



# Taylor, TX

## Community and Economic Development Initiative

Prepared For:  
Taylor Economic Development Corporation  
Taylor Chamber of Commerce  
The City of Taylor  
Taylor Independent School District



# Taylor Community & Economic Development Initiative

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March 2014

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Taylor Economic Development Corporation

Taylor Chamber of Commerce

The City of Taylor

Taylor Independent School District

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# Executive Summary

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The Texas A&M Engineering Extension Service is pleased to present this completed Taylor Community & Economic Development Initiative in partnership with the Taylor Economic Development Corporation.

## Background and Approach

The City of Taylor seeks to enhance the overall quality of life for citizens, create jobs, and stimulate the community's economic growth through implementation of activities that will make Taylor a destination of choice for visitors and businesses alike. In June 2013, Sean Stockard, Executive Director of Taylor Economic Development Corporation (TEDC) contacted the Texas A&M Engineering Extension Service (TEEX) and expressed interest in TEEX facilitating a community and economic development action plan for Taylor. Stakeholders supporting this initiative were the Taylor Independent School District, the City of Taylor, Taylor Chamber of Commerce and the Taylor Economic Development Corporation. TEEX served as the facilitator for the Community Assessment, community visioning and for the development of Taylor's Community and Economic Development Initiative Action Plan.

In order to document and analyze the current state of Taylor, creating a "snapshot" of sorts, TEEX conducted a Community Assessment as the initial step in the Community and Economic Development Initiative (**see Appendix A, Taylor Community Assessment, 2014**). The Community Assessment provides an examination of the community and an economic profile through several distinct but interrelated components such as community demographics, income statistics, employment data, audit of infrastructure and other assets. The Assessment also provides a baseline against which Taylor can measure progress as community leaders execute the Community and Economic Development Initiative. The Community Assessment study took eight weeks to complete and provided a foundation from which to lead community visioning sessions and to build Taylor's Community and Economic Development Initiative Action Plan.

During the second step of developing the Community and Economic Development Initiative, TEEX staff gathered extensive input from residents of Taylor through various mediums which included mail-in, telephone, electronic, and in person settings. Over 5,700 questionnaires were sent to residents of Taylor. Newspaper announcements were printed in the *Taylor Daily Press* and email invitations were sent to members of civic groups inviting residents and members to attend a Focus Group of their choice. For those who could attend in person and share their thoughts, four Focus Groups were conducted - October 22, 2013, November 4, 2013, November 7, 2013 and December 10, 2013. Additionally, TEEX facilitated one High School Forum comprised of 19 juniors and seniors on November 5, 2013. A combined total of 70 citizens attended and provided input during the forums, sharing their insights into Taylor's best assets and opportunities for the future. In addition to getting input from those who attended a Focus Group, TEEX received completed questionnaires from over 300 residents. Citizens of Taylor provided input during the forums, through the mail, electronically and on the telephone sharing

their insights into Taylor's strengths and unique attributes, deficiencies, areas for improvement, and their vision of Taylor's future for the next five years. Lastly, board members of the stakeholder groups responded to these questions sharing their thoughts about Taylor's assets and potential as well.

Taylor EDC, City of Taylor, Taylor Chamber of Commerce, and Taylor ISD invited all citizens of Taylor to identify the community's challenges, to discover notable assets and to establish a "community" vision. Through these workshops and completed questionnaires, TEEX captured the dreams and concerns of the community by allowing attendees to voice their vision for community development and economic prosperity. Following the far-reaching community feedback, TEEX staff documented the input from attendees, carefully including all ideas and visions. **(See Appendices B, C, D, E and F Feedback Responses)**

Workshop participants and respondents to the questionnaires were very forthcoming with their vision for the community. Through the course of these multiple feedback mediums, citizens showed relative solidarity in that vision.

The third phase in the project was a final review for Taylor's leadership representatives. On February 28, 2014, the previous mentioned documents were presented to a smaller group of stakeholders who agreed to represent key stakeholder groups in prioritizing projects and activities of the initiative. TEEX facilitated this review with representatives that included: Taylor EDC Director Sean Stockard, Mayor Jesse Ancira, Interim City Manager Jeff Straub, Chamber of Commerce President Thomas Martinez, Taylor EDC Vice Chair Christine Lopez, Taylor EDC Chair Kelly Cmerek, Taylor ISD Communications/Community Services Coordinator Larry Robbins and TEEX representatives, Lisa Mutchler, Sue Ann Palmore and Jamie McKinnerney. The group used the feedback results to capture and assess the needs and wants of the intended direct and indirect beneficiaries of the Taylor Economic and Community Development Initiative.

## Summary of Findings

Information from the Community Assessment, on-site visits and citizen feedback helped create Taylor's SWOT – Strengths, Weaknesses, Opportunities and Threats. With over 3% of Taylor's population sharing their ideas and insights, it is evident citizens of Taylor want to be involved and appreciate the opportunity to help shape Taylor's future. Other communities who have had an opportunity to be involved in the future of their community had a response rate of less than 2%.

Taylor's natural and acquired assets stood out as the project developed. Communities of like or similar size long for such positive features:

- Heritage of the people
- Historical homes and buildings
- Taylor Regional Park
- Film friendly community
- Amtrak stop
- Water

- Proximity and ease of access
- Traffic patterns
- North/south and east/west rail
- Closeness of Granger Lake
- Airports
- Event Center
- Old established trees
- Three parks with lakes
- Wi-Fi in parks
- Hike & bike trail

In summary, it is clear from both the workshops and the surveys that Taylor has the leadership, vision and will to promote itself, leverage its strong heritage and create a prosperous economy while preserving its sense of community and quality of life. As a result, open communication and transparent governance are of paramount importance in order for the community to progress.

The core values that Taylor residents and leadership want to preserve and exploit:

*Sense of community with friendly, open, charming and family oriented people*

*Small town charm with big city convenience*

*Rich history and heritage*

*Diversity of its people*

*Community that is actively involved and shares a cooperative spirit*

The Taylor Community and Economic Development Initiative culminates with an Action Plan that is developed to lead, excite and unite residents, leaders and businesses to aggressively promote and build upon the many natural and acquired assets present in Taylor while preserving the core values. While virtually all potential projects and activities received high priority rankings, communication, infrastructure (roads), education (schools), implementing consistency and ease when working with the city to attract, retain and expand existing businesses, and attaining a unified community vision were among the top ranked priorities. These priorities shaped the core of Taylor's Community and Economic Development Initiative Action Plan for Taylor's economic development.



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# Summary of Community Assessment

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## *Demographics*

- Taylor is optimally located northeast of the state capital just miles away from Interstate Highway 35 and the State Highway 130 toll road and provides a rural alternative to residents who desire to be near the growing region.
- As a part of the Rural Capital Area Workforce Solutions Area, Williamson County is experiencing rapid growth.
- Taylor's population has been consistently growing over the past decade, including an 11.9% increase from 2000 to 2010.
- The per capita personal income has been steadily increasing, and the cost of living is extremely competitive compared to the rest of the area.
- Sales and use tax revenue is back on the rise after the significant drop after the Great Recession of 2008.

## *Employment*

- The City of Taylor and Taylor Economic Development Corporation work together to recruit businesses by providing incentives, grants and loans.
- The major industries in Taylor are Trade, Transport. & Utilities and Education & Health Services.
- ERCOT, Electric Reliability Council of Texas, is the largest employer in Taylor.
- The manufacturing industry is prominent in Williamson County with several companies each providing 250+ jobs to the county.

## *Infrastructure*

- The location at the intersection of Texas State Highway 95 and U.S. Highway 79, and the rail lines from Taylor head both north-south and east-west that opens up possibilities for state-wide distribution.
- The two industrial parks in Taylor provide ample lots to attract business to the community; one with complete infrastructure provided.
- Taylor is fortunate to have an ample water supply for residents, businesses and future growth.
- Amtrak provides passenger rail services making two stops a day in Taylor. This is the only Amtrak stop in Williamson County.

## *Education and Workforce*

- Taylor ISD is experiencing record enrollment meeting all the Texas Education Agency's education standards in 2013, and has experienced steady improvement in standardized test scores over the past five years.
- The established Legacy Early College High School allows students to earn up to 60 college credit hours toward an associate's or baccalaureate degree at no cost to the student while in high school.

- The East Williamson County Higher Education Center (EWCHEC) at Taylor is a collaboration between Taylor ISD, Hutto ISD, and Temple College, Texas State Technical College in Waco, Texas Tech University, Concordia University, and the Texas Bioscience Institute. A new multi-institutional teaching center recently opened in Hutto.
- Taylor's population is in line with the state average for attaining a high school degree, but is lacking when it comes to achieving a bachelor's degree.
- The unemployment rate in Williamson County is almost a full percent below the state average. Taylor High School's laptop initiative provides a laptop for each teacher and student for use through graduation.
- Taylor ISD pays the tuition for High School students who take dual credit courses in coordination with Temple College.

### *Quality of Place*

- Texas Crime Summary statistics indicates that crime is significantly lower in Taylor and Williamson County than neighboring Travis County or the City of Austin.
- Taylor employs over 50 first responders between the police and fire department.
- Scott & White Taylor hospital provides full service care for the city and surrounding communities.

# SWOT

Strengths, weaknesses, opportunities and threats, commonly referred to as SWOT, is a visible way to demonstrate the analysis of factors facing continued economic development of Taylor. This information is based upon the Community Assessment, input from focus groups, city leaders and high school students, observations and a series of discussions with Taylor residents. The SWOT helps recognize the challenges that must be addressed as development continues and the city moves forward. It also highlights Taylor's many competitive advantages that open up opportunities.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Location: Hwy 95, 79 and easy access to I35; near 2 MSAs; fast growing county, center of Texas</li> <li>• Abundant supply of water</li> <li>• Accessible by rail and highway</li> <li>• Available land for purchase/improvement</li> <li>• 24/7 Hospital and ER</li> <li>• Municipal airport</li> <li>• Amtrak passenger rail</li> <li>• WiFi in all public parks and city has 3 major fiber carriers</li> <li>• Culturally and ethnically diverse population</li> <li>• Unemployment rate consistently below state and national averages</li> <li>• Accessible higher education</li> <li>• New public high school</li> <li>• Citizen involvement and participation</li> <li>• Successful events/festivals</li> <li>• Low crime rate; safe place to raise a family</li> <li>• Attractive and advanced public library</li> <li>• Multi-purpose city park with lake, trails, picnic areas, sporting events, movies, bird island</li> <li>• Athletic Sporting Complex</li> <li>• Large rodeo arena</li> <li>• Historic bed and breakfast</li> <li>• Historical homes and buildings</li> <li>• Choices for high school students – Legacy, Coop, traditional, dual credit courses</li> <li>• Moody Museum</li> <li>• Numerous religious venues and activities</li> <li>• Compassionate and friendly fireman, policeman &amp; utility workers</li> <li>• Charming community with caring neighbors; residents are generous, friendly, helpful, have a cooperative spirit, and industrious</li> <li>• Has actual downtown area</li> <li>• No traffic congestion</li> <li>• Cost of living</li> </ul>	<ul style="list-style-type: none"> <li>• Deteriorating roads</li> <li>• Lack of more dining options</li> <li>• Lack of highly educated and/or skilled workforce</li> <li>• Limited jobs paying high wages</li> <li>• Abandoned buildings downtown &amp; throughout town</li> <li>• Unpleasant appearance of downtown area with portable buildings, fence around old city hall</li> <li>• Lack of youth activities/hangouts</li> <li>• Perception of city leaders discouraging growth</li> <li>• Limited high-end housing</li> <li>• South side of town undeveloped and in need of improvements</li> <li>• No recreational facility for people of all ages</li> <li>• Lack of a visible, dynamic Marketing Plan</li> <li>• Reputation of city permitting department – slow, untrustworthy, dishonest, biased, negative</li> <li>• Lack of communication among city, school, chamber of commerce, economic development corporation (city leaders and entities)</li> <li>• Neglected buildings, especially downtown</li> <li>• Citizens view town as “dirty, junky, trashy”</li> </ul>

