED)

#	Chapter	Objective	Action	Priority Score	Responsible Department	Time Range
16	4 - Land Use	Objective L3: Provide viable retail, office and industrial areas that support opportunities for economic development.	Action L3.2: Concentrate industrial activities along the railroad corridor.	33	City - Planning	Long
27	4 - Land Use	Objective L4: Preserve and enhance Downtown and Downtown Neighborhoods character and economic investment.	Action L4.4 Direct compatible new construction (infill) on vacant lots or as replacement of deteriorated structures through CDCs, CHODO, reduced development fees, low interest bank loans, City acquisition and resale.	33	City - Planning	Long
34	5 - Housing	Objective H3: Assist in the provision of new low-income rental and ownership units, and a variety of housing to meet the needs of Taylor's growing and changing population.	Action H3.1: Provide appropriate land use designations, zoning if applicable, and development guidelines for a senior housing complex with independent living, assisted living and nursing home care for the aging population who are no longer able to care for their homes.	33	City - Planning	Long
131	10-Health and Human Services	Objective HH6: Work with local organizations to celebrate diversity through community activities and events that recognize different groups	Action HH6.5: Support community efforts that work toward achieving a diversity of ages, incomes, household types and sizes, and cultural backgrounds throughout the City of Taylor.	33	City - Planning/WCCHD /Interagency/Faith Based Community	Long
132	10-Health and Human Services	Objective HH6: Work with local organizations to celebrate diversity through community activities and events that recognize different groups	Action HH6.6: Coordinate the planning effort to assess the need for a Community Health and Human Services Center that would include a senior citizen center.	33	City - Planning/WCCHD/ Interagency/Faith Based Community	

TABLE 11.1
IMPLEMENTATION TABLE
(PRIORITIZED)

#	Chapter	Objective	Action	Priority Score	Responsible Department	Time Range
108	10-Health and Human Services	Objective HH3: Formalized planning relationship among the school district, Temple Community College, Williamson County, neighborhoods, and the City of Taylor by encouraging strong and continuing community and school relationships beyond the walls of facilities by utilizing the neighborhood as an educational resource.	Action HH3.1: Publicly recognize neighborhoods that have shown individual initiative to improve schools within their neighborhoods.	32	TISD/Interagency/TCAT/WCCHD/City - Planning	Long
109	10-Health and Human Services	Objective HH3: Formalized planning relationship among the school district, Temple Community College, Williamson County, neighborhoods, and the City of Taylor by encouraging strong and continuing community and school relationships beyond the walls of facilities by utilizing the neighborhood as an educational resource.	Action HH3.2: Establish incentives that encourage neighborhoods to support their schools.	32	TISD/Interagency/TCAT/WCCHD/City - Planning	Long
10	4 - Land Use	Objective L1: Provide suitable areas for a variety of residential types and densities.	Action L1.10: Screen residential areas along major arterials with landscaping	31	City - Planning	Long
43	6-Transportation	Objective T2: Explore alternative transportation modes that could be available to the residents of the City.	Action T2.1: Provide designated on and off street bike routes.	30	City - Planning/Engineering	Long
33	5 - Housing	Objective H2: Assist in the relocation of displaced tenants due to the demolition or renovation of rental housing.	Action H2.1: Work with non-profits, church and community groups to help provide assistance to displaced tenants by providing temporary shelter	29	City - Planning/THA	Long

TABLE 11.1
IMPLEMENTATION TABLE
(PRIORITIZED)

#	Chapter	Objective	Action	Priority Score	Responsible Department	Time Range
38	5 - Housing	Objective H5: Encourage the development of new larger homes and high-end retirement developments in Taylor and its ETJ.	Action H5.1: Provide appropriate land use designations, zoning if applicable, and development guidelines for a new community for retirees, centered around a recreational facility. (Such a development is not dependent on the employment climate and could be sustained in the ETJ, while bringing more retail and support dollars to City businesses).	24	City - Planning	

Note: Short Range - 1-3 Years, Medium - 4-7 Years, Long - 7+ Years, Ongoing - Current and continuing