<ul style="list-style-type: none"> <li>• Rich heritage</li> <li>• Industrial park with infrastructure</li> <li>• Thriving Downtown Association</li> <li>• Historic Howard Movie Theatre downtown</li> <li>• TAKS Exit level pass rate is above state and Region 13 levels</li> </ul>	
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Increase local accommodations and lodging</li> <li>• More restaurants including fine dining experiences</li> <li>• Increase entertainment/activities hosted in downtown area</li> <li>• Augment youth attractions and activities</li> <li>• Continue development/revitalization of downtown</li> <li>• City leaders welcome and support new businesses</li> <li>• Expansion of Amtrak and CARTS (depot, parking lot, full service)</li> <li>• Organic farming with farmers market</li> <li>• Small establishments to meet/visit</li> <li>• Pedestrian friendly downtown</li> <li>• Development and implementation of Marketing Plan for Taylor</li> <li>• Highly acclaimed school district</li> <li>• Expand transportation system to surrounding cities</li> <li>• Renovation of 7<sup>th</sup> street building into multi-purpose venue</li> <li>• Leverage demographics to qualify for funding to improve health of city</li> <li>• Development of arts/cultural events</li> <li>• Promote town's heritage – events, tours, museum, parades</li> <li>• Development of new housing areas – neighborhoods, rental property, high-end</li> <li>• Expansion of airport</li> <li>• Target retail development – clothing, shoes, tires, coffee shop, office supply</li> <li>• Evening entertainment options</li> <li>• Creation of youth leadership programs</li> <li>• Development of south side of town</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of trust of city government leaders</li> <li>• Perception and reputation of Taylor ISD</li> <li>• City thought to be anti-business</li> <li>• Perceived lack of communication between city leaders and citizens</li> <li>• Permitting process cumbersome, slow</li> <li>• Limited overnight accommodations</li> <li>• Expense of improving and maintaining roads</li> <li>• Leakage of retail dollars</li> <li>• Prejudicial treatment based on color of skin and/or not being a native of Taylor</li> <li>• Lack of affordable and high-end housing</li> <li>• Lack of code enforcement</li> <li>• College entrance scores below state and Region 13 levels</li> <li>• Appearance of downtown area with portable buildings which discourages growth</li> </ul>

# Summary of Community Feedback

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The Texas A&M Engineering Extension Services (TEEX) team gathered extensive input from residents of Taylor. Numerous opportunities were given to residents asking for their involvement and participation in giving feedback on how they view the city now and how they would like to see it change/grow. Invitations were sent to all residents who receive a water bill from the City of Taylor asking them to attend a Focus Groups or to send in responses to a set of questions. Newspaper announcements were printed in the *Taylor Daily Press*. Email invitations were sent to members of civic groups. For those who could attend in person and share their thoughts, four Focus Groups and one High School student session were conducted. Each group was asked the same basic questions:

- 1<sup>st</sup> question – What are two strengths and/or unique attributes found in Taylor?
- 2<sup>nd</sup> question – What deficiency, if any, needs improving in Taylor?
  - What is the number one type of business missing in Taylor?
  - What keeps businesses from moving into & expanding in Taylor?
- 3<sup>rd</sup> question – It is 2018 and Taylor has won the Governor’s award for its accomplishments toward economic development. What does Taylor look like five years from now? What was that one thing Taylor did to attract and retain businesses and residents?

In addition to the above questions, City Leaders from Taylor Independent School District, Chamber of Commerce, Taylor Economic Development Corporation and the City of Taylor were sent a list of ideas to rank for action needed. The ideas are listed by priority ranking in the Input from City Leaders section.

Following is a summary of the various groups’ feedback.

## High School Students - November 5, 2013

The TEEX team was able to meet with 19 juniors and seniors in the school library who were invited by Principal Ward to attend the two-hour session.

*Positive Attributes of Taylor* – The students find the people in Taylor to be friendly and open, many showing support for the school. They like the small town community, with historical buildings and the fact one can see stars at night without overwhelming lighting. The students like the fact that one can have a choice in attending a private or public school and that they can be involved in more than one sport. Lastly, they are excited new businesses are opening downtown and find it is an easy drive to places out of town.

**“You can see still see the stars at night in town.”**

*Improvements needed* – The students feel change is hard for residents to accept. For example, new restaurants are not supported or frequented. Expectations are low and people are too

**Youth fear not being able to find a high paying job after graduation if they stay in Taylor.**

comfortable with less. New people moving into town are not accepted, even after six years. The students would like to see more growth on the south side of town, especially around their new school. They want more recreational and youth centered options, like concerts, dancing, performing arts, theatre, roller skating and a bowling alley. The students think college planning should begin before their senior year. They feel there is a lack of school spirit among the students and would enjoy seeing more community involvement at pep rallies. The students recognize road improvement is needed. They are concerned with being able to find a higher paying job after completing their education. Lastly, they feel they are in competition with Legacy High School.

*Future of Taylor* – The students envision a larger population living in Taylor with a recreation center, new neighborhoods and restaurants near the high school. The city has a bigger movie theater and more retail stores. They see more hotels and visitors enjoying the beautiful downtown with people walking to shop and eat. There is also a waterpark for families to enjoy. The roads are improved along with much growth on the south side of town. Lastly, when the students are ready to move back to Taylor, there are higher paying jobs available.

## Focus Groups - October 22, November 4, 7 and December 10, 2013

Residents of Taylor were invited to attend one of four Focus Groups. Invitations were sent to all residents who receive a water bill from the City (about 5,700). Additionally, announcements were placed in the *Taylor Daily Press* in two separate printings. Email invitations were sent to over 150 civic group members and announcements of the upcoming Focus Groups were made at several public meetings. The City Council members helped identify additional citizens in which to invite. Excluding the December 10<sup>th</sup> group, 43 concerned residents attended the three Focus Groups.

Citizens were invited to attend any Focus Group with special emphasis given to the Hispanic population to attend the December 10<sup>th</sup> group at a local Mexican food restaurant. Flyers were distributed to local churches that have large Hispanic population attendance. An interpreter was in attendance to assist in language translation. Including the interpreter, four citizens attended.

The citizens who attended the four Focus Groups represented a good cross section of the population - by ages, ethnicities, occupations, experience, years in the community and education. Following is a very high level summary of the feedback:

### *Positive Attributes of Taylor* –

- People are friendly and generous; if you need something, there is always someone willing to help. Residents like knowing their neighbors and the help in watching over each other's kids. One person said, "Taylor's charm is its people".
- It was felt that citizens have been waiting for an opportunity to give input.
- Taylor's location in the middle of the state was identified as a strength along with the accessibility to other cities.

- The various characteristics that effect quality of life were mentioned numerous times – the parks, trail system, diversity, small town charm, safeness, heritage, outdoor recreational opportunities and historic architecture. Citizens appreciate the new high school and the option to take dual credit courses.
- The friendliness of the fireman, policemen and utility workers was noted.
- The availability of water and fiber optic carriers were mentioned as outstanding aspects of Taylor.
- Lastly, the historical homes and buildings make Taylor stand out.

*Improvement needed –*

- Although most people are friendly, it is hard to break through the cliques and be accepted if you are new in town or have dark or tan skin.

**Communicating the positives about Taylor outside of Taylor will help improve the schools, city and town's reputation.**

- Residents feel there is a lack of marketing Taylor outside of Taylor; communicating the positives about Taylor will help improve the schools, city, and town's reputation.
- The quality of life characteristics most in need of change are having a place for youth to hangout, recreational facility for all ages, appearance of downtown with empty and portable buildings, and having a method to keep people informed.
- The school district is of utmost concern to citizens – they believe it is one of the leading causes businesses choose not to move to Taylor; after all “executives of local industries and school administrators do not live in Taylor because of the schools”. Residents commented they believe school officials and city leaders value sports over academics.

Students are not encouraged to take dual credit and counselors do not counsel early on or provide help in exploring options after high school.

- It was mentioned several times that there is a lack of communication between the school district, city, Chamber of Commerce and Economic Development Corporation.
- The other cause turning businesses away from Taylor is having to deal with the city – staff and various departments. Repeated comments include: “The city is anti-business”, “no accountability by the city”, and “appears city wants to put up road blocks”. The “good old boy” network is perceived to be alive and well in Taylor. Some city leaders are mistrusted and considered unqualified to do their jobs. The overwhelming belief was that the city needs a whole new slate of leaders. People have given up trying to open their own business due to the frustration of working with the city, especially the permit department. Lack of vision of city leaders and communication with other entities were mentioned in each Focus Group.
- Condition of the roads was the leading infrastructure challenge. Citizens identified the need for more affordable and higher end housing.
- They want more retail stores, restaurants and light manufacturing businesses in Taylor.
- Lastly, there was concern of an uneducated and unskilled workforce.



### *Future of Taylor –*

- Looking five years down the road, citizens envisioned a hustling, bustling walkable downtown with retail shops, a bookstore, a blossoming performing arts center, coffee shops, eateries and a lively, busy Heritage Park. Tourists from surrounding areas are riding the full service Amtrak to stay and play in Taylor because Taylor has done a fantastic job of marketing themselves. Murphy Park is a showpiece with a natural wildlife area.
- Citizens don't have to leave town to buy items; the "red tape is fixed". More businesses have opened, there are a few big box stores and several high tech corporations.
- The city, Chamber of Commerce, Economic Development Corporation and Taylor ISD are working together, planning, communicating and things are getting done.
- "People are really making a difference, no matter the color of their skin or gender".
- Citizens want a recreational center for young and old and a place for youth to express themselves and demonstrate their talents.
- There are no portable buildings downtown and Legacy High School along with Temple College have their own attractive building.
- Citizens see the school as advancing and that it is known as the place to work and be; the academic levels have been raised, high school counselors can relate to students of all backgrounds, and the high school has the right amenities with a football stadium, track, baseball field, workout facility and an auditorium.
- Citizens rejoice knowing new city staff have a vision that includes growth; a sign above city hall says, "We are open for business"; Taylor welcomes growth with open arms; a list is published outlining permitting requirements and requirements for opening a business; and taxes have gone down due to business growth.
- More roads have been repaired and south of town is more developed. Property values have gone up and resident taxes lowered.
- Lastly, garden homes are built for those that want to downsize and there are new housing developments, especially on the east side.

**A sign above City Hall says, "We are open for business!"**

## Input from City Leaders – Beginning late August 2013

Members of the Chamber of Commerce, Taylor Economic Development Corporation, Taylor ISD School Board and Administrators and city officials were asked to answer the same three questions along with ranking the 14 ideas as mentioned previously. Twenty-two of 38 surveys were received (58%).

Following is the ideas listed in order of importance as ranked by participating leaders:

1. Street repair and maintenance
2. Taylor Economic Development Corporation activities (recruitment activities, BR&E, entrepreneurial development, community development)
3. Attraction of a new “conference style” hotel
4. Joint campus for TSTC and Temple College in Taylor
5. (tied for 4<sup>th</sup>) Youth activities (recreation center, YMCA, covered swimming pool, youth center)
6. ISD (7<sup>th</sup> street campus uses, Legacy HS new location)
7. (tied with 6<sup>th</sup>) Eating and shopping establishments
8. Creation of a “Leadership Taylor” program to foster and develop young up and coming community leaders
9. Better usage of County Events Center/Arena
10. ISD Athletics (new track/field, new football stadium, etc. swimming pool, etc.)
11. Improvements in Code Enforcement, Fire Codes; tweaks to the current inspection system to offer more help to the customer
12. More citizen input to City Boards and Advisory Committees with regards to budgets, enforcement of rules, etc.
13. New Police Station
14. Charter Amendments (term limits, Citizens election of Mayor)

### *Positive Attributes of Taylor –*

- City leaders, much like the citizen input, find people in Taylor are friendly, welcoming, generous and diversified.
- Quality of life characteristics found in Taylor are the festivities, parks, rich history and heritage, low crime rate, lack of traffic congestion, identifiable downtown and the cultural and ethnic diversity.
- City leaders feel the city and the school district work well together and there is a strong commitment to quality schools.
- It was noted that the city is addressing more of the infrastructure issues.
- Public safety departments are known to respond quickly and effectively.
- All groups have commented on the historic buildings and homes. The operational historic movie theatre and post office were noted as unique attributes.
- Affordable housing and available water make Taylor attractive.
- Lastly, it was stated that there are a number of individually owned and operated small businesses and there was a good balance of professional and skilled workers.

#### *Improvement needed –*

- City leaders believe that people in Taylor are negative toward the city and the school and that there is “engrained resistance to change and new ideas”. This is very similar to what the high school students and Focus Group attendees expressed.
- The need for residents and leaders to develop a sense of pride in the community was another common theme.
- The parks and greens spaces are very important to the quality of life people want and expect. Again, all groups desire a recreation center for all ages.
- City leaders want to invest in achieving exemplary schools with more timely vocational education and job training and innovative school curriculums. They believe if the perception of the school district improves, more families will be attracted to Taylor.
- Input from this group indicated city government needs to be open minded, fair, approachable, transparent and consistent. It was recognized there is lack of citizen trust and lack of communication between the city and the people.
- The aging infrastructure is another shared comment along with the empty buildings downtown.
- All groups have expressed the need for an affordable and reliable transportation system that connects to surrounding cities, specifically for those that work in Austin.
- City leaders recognize the need to bring in taxed based revenue; big industrial and employers who pay above average wages.

#### *Future of Taylor –*

- Looking five years ahead, input from city leaders indicates there has been progressive growth and “Taylor is known as a location near the vibrant Texas capital where citizens can still find ‘small town charm’”. The downtown is bustling with people walking to shop, eat and hear music with many living above the shops. Taylor has four major community events and visitors can stay at the new conference style hotel. The new Chamber Welcome Center and Museum are places people arriving into town visit first.
- The 7<sup>th</sup> street building has been repurposed with creative arts/cultural activities and the historic auditorium brought back to life.
- The vision includes continued investment in improving the quality of education with all schools rated exemplary and competitive with surrounding districts. Leaders hope to see the athletic facility at the high school completed with football, baseball and softball fields, field house, more restrooms, showers, bleachers, concession stands and parking.
- The strong leadership in Taylor is committed to continuous improvement of the streets and other infrastructure. There has been a dramatic improvement in the roadways and sites around town are clearly designated.

- Taylor is now seen as a city that is very focused on helping small businesses grow due to a more business friendly, open with a transparent government.
- The county arena is developed into a multi-functional facility bringing more visitors in town to eat, stay and play.
- Architecture has been protected with renovations and rehabilitation of buildings that are fully occupied. Downtown is vibrant and exciting, alive with activities.
- Dreams of new neighborhoods, higher end housing and custom homes, compliment the upgraded homes in older parts of town.
- With planned and prioritized economic development activities, there are more places to shop and eat, thus providing every good or service residents need. There are ample job opportunities with young business professionals attracted to the charm and convenience of Taylor.

### **Taylor is...**

*... a city that is very focused on helping small businesses grow;*

*...more business friendly, open with a transparent government.*

## Written or Called-in Responses from Mail out with Water Bill – Mailed late October 2013

Invitational letters were sent to 5,700 people who receive a water bill from the City of Taylor. The invitation included several options for providing feedback, including attending a Focus Group, or by returning responses to attached survey questions to the TEEX team by email, USPS mail, or phone. The TEEX team received responses from 311 individuals. The survey included seven questions regarding the recipients' perspective of Taylor. The survey questions were as follows:

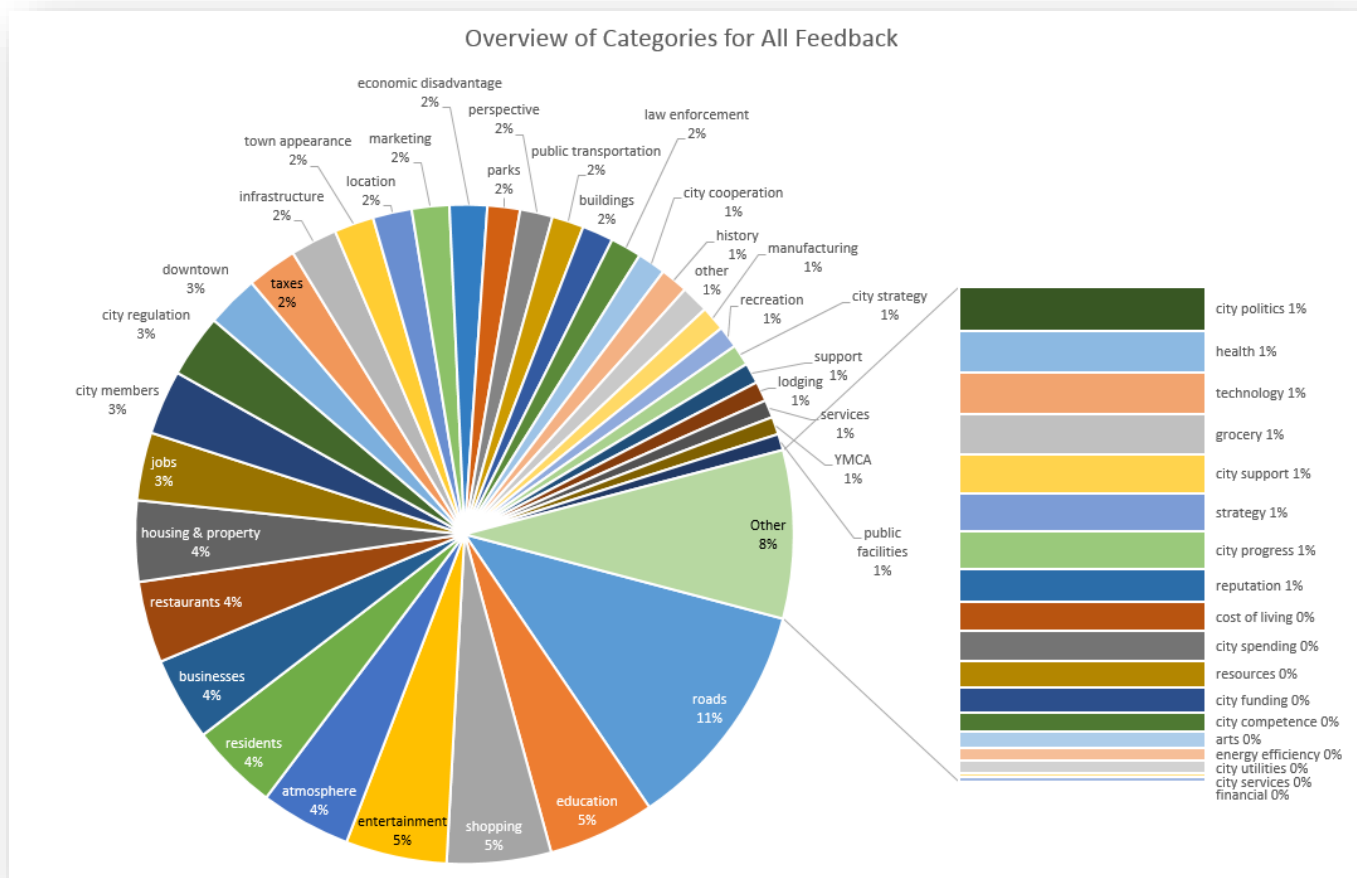
1. What are two strengths and unique attributes found in Taylor?
2. What deficiency, if any, needs improving in Taylor?
3. What is one thing Taylor needs to do to attract and retain residents?
4. What is the number one type of business missing in Taylor?
5. What keeps businesses from moving into & expanding into Taylor?
6. What steps can Taylor EDC take to put Taylor's competitive advantage to work for the community?
7. Is there any other information on any other topic you would like us to address?

Responses came in immediately and continued for the following two months, with a few late responses coming in January. The following information summarizes the topics discussed and the graph that follows represents the ratio of the top 90% of issues discussed.

- Concern for road conditions topped the list, representing 11.4% of all topics discussed. Education and shopping were the next most frequently mentioned, each representing over 5% of the topic set.

- 4% - 5% each of overall discussion – entertainment, atmosphere, residents, businesses, dining & restaurants, housing & property, jobs, city members, city regulation, downtown, taxes, and infrastructure
- 1% - 2% each of overall discussion – town appearance, location, economic disadvantage, marketing, city strategy, perspective, parks, public transportation, law enforcement, buildings, city cooperation, history, manufacturing, recreation, and support
- <1% each of overall discussion – lodging, services, YMCA, public facilities, city politics, technology, health, city support, grocery, city progress, reputation, cost of living, city spending, resources, city funding, city competence, arts, city utilities, energy efficiency, city services, and financial entities

The graph below represents the topics of concern/discussion, summarized in the bullets above, in terms of number of mentions within the response set.



The categories above were mentioned in regard to each question asked. The overall attitudes concerning each category varied from positive to negative. A highlight of each question's response set is outlined in the sections below. For a further breakdown of responses, please see Appendices E and F.

## 1. Strengths/Attributes of Taylor

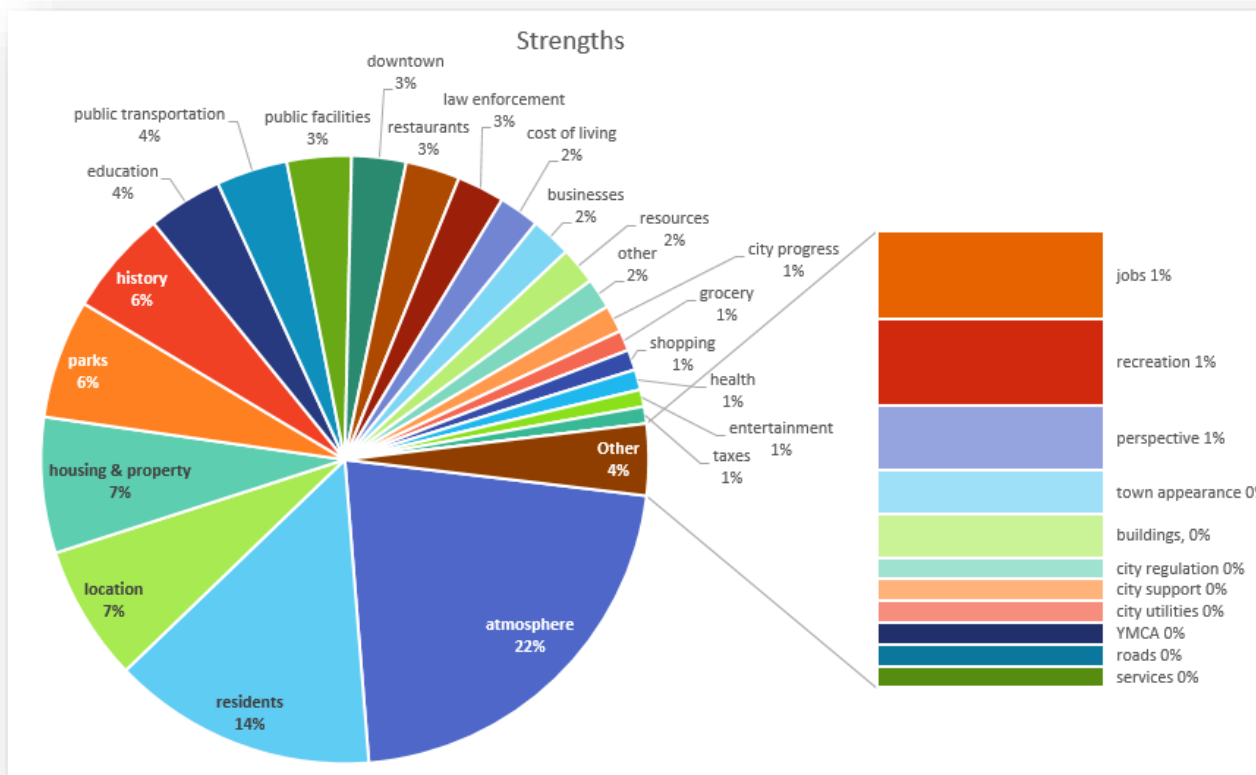
Almost half of the responses identify Taylor's atmosphere as a strength. Residents enjoy the small town feel, light traffic, and easy pace of their community.

Another positive characteristic of Taylor is the residents, according to 78 of the respondents. The overall view of the residents is that they are friendly, diverse, good, and honest.

Many current residents (40/311) believe Taylor's location is a strength with regard to community development. Residents enjoy the short commute to Austin and surrounding cities, for purposes of convenience, as well as for living or working.

Other commonly mentioned strengths include Taylor's unique and beautiful housing & properties, nice parks, rich history, and decent educational offerings. Residents also appreciate the access to and availability of public transportation systems and Taylor's public facilities (sports complex, public library, tennis courts, swimming pool, and nice municipal infrastructure). Residents enjoy the pleasant downtown area, the BBQ restaurants, Taylor's safe environment, a low cost of living, and the local businesses that already inhabit Taylor.

Finally, multiple residents indicated an appreciation for the following strengths: Taylor’s water resources, progress already made by the city, grocery and shopping stores, health care options, and entertainment options.



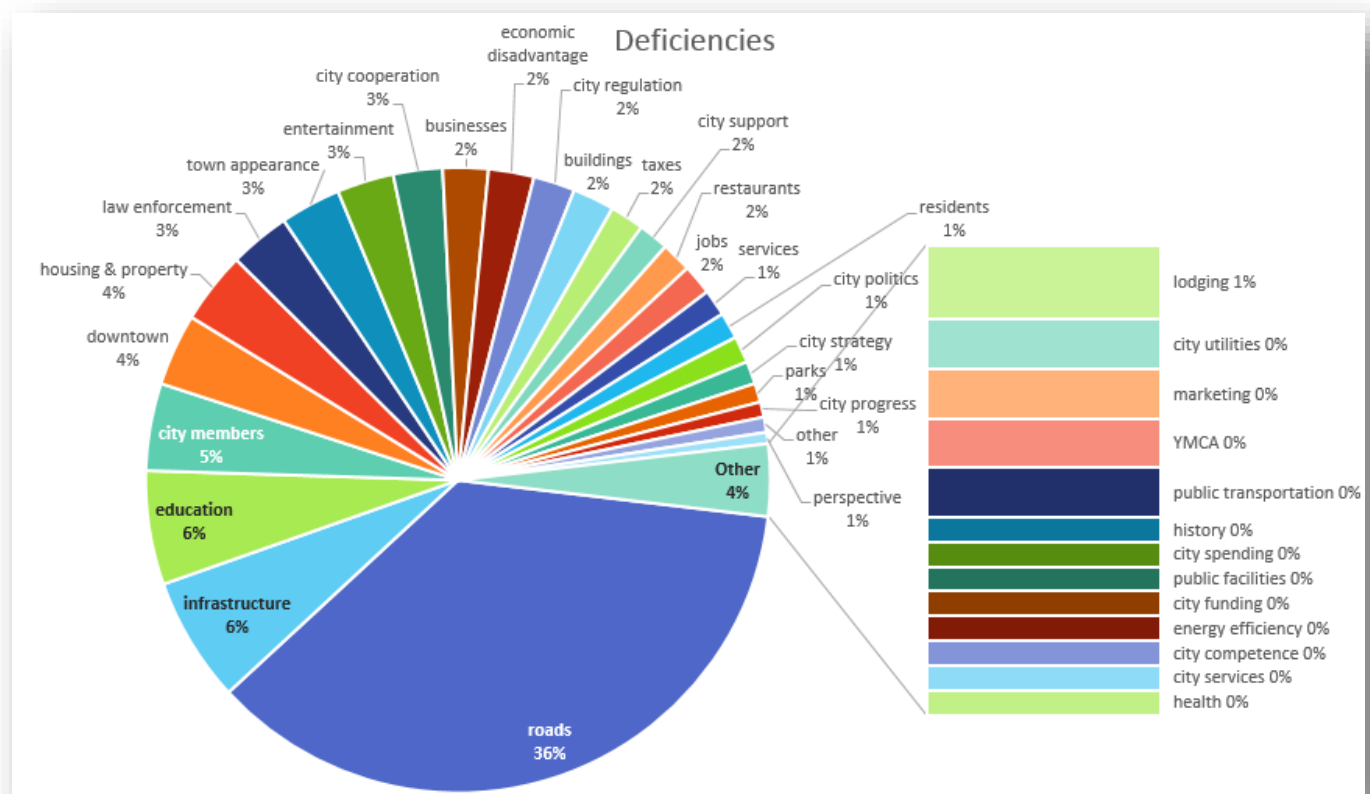
## 2. Deficiencies

The number one concern among citizens is the state of Taylor’s roads and streets. More than half (185) of respondents show dissatisfaction for the roads in Taylor. Many residents believe that the state of streets in Taylor are dismal and beyond an acceptable state of disrepair.

The town’s infrastructure is another major area of concern within the residential community. Several residents voiced concern with the sewer/drainage systems and the associated bad smell. Residents also expressed unhappiness with the state of, or lack of, sidewalks and curbs. Other topics of concern include the state of traffic signs, street lights, and gas pipes.

Many residents voiced dissatisfaction with the education system in Taylor. Residents are most concerned with the school system in general, academics and low performance, school staff and board members, adult residents’ skills levels, and the school’s state of poverty, respectively.

Significant concern was also expressed regarding members of the city/local government in terms of fulfilling their duties with focus serving community members, the neglected downtown area, unsightly/unkept housing & property, faults in law enforcement, less than ideal town appearance, a lack of entertainment options, a lack of cooperation on behalf of the city, a lack of businesses to promote commerce, the overall economic disadvantage faced by Taylor due to lower income employment options, and unsatisfactory regulation processes by the city.



The following topics were lightly discussed as well: old, neglected buildings; unfair taxes; an unsupportive local government; discontent with dining options; poor employment options; lack of services; residents; city politics; strategies for the city; parks; unsatisfactory city progress; poor perspectives; lodging; city utilities; poor marketing efforts; YMCA issues; not utilizing public transportation assets; etc.

### 3. Actions for Attracting & Retaining Residents

Residents agree that the first necessary action in attracting and retaining residents is repairing the roads. Following road repairs, residential concerns fall on the lack of desirable employment opportunities and the lack of quality education offerings. Many residents complain that the problems with low quality education and low quality job offerings go hand in hand. Once the education level of residents begins to rise, so will the availability of quality jobs, due to the increased availability of quality workers.

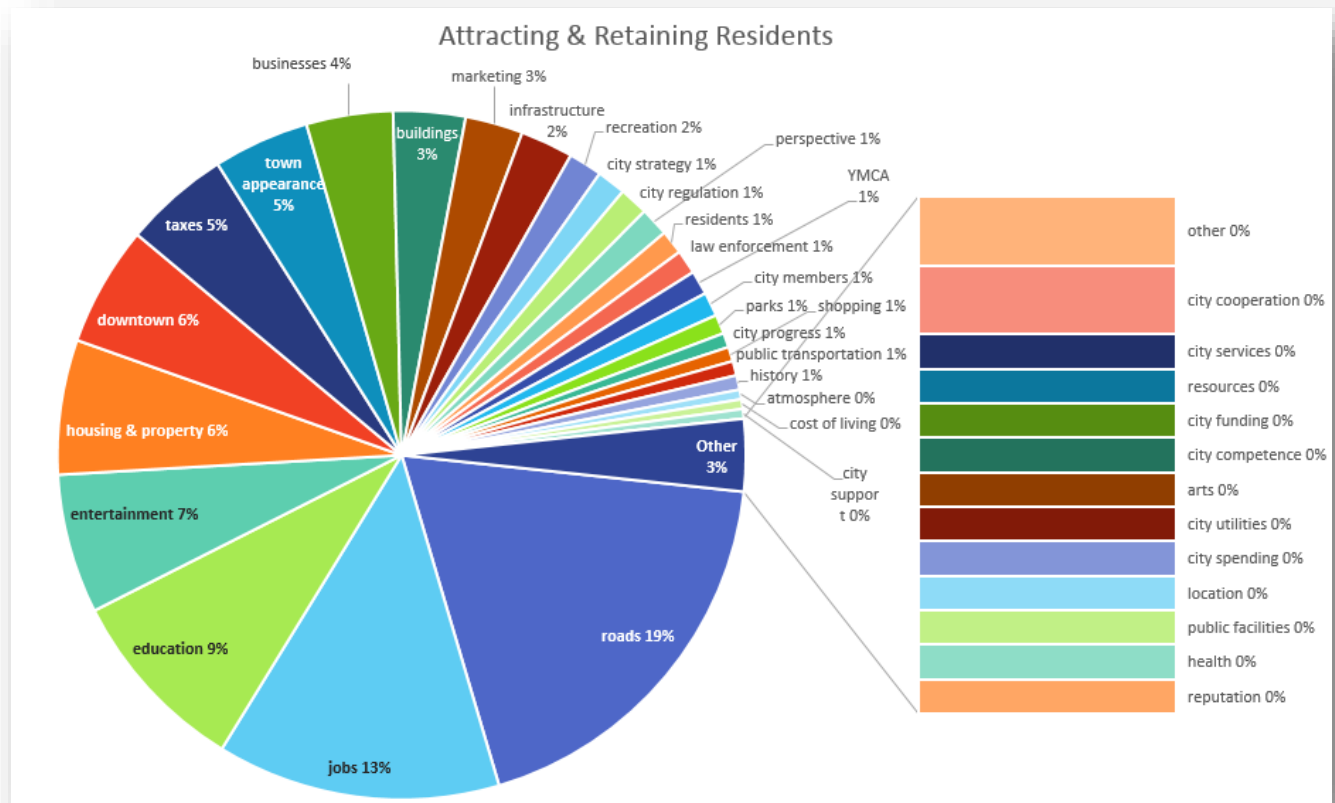


Other suggestions for increasing Taylor's appeal to current and future residents include the revitalization of the downtown area, lowering taxes, cleaning up the town, bringing in new businesses, tearing down or fixing up run-down buildings, utilizing marketing tools for spreading the word about Taylor, improving town infrastructure, and adding recreation options.

Many residents recognize the city's need to identify and implement a strategy fueled by the needs of the town, instead of that of the town leaders. Suggestions for regulation overhaul and residents' perspectives indicate that current communication efforts have been minimally effective in the city's ability to identify the needs of the community and then to act on improving conditions for residents.

Other suggestions include community members overhaul, focus on improving local law enforcement, keeping the YMCA, replacing or training current members of city and local municipalities, improving parks, focusing on city progression, adding shopping options, utilizing public transportation access, promoting Taylor's history, focusing on maintaining the pleasant community atmosphere and the low cost of living.

Finally, other mentions of improvement were in regard to support and cooperation from the city, development of city services, adding public facilities, more city financial support; city competence levels; providing for the arts; being mindful of city spending; improving Taylor's reputation; health; and resources.

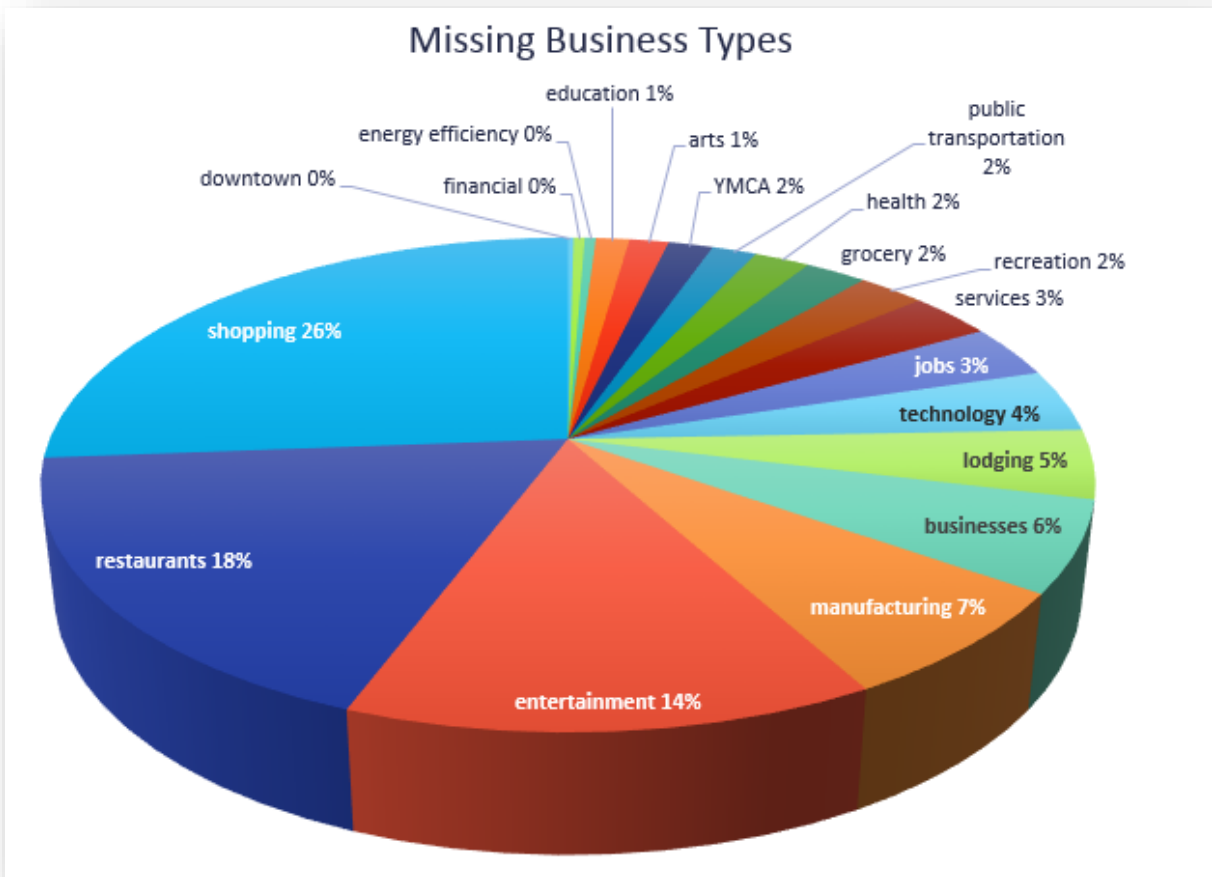


#### 4. Missing Business Types

This question focuses solely on the types of businesses that would be beneficial for Taylor. Survey respondents indicated desire for the following types of businesses: shopping and retail stores, a wider variety of dining options, and more entertainment options. These three business types are more for entertainment and not for providing for necessities, which is appropriate according to the high dissatisfaction for entertainment options.

The next most desired business types include manufacturing businesses, corporations, and technology firms. These businesses would better serve those who need better employment opportunities, which is necessary for improving Taylor's economy.

Other desired business types include lodging establishments for traveling visitors and business professionals; service businesses; recreational offerings; grocery stores, especially organic; health facilities; more public transportation services; the YMCA; arts offerings; educational facilities, especially for post-high school graduates; and green, energy efficient focused organizations.



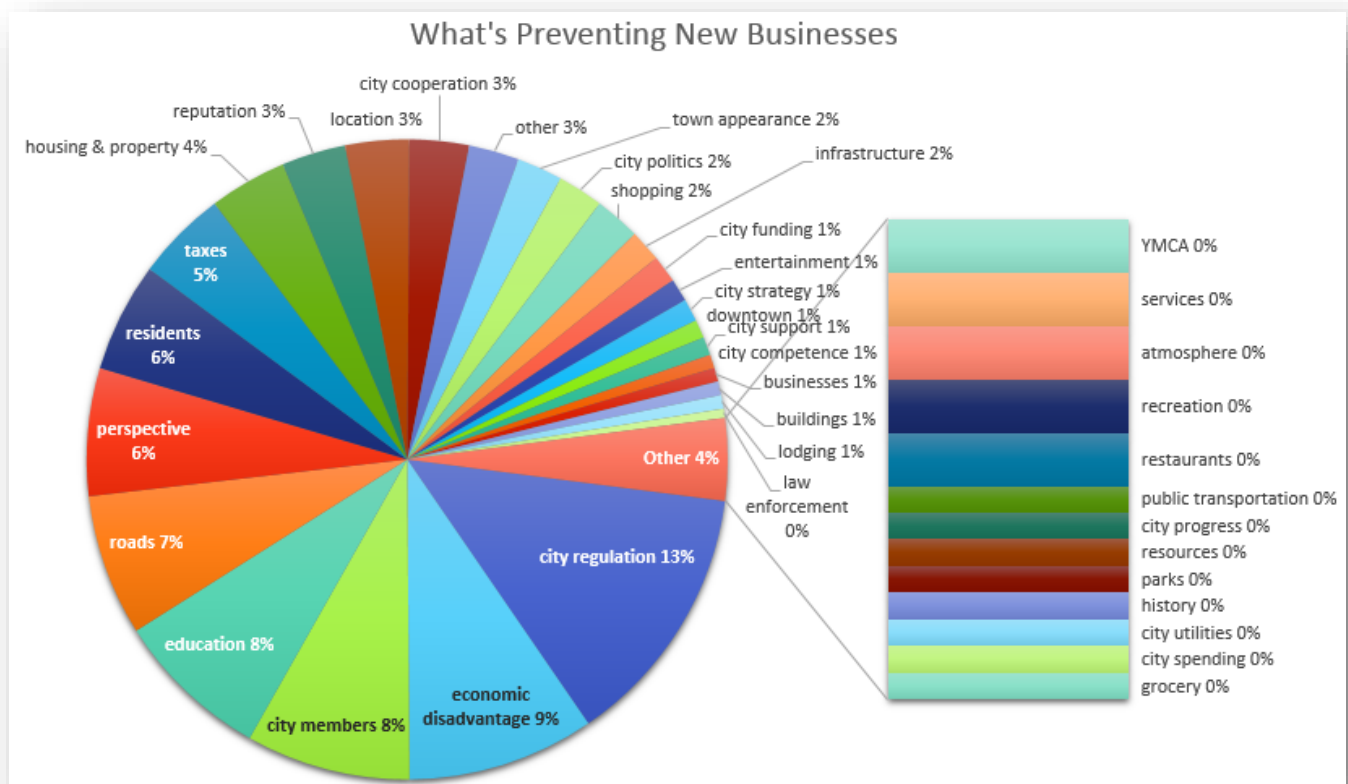
#### 5. What is Keeping New Businesses from Coming to Taylor?

Residents indicate several problems faced by prospective businesses, with the most concerning issue being city regulations and processes. Residents spotlight permit processes and overly strict building codes. Another common complaint highlights the lack of consistency in city regulation, with politics and favoritism being a factor in the uneven distribution of restrictions.

The economically disadvantaged state of the community also presents a challenge with bringing in new businesses. Businesses are looking to relocate to more financially supportive and lightly regulated environments, and Taylor is presenting challenges in both regards. New businesses will likely need a significantly skilled and available workforce to man their operations from the top down, and Taylor simply cannot provide for this need at this time.

Other concerns for prospective businesses include difficulties in working with city government members, low quality educational offerings, poorly qualified workforce, an anti-adaptable attitude of community members, a less-than enticing population, high taxes, and dismal housing & property.

More minimally expressed concerns include Taylor's unappealing reputation, being located too closely to fully developed cities and towns, cooperation on behalf of the city, politics dictating city members' behaviors, an unappealing town appearance, lack of shopping, poorly maintained infrastructure, lack of funding from the city, lack of strategy, poor entertainment options, unsupportive local government, underutilized downtown area, lack of businesses, city competency issues, lack of available lodging, neglected buildings, poor recreation options, lack of services, poor restaurant selection, and dissatisfactory law enforcement. Some residents remain disgruntled with regard to the YMCA as well.



## 6. Actions for TEDC to Take

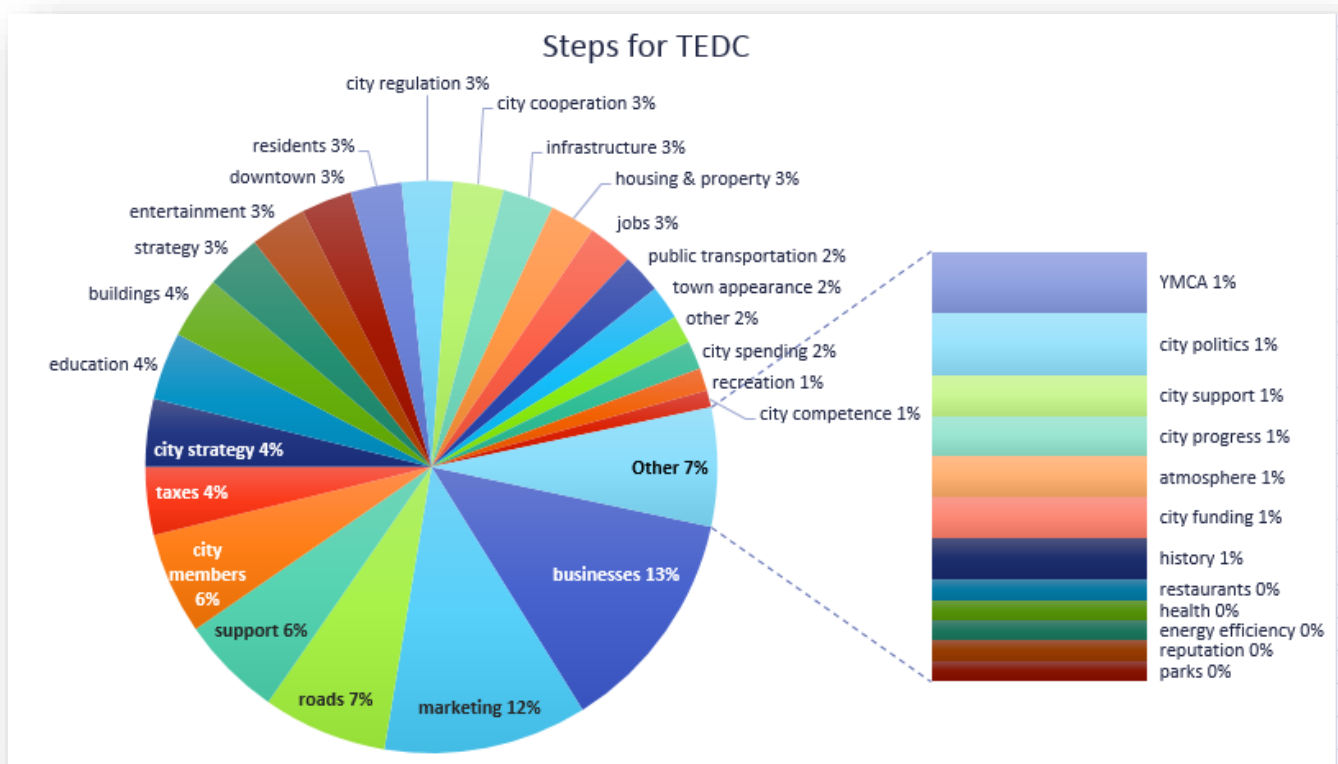
Respondents identify the need to recruit businesses as the number one priority in economic development efforts for Taylor, including attracting, cooperating with, and retaining new businesses.

The second most-discussed need is marketing efforts, which compliments the first priority. Marketing efforts that promote the benefits of relocating to and staying in Taylor will offer prospective businesses an option that they may have otherwise not considered.

The third most popular suggestion among residents is focusing efforts on fixing the roads so that businesses in Taylor can actually operate without worrying that poor roads will damage vehicles or other property of businesses.

Residents also expressed the need for city government and operations improvement, specifically city strategy development and implementation, improvement in city employee's attitudes and behaviors, more support from residents and the local government, and consideration of tax rates. Improving the quality and availability of educational offerings is necessary for long-term commerce success in Taylor. Business won't be drawn to Taylor with neglected, unattractive buildings and infrastructure, or with minimal entertainment options. All these issues should be addressed and corrected in the most appropriate way.

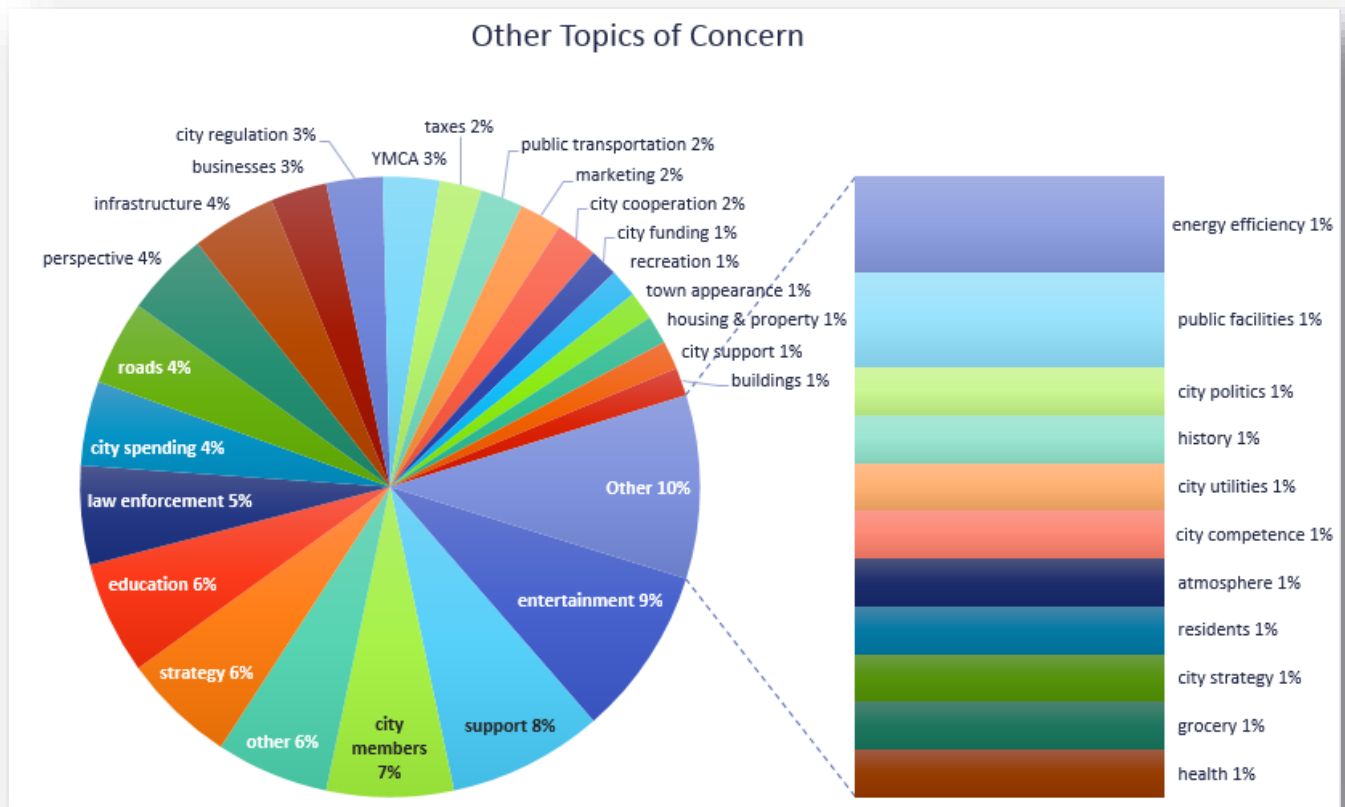
Taylor EDC should ensure that infrastructure is adequately maintained, and make a dignified effort to work with city leaders as well as residents. In return, the city should commit to cooperating with Taylor EDC and the community. Taylor EDC should focus efforts on other concerns of citizens, including revitalizing the downtown area, improving housing & property standards, job growth, public transportation fulfillment, town appearance, spending of the city's money, recreation options, avoiding political rivalries, addressing displeasure with how YMCA was handled, competency in strategy and efforts, progressing, funding, supporting the community overall.



## 7. Other Topics that Need Addressing

The final question asked of residents was intended to bring to light issues or concerns not fitting for the previous six questions. Most citizens reiterated their most urgent concerns, while others simply told a story or described their own backgrounds in relation to Taylor. The most commonly discussed topics were desires for more entertainment options, especially for the children; the need for more support from the city and other community members; concern for the city's strategy and implementation efforts; concern for city staff members' and leaders' competence in serving the best interests of the community; discontent with Taylor's education system, law enforcement, city spending habits, and roads; the need for perspective adjustment in older residents and political powers; infrastructure improvement; and dissatisfaction with current city regulation.

Other topics lightly touched on, in this section, include discussions about the need for businesses, the battle over YMCA, taxes, public transportation, city cooperation, marketing efforts, recreation, public facilities, energy efficiency, housing, property, and buildings. All components of city government behaviors and characteristics were touched on at least once.



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# Leadership Review, February 28, 2014

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After reading and reviewing feedback from the various groups, the Taylor Leadership Team identified the ideas or thoughts that stood out or were repeated several times by each specific group.

## High School Students:

### Likes about Taylor

- Friendly/open people
- New school facilities
- Community actively involved
- Businesses opening in downtown
- Small town, but big enough for things to do
- Downtown, historical architecture
- Community stands behind them
- Faith community

### Changes needed in Taylor

- Overall expectations raised
- Attractiveness of downtown businesses
- Perception of gangs in middle school
- “Good-old-boy system” runs the city
- Need for new opportunity (jobs)
- Older people who run town don’t want change
- Opportunities for music, theater and recreational center
- Lack of school spirit
- More community participation at pep rallies
- More help to people who want to start their own business

### Taylor in 5 years

- Home of professional sports team
- Outlet mall
- Higher paying jobs
- Improved infrastructure
- Development around high school
- A place people come to visit
- Recreational center
- Bigger Taylor = improved infrastructure
- Improving all aspects of the city – north, south, east and west and downtown



## Focus Groups:

### Likes about Taylor

- Sense of community – friendly, family oriented
- Diversity
- Choice between public or private school
- Charm – the people
- Looks neat with clean parks
- Small town charm with big city convenience
- Plentiful water
- Health resources – Scott & White and other medical professionals
- Legacy Early College
- Cooperative spirit when problems understood by all
- Rich history – homes and buildings
- Parks, hike & bike trails
- Director of counselors hired for Taylor ISD

### Changes needed in Taylor

- Lack of communication between city leaders
- Strategic plan/accountability with results
- Good-old-boy, old guard
- People of color have no weight
- People want to “see us” working together (not just read or hear about it)
- Market our city outside of Taylor
- Streets, infrastructure, improvements downtown
- Perception of school district

### Taylor in 5 years

- More retail, more jobs
- Higher income families live here
- Entities working off same plan
- Taylor is a destination of choice
- School – teachers want to work at TISD and students are proud to attend the schools in district
- Grow higher education
- More recreational venues
- City open to growth

## City Leaders:

### Likes about Taylor

- Infrastructure is being addressed
- Easy place to live, work and play
- Proximity to Austin while maintain identity
- Diamond in the rough – lots of potential

- Homes are being built
- Empowering small businesses to grow
- Rich history and heritage
- Sense of community
- Affordable/available water
- Quality of life – low crime
- Folks are friendly
- Higher education

#### Changes needed in Taylor

- Visible changes – infrastructure and communication of leaders
- Quality of life – parks, streets
- Promote positives and how we are viewed
- Community to embrace the positives of Taylor
- Stigma, negative attitude people have of Taylor
- Intercraft building needs a tenant
- Aging infrastructure
- Attract and recruit businesses

#### Taylor in 5 years

- Very positive perception of TISD
- Adults and school administrators have high expectations of kids
- A developing downtown
- New businesses, increased number of jobs
- Business friendly approach of city
- Infrastructure is improved all over town – streets, business parks, water, and sewer
- Full service community
- New housing development
- People see problems are being tackled
- Housing of all price and size ranges
- Retain small town charm
- Manageable growth
- Positive reinforcement that city is ready to help businesses small and large
- Council members look at city as a whole and not just their districts
- Jobs, jobs and jobs!
- City is business friendly

#### Questionnaires from letters mailed:

##### Likes about Taylor

- Safety
- Proximity to Austin, centrally located
- Small town living
- Amenities

- History
- Diversity
- Public facilities – regional complex, library
- Lack of traffic

#### Changes needed in Taylor

- Roads
- Education
- Less lower income jobs
- Unfair taxes
- City politics
- Utilities – infrastructure improvements

#### To attract & retain businesses

- Increased employment opportunities
- Education system – reputation, results, priorities
- Roads have to be fixed
- Disconnect between leaders and citizens addressed
- Improve Taylor's reputation and resources

#### Businesses missing in Taylor

- Restaurants (other than BBQ and Mexican food)
- Shoe store
- Clothing store
- Used car dealership
- Entertainment venues
- More of everything downtown

#### What's preventing businesses opening/moving to Taylor

- City development process
- Lack of skilled workforce
- Education and employment entities working together to fill jobs and prepare the workforce

#### Taylor EDC priorities

- Marketing Taylor
- Informing citizens what's being done
- Sharing Taylor EDC efforts
- Educating community on what Taylor EDC can do, the real mission and what the city economic development does

#### Common messages from all groups:

##### Likes

- Friendly, open, charming, family oriented people – a sense of community
- Small town charm with big city convenience; big enough for things to do; amenities

- Community actively involved; community support; cooperative spirit
- Location – centrally located; proximity to Austin
- Rich heritage and history including the architecture
- Diversity
- City looks neat with clean parks, hike & bike trail, library and regional complex
- People feel safe
- Plentiful and affordable water
- New businesses are opening; being empowered to grow

### Changes

- Infrastructure – roads need improving and maintained
- City politics – “good old boy”, “old guard”, lack of communication
- Educational system – perception, expectations of students, school spirit, & community support
- More job opportunities – business attraction and retention throughout the city and downtown; more help to those who want to start their own business; more retail and restaurants
- Marketing Taylor – embrace and promote the positives
- Recreational venues

### Future

- Infrastructure improved all over town
- Taylor is a destination of choice – for visitors, residents, businesses and teachers
- Educational system – high expectations of kids, working with businesses to educate/train workforce, path to higher education, Legacy Early College has grown, positive perception of district
- The city is open to growth; are results oriented & accountable; ready to help businesses small and large; business friendly; problems are being tackled, full service community; leaders look at what’s good for the city vs their own district/entity; entities work off of the same plan; city has a published, easily accessible development process
- Business recruitment, retention and expansion – top priority to supply more jobs and increase tax base; downtown and around new high school
- New housing developments – homes of all sizes and prices; around new high school; attract higher incomes
- Recreational venues for people of all ages

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# Taylor Community & Economic Development Initiative Action Plan

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It is clear from both the workshops and the surveys that Taylor has the leadership, vision and will to promote itself, leverage its strong heritage and create a prosperous economy while preserving its sense of community and quality of life. As a result, open communication and transparent governance are of paramount importance in order for the community to progress.

The Taylor Community and Economic Development Initiative culminates with this Action Plan that is developed to lead, excite and unite residents, leaders and businesses to aggressively promote and build upon the many natural and acquired assets present in Taylor while preserving the core values.

Goals and action steps focus on these topics:

*I. Communication*

*A1. Goal: Attainment of a unified community vision*

*II. Infrastructure*

*B1. Goal: Explore and promote comprehensive planning solutions to repair and maintain city roads.*

*B2. Goal: Improve the transportation system in Taylor traveling to surrounding cities to enhance the quality of life and economic vitality.*

*III. Education*

*C1. Goal: Strive to make Taylor Independent School District known for its extraordinary academic achievements, graduation rates and high college entry scores and the district of choice for students and teachers.*

*C2. Goal: Ensure that Taylor offers employers a qualified workforce well prepared to meet the needs of existing and future industry within the area.*

*IV. Business Environment*

*D1. Goal: Make the City of Taylor known for its business friendly approach that welcomes new businesses with open arms providing consistency and easy access to city staff.*

*D2. Goal: Develop Downtown Taylor as the heart of the community with diverse offerings that attracts attention and traffic from businesses, tourists and residents.*

*V. Entertainment*

*E1. Goal: Expand opportunities in Taylor so that it is appealing to youth, seniors and families, young and old with the abundance of venues offered through sports, recreation, entertainment, education and church.*

*VI. Marketing*

*F1. Goal: Align efforts and assets of business, government and educational institutions to market Taylor as the place to live, work and play.*

## I. Communication

### A1. Goal: Attainment of a unified community vision

Based on feedback voiced during community workshops and responses to surveys, leadership issues represent a significant roadblock to successful community and economic development, and as such, need to be addressed immediately in the short-term, as well as with a plan for long-term communication, education and accountability between local government and leadership, and the citizens of Taylor. It was stated that when the problem is understood by all, residents and city leaders will go to extremes to help find solutions.

ACTION STEPS	LEAD ENTITY	SUPPORT AGENCIES	MEASURE OF SUCCESS	START
a. Regularly update residents on activities	City, TISD, TEDC, Chamber of Commerce		At least one update given per month by each entity via newsletter, notes, website, email, social media, or meeting	2 <sup>nd</sup> quarter 2014
b. Hold informal coffee or conversation rounds throughout town	City, TISD, TEDC, Chamber of Commerce		Schedule developed and implemented	2 <sup>nd</sup> quarter 2014
c. As a united leadership team, schedule numerous presentations with organizations, clubs and town meetings to publically educate the public & readily answer questions	City, TISD, TEDC, Chamber of Commerce		<ul style="list-style-type: none"> <li>Schedule developed and held for meetings every 6 months</li> <li>Presentation materials prepared</li> </ul>	3 <sup>rd</sup> quarter 2014
d. Expand Taylor 101	City	TISD, TEDC, Chamber of Commerce	<ul style="list-style-type: none"> <li>Curriculum developed</li> <li>Citizens are invited to register</li> </ul>	3 <sup>rd</sup> quarter 2014
e. Encourage participation of citizens of all backgrounds to get involved in community organizations and public committees	City, TISD, TEDC, Chamber of Commerce		<ul style="list-style-type: none"> <li>Organizations &amp; committees have members from varied backgrounds and ethnicities</li> <li>Open positions are filled by a wider cross-section of citizens</li> </ul>	4 <sup>th</sup> quarter 2014

## II. Infrastructure

### B1. Goal: Explore and promote comprehensive planning solutions to repair and maintain city roads.

The top priority for Taylor, as vocalized in the community workshops, questionnaires and surveys was repair and maintenance of the roads. Throughout the feedback sessions and written responses, it was very clear that citizens and leaders desire better roads – paved, smooth, curbed, and uncongested.

The street system is used not only by persons in private vehicles but also by business and city vehicles, pedestrians, bicyclists and for the movement of freight and goods. Because of this wide use of the roads, it is critically important that the roadways are repaired and maintained so that citizens and businesses can maximize their economic and recreational productivity. Feedback from city leaders indicated they are committed to improving roads between places people want to live, work and play.

ACTION STEPS	LEAD ENTITY	SUPPORT AGENCIES	MEASURE OF SUCCESS	START
a. Develop a comprehensive map to identify the status of city roads	City		Map is developed and available to citizens	2 <sup>nd</sup> quarter 2014
b. Explore government assistance programs that provide grants or low interest loans to assist with infrastructure projects	City	TEDC	Applications submitted to applicable programs	3 <sup>rd</sup> quarter 2014
c. Prioritize road improvements by most utilized/visible	City		Prioritized list is printed and available to citizens	1 <sup>st</sup> quarter 2015
d. Incrementally attack the problem of road repair each year	City		Roads are repaired each year	1 <sup>st</sup> quarter 2015
e. Inform citizens of status and progress of road repair plan	City		Information is shared via newsletter, notes, website, email, social media, or meeting	1 <sup>st</sup> quarter 2015
f. Create an in-depth plan to repair roads with a corresponding date for maintenance	City		In-depth plan is written and available to citizens	2 <sup>nd</sup> quarter 2015



## *Infrastructure continued*

*B2. Goal: Improve the transportation system in Taylor traveling to surrounding cities to enhance the quality of life and economic vitality.*

Comments from the feedback groups strongly favored alternatives to traveling to cities outside of Taylor, especially to Austin. Many people work in Austin and surrounding cities. The Capital Area Rural Transportation System (CARTS) provides limited service connecting Taylor to surrounding communities, however currently the schedules may not be conducive to getting to and from Austin on a daily basis.

Amtrak operates a platform only station in Taylor; no ticket office or enclosed waiting area. One can board the train each morning going north and each afternoon going south. This would not be a feasible mode of transportation to get to and from work each day.

MetroRail currently has nine stations with the northernmost one in Leander and the remaining ones in Austin. Those using MetroRail are able to get to and from work or school or ride for personal reasons. Additionally, MetroBus and MetroRapid have stops north of Austin, near Pflugerville that persons can ride to get into Austin for work or school.

ACTION STEPS	LEAD ENTITY	SUPPORT AGENCIES	MEASURE OF SUCCESS	START
a. Research access to and eligibility for Regional Mobility Fund as a way to pay for multi-modal transportation solutions	City	TEDC	<ul style="list-style-type: none"><li>• Determination of funds availability</li><li>• Application submitted to fund projects</li></ul>	1 <sup>st</sup> quarter 2015
b. Study cost and location of multi-purpose train/bus station	City	TEDC	<ul style="list-style-type: none"><li>• Completed study</li><li>• Decision made to move forward or not</li></ul>	2 <sup>nd</sup> quarter 2015
c. Examine cost and options for CARTS expansion of fixed routes within and outside of Taylor	City	TEDC	<ul style="list-style-type: none"><li>• Options identified</li><li>• Determination made on options</li></ul>	3 <sup>rd</sup> quarter 2015
d. Investigate possibility of MetroRail expanding to Taylor	City	TEDC	<ul style="list-style-type: none"><li>• Results of investigation are noted</li><li>• Decision made to move forward or not</li></ul>	4 <sup>th</sup> quarter 2015
e. Research viability of Amtrak becoming full service in Taylor	City, TEDC		<ul style="list-style-type: none"><li>• Results of investigation are noted</li><li>• Decision made to move forward or not</li></ul>	1 <sup>st</sup> quarter 2016

## Education

*C1. Goal: Strive to make Taylor Independent School District known for its extraordinary academic achievements, graduation rates and high college entry scores and the district of choice for students and teachers.*

Another top priority vocalized in surveys, community workshops and follow-up conversations was the educational system in Taylor. Residents want a more balanced system where the emphasis is academics first, followed by more attention given to art, theater and music and then athletics. High School students expressed their enthusiasm for the new high school and enjoyment in playing sports, but feel overall expectations are too low; both of how the students feel about themselves and what school officials expect of them. They also believe guidance given to them for after graduation needs to start sooner – before their senior year.

Citizens, city leaders and students were united in their vocalization that Taylor will attract and maintain businesses by having a highly productive and competitive workforce. With enriching educational opportunities for all citizens, Taylor will attract and retain a well-educated population, sustaining a vibrant workforce that is adaptable to an evolving economy. Primary and post-secondary curricula that emphasizes the needs of local businesses and emerging markets, will give students a reason to stay in Taylor.

ACTION STEPS	LEAD ENTITY	SUPPORT AGENCIES	MEASURE OF SUCCESS	START
a. Inform the public of advancements made in graduation rates and college entry scores	Taylor ISD		<ul style="list-style-type: none"><li>Presentation materials prepared</li><li>Update given via newsletter, notes, website, email, social media, or meeting</li></ul>	2 <sup>nd</sup> quarter 2014
b. Ensure career planning & counseling is offered and available to all incoming freshman and throughout high school	Taylor ISD		All students have a career plan documented prior to their senior year	3 <sup>rd</sup> quarter 2014
c. Assess interest in reviving Young Life at Taylor High School	Taylor ISD		Interest level is identified and decision made to start or not start program	3 <sup>rd</sup> quarter 2014

## Education continued

ACTION STEPS	LEAD ENTITY	SUPPORT AGENCIES	MEASURE OF SUCCESS	START
d. Support and promote programs aimed at improving high school graduation rates and college enrollment	Taylor ISD		<ul style="list-style-type: none"> <li>Program(s) adopted</li> <li>Graduation rates increase yearly</li> <li>College/technical school enrollment increases yearly</li> </ul>	4 <sup>th</sup> quarter 2014
e. Invite citizen input on evaluation of academic, extracurricular and athletic offerings	Taylor ISD		<ul style="list-style-type: none"> <li>Survey instrument developed</li> <li>Input sought through survey</li> <li>Input compiled</li> <li>Results shared with public</li> </ul>	1 <sup>st</sup> quarter 2015
f. Identify extracurricular activities where volunteers are needed to help organize and support	Taylor ISD		<ul style="list-style-type: none"> <li>Volunteer needs identified</li> <li>Volunteers recruited, screened and trained</li> <li>Volunteers are paired with activity</li> </ul>	2 <sup>nd</sup> quarter 2015
g. Support Taylor ISD in establishing and developing academic programs that are relevant to industry needs	Taylor ISD	TEDC, City	<ul style="list-style-type: none"> <li>Assistance provided to get industry input</li> <li>Program(s) developed and implemented</li> </ul>	4 <sup>th</sup> quarter 2015

## *Education continued*

*C2. Goal: Ensure that Taylor offers employers a qualified workforce well prepared to meet the needs of existing and future industry within the area.*

Throughout the feedback phase of the project, citizens vocalized the importance of higher education that is easily accessible and of high caliber. Temple College has been in Taylor for almost two decades and is now a part of the East Williamson County Higher Education Center (EWCHEC). EWCHEC has a facility in Taylor and a larger building recently built in Hutto, a few miles down the road. In addition to college courses, EWCHEC also houses the Legacy Early College High School. EWCHEC is seen as a valuable quality of life asset in Taylor.

EWCHEC in Taylor is operating out of a remodeled building downtown, across from City Hall that is visible by anyone traveling through downtown. Part of one road has been closed and portable buildings moved in to house the various classes. The portable buildings and temporary road closure are seen as unattractive and an eye-sore to many.

<b>ACTION STEPS</b>	<b>LEAD ENTITY</b>	<b>SUPPORT AGENCIES</b>	<b>MEASURE OF SUCCESS</b>	<b>START</b>
a. Promote involvement of private sector in creating internships or job shadowing opportunities	Taylor ISD	TEDC	<ul style="list-style-type: none"> <li>• Internships and job shadow opportunities are created</li> <li>• All students wanting above paired and placed</li> </ul>	3 <sup>rd</sup> quarter 2014
b. Strengthen relationship with EWCHEC partners to secure and expand programs offered in Taylor	Taylor ISD	Chamber of Commerce, TEDC, City	<ul style="list-style-type: none"> <li>• Commitment from EWCHEC of intent to stay in Taylor</li> <li>• More courses/programs offered</li> </ul>	3 <sup>rd</sup> quarter 2014
c. Market educational opportunities to businesses interested in moving to Taylor	Taylor ISD	Chamber of Commerce, TEDC, City	Marketing materials highlight EWCHEC, Legacy, Taylor ISD and private schools	4 <sup>th</sup> quarter 2014
d. Invest in a new facility for EWCHEC in Taylor	Taylor ISD	City	New facility	1 <sup>st</sup> quarter 2016
e. Remove portable buildings downtown and open the street once a new facility is built/remodeled	Taylor ISD	City	No portables downtown and street is open	2 <sup>nd</sup> quarter 2016
f. Increase number of students allowed to attend Legacy	Taylor ISD		Enrollment and graduation numbers increase yearly	2 <sup>nd</sup> quarter 2016

## Business Environment

*D1. Goal: Make the City of Taylor known for its business friendly approach that welcomes new businesses with open arms providing consistency and easy access to city staff.*

Based on feedback voiced during community workshops and written questionnaires, working with the city to open or expand a new business is a major roadblock. Because of this perception and the effect it has on economic expansion and diversification, immediate actions to address this are paramount.

ACTION STEPS	LEAD ENTITY	SUPPORT AGENCIES	MEASURE OF SUCCESS	START
a. Building permit procedures and regulations are easily understood and accessible	City		<ul style="list-style-type: none"> <li>Written procedures are shared</li> <li>Feedback</li> </ul>	2 <sup>nd</sup> quarter 2014
b. Business development process is written and accessible	City		Written process is available to anyone	2 <sup>nd</sup> quarter 2014
c. Information shared with citizens on how to access and utilize the city's appeal process	City	TEDC	Procedures are shared through all mediums – verbally and in writing	2 <sup>nd</sup> quarter 2014
d. Staff are available and willing to assist developers and business owners	City	TEDC	<ul style="list-style-type: none"> <li>Increased number of contacts with developers</li> <li>Feedback</li> </ul>	3 <sup>rd</sup> quarter 2014
e. Incentives are consistently and fairly distributed	City, TEDC		Comparison of incentives given to small and large businesses and location	3 <sup>rd</sup> quarter 2014
f. Value input given by committees when given charge by the City	City		Action taken on input given	4 <sup>th</sup> quarter 2014
g. City leaders visit with leaders from other cities that are known for business friendly environment and extraordinary customer service	City	Chamber of Commerce, TEDC	<ul style="list-style-type: none"> <li>Visits made</li> <li>Improvement in City customer service seen through survey responses</li> </ul>	1 <sup>st</sup> quarter 2015
h. Annual survey conducted of city services and customer service	City		<ul style="list-style-type: none"> <li>Surveys conducted</li> <li>Corrective action taken based on feedback</li> </ul>	2 <sup>nd</sup> quarter 2015

*Business Environment continued*

ACTION STEPS	LEAD ENTITY	SUPPORT AGENCIES	MEASURE OF SUCCESS	START
i. Seminars held for developers/builders and current business owners on "Opening/Expanding Business in Taylor"	City, TEDC	Chamber of Commerce	<ul style="list-style-type: none"> <li>Seminars offered every 6 months</li> <li>Number of attendees</li> <li>Requests for more information</li> </ul>	3 <sup>rd</sup> quarter 2015
j. Recruit and encourage development of niche industries (manufacturing) to serve specialized markets	TEDC		<ul style="list-style-type: none"> <li>Identify niche industry</li> <li>New manufacturer is recruited and open for business</li> </ul>	1 <sup>st</sup> quarter 2016

## *Business Environment continued*

*D2. Goal: Develop Downtown Taylor as the heart of the community with diverse offerings that attracts attention and traffic from businesses, tourists and residents.*

Based on Taylor's Community Assessment and natural and acquired assets, the downtown area is ripe for continued revitalization. Steps have already been taken to improve the comfort and appearance of downtown with green spaces and landscaping, the repair of 2<sup>nd</sup> street, and improvements to Heritage Park. The recent purchase and remodeling of a cornerstone building, the McCrory-Timmerman Building, has enthused local businesses and residents. The many historical buildings are interesting, attractive and have a past that can amplify them as landmarks for Taylor.

Comments from workshop participants and in surveys strongly favor more revitalization and development downtown. Citizens, including the youth, envisioned a pedestrian friendly downtown with places to eat, read, drink coffee, shop, hear music and spend time and money. There was pride heard in statements reflecting Taylor has a defined "downtown area", unlike recent growth in surrounding communities. The Taylor economy stands to ultimately benefit from business expansion and beautification of its downtown area.

ACTION STEPS	LEAD ENTITY	SUPPORT AGENCIES	MEASURE OF SUCCESS	START
a. Focus on growing the downtown area	City	TEDC	Continued support of Main Street Program	2 <sup>nd</sup> quarter 2014
b. Promote tourism and cultural and heritage assets	City, Chamber of Commerce	TEDC	<ul style="list-style-type: none"><li>• Marketing Plan developed</li><li>• Marketing materials highlight downtown assets</li><li>• Historical components are preserved</li></ul>	2 <sup>nd</sup> quarter 2014
c. Continue city-supported policies providing incentives to downtown investments	City		<ul style="list-style-type: none"><li>• Businesses know about incentives</li><li>• Incentives are awarded to downtown businesses</li><li>• Improvements seen in appearance of downtown businesses</li><li>• New small businesses are open</li></ul>	2 <sup>nd</sup> quarter 2014

### *Business Environment continued*

<b>ACTION STEPS</b>	<b>LEAD ENTITY</b>	<b>SUPPORT AGENCIES</b>	<b>MEASURE OF SUCCESS</b>	<b>START</b>
d. Increase assistance to retain and expand existing businesses	City, TEDC		<ul style="list-style-type: none"> <li>• Active adherence to Business Retention &amp; Expansion plan</li> <li>• No business closures</li> <li>• One business per year expands downtown</li> </ul>	4 <sup>th</sup> quarter 2014
e. Review distribution of hotel/motel tax	City, Chamber of Commerce		Use of hotel/motel tax increases tourism in downtown	4 <sup>th</sup> quarter 2014
f. Partner with state and national agencies to help fund downtown projects	City		<ul style="list-style-type: none"> <li>• Plan developed</li> <li>• Applications submitted</li> <li>• Outside funds received</li> </ul>	1 <sup>st</sup> quarter 2015
g. Establish public/private partnerships to promote growth of downtown	City		<ul style="list-style-type: none"> <li>• Partnerships developed</li> <li>• Funds are maximized</li> </ul>	2 <sup>nd</sup> quarter 2015
h. Invest in entrepreneurship and innovation	TEDC		<ul style="list-style-type: none"> <li>• Mentor program established</li> <li>• Support system developed</li> <li>• New businesses are open</li> </ul>	3 <sup>rd</sup> quarter 2015



## Entertainment

*E1. Goal: Expand opportunities in Taylor so that it is appealing to youth, seniors and families, young and old with the abundance of venues offered through sports, recreation, entertainment, education and church.*

Taylor offers year- round access to lakes, parks, the sports complex, event center and the hike and bike trail with the ease of getting around constant. Input from the feedback sessions clearly indicated a desire for more entertainment, specifically eating establishments, a recreation center, music and arts venues, dancing, and a place for youth to hang-out. These amenities all relate directly to the quality of life wanted by residents of Taylor. A key consideration for families and businesses when considering a move to Taylor hinges upon the setting in which they can live, work and play. With Taylor's proximity to several Major Metropolitan Areas, it is an ideal place to visit and spend time.

ACTION STEPS	LEAD ENTITY	SUPPORT AGENCIES	MEASURE OF SUCCESS	START
a. Market outdoor assets to neighboring communities to bring in outside revenue	City, Chamber of Commerce		<ul style="list-style-type: none"> <li>Marketing Plan developed</li> <li>Marketing materials highlight assets</li> <li>Tourism increases each year</li> </ul>	2 <sup>nd</sup> quarter 2014
b. Consider proposals related to entertainment options submitted by 7 <sup>th</sup> Street Campus Taskforce	City, Taylor ISD		Increase in number of entertainment venues	3 <sup>rd</sup> quarter 2014
c. Maximize use of outdoor assets to plan events for all ages	City, Chamber of Commerce		<ul style="list-style-type: none"> <li>Additional events planned and executed</li> <li>Increased participation by community residents</li> </ul>	3 <sup>rd</sup> quarter 2014
d. Engage the youth of Taylor to help shape the growth and opportunities	City, Chamber of Commerce, TEDC, Taylor ISD		<ul style="list-style-type: none"> <li>More youth are involved in committees and volunteer activities</li> </ul>	4 <sup>th</sup> quarter 2014
e. Begin a Taylor Youth Leadership Program	Taylor ISD	City, Chamber of Commerce, TEDC	<ul style="list-style-type: none"> <li>Program developed</li> <li>Youth recruited</li> <li>Graduates recognized</li> </ul>	1 <sup>st</sup> quarter 2016

## Marketing

*F1. Goal: Align efforts and assets of business, government and educational institutions to market Taylor as the place to live, work and play.*

Taylor has much to offer residents and visitors – proximity to other cities, centrally located in Texas, natural and acquired assets, highway access to and around in Taylor, educational opportunities, businesses and many conveniences. Feedback indicated Taylor could do a better job promoting itself outside of Taylor. To maximize effectiveness of marketing however, any consideration of marketing must include cooperation among those local entities responsible for outreach, promotion and economic development. A Marketing Plan establishes a sense of place and identifies the unique attributes that will attract visitors to Taylor and community events. Taylor will benefit by having those representing the city to have a unified voice when promoting the city.

ACTION STEPS	WHO		MEASURE OF SUCCESS	START
a. Develop a unified Marketing Strategic Plan to include traditional and online marketing	TEDC	City, Chamber of Commerce, Taylor ISD	<ul style="list-style-type: none"> <li>Marketing Plan developed and implemented</li> <li>Spokespersons are trained to deliver a unified message</li> </ul>	3 <sup>rd</sup> quarter 2014
b. Create marketing materials	TEDC	City, Chamber of Commerce, Taylor ISD	<ul style="list-style-type: none"> <li>Materials developed, printed and distributed</li> <li>Online marketing implemented</li> </ul>	2 <sup>nd</sup> quarter 2015
c. Coordinate events planned with surrounding communities	City, Chamber of Commerce		Calendar annotates regional events	2 <sup>nd</sup> quarter 2015
d. Increase number of events planned in Taylor	City, Chamber of Commerce		<ul style="list-style-type: none"> <li>Events are advertised in media outside of Taylor</li> <li>Tourism increases annually</li> </ul>	3 <sup>rd</sup> quarter 2015
e. Host periodic summits to “show off” Taylor’s assets	City, Chamber of Commerce, TEDC, Taylor ISD		<ul style="list-style-type: none"> <li>Annual event</li> <li>Interest in Taylor increases</li> </ul>	4 <sup>th</sup> quarter 2015

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# Appendices

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Appendix A:	Taylor Community Assessment 2014
Appendix B:	High School Student Feedback
Appendix C:	Input from Focus Groups
Appendix D:	City Leaders' Responses
Appendix E:	Taylor Resident Feedback Compiled
Appendix F:	Taylor Resident Feedback Categories

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# Appendix A

## Taylor Community Assessment

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January 2014

Prepared For:

Taylor Economic Development Corporation

Taylor Chamber of Commerce

The City of Taylor

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# Background

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The Taylor Economic Development Corporation contacted the Texas A&M Engineering Extension Service (TEEX) Knowledge Engineering seeking to develop Taylor's Community and Economic Development Initiative. In support of this initiative, TEEX team members conducted primary and secondary research to prepare a baseline report. This Community Assessment represents a "snapshot" of the community; providing an examination of the community and an economic profile through several distinct but interrelated components such as community demographics, income statistics, employment data and an audit of infrastructure and other assets. The Assessment also provides a baseline against which Taylor can measure progress as community leaders execute the Community and Economic Development Initiative.

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# Demographics

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## Location

Taylor, Texas is a community of about 13.5 square miles located in central Texas at the intersection of Texas State Highway 95 and U.S. Highway 79, northeast of Austin, just miles away from Interstate Highway 35 and the State Highway 130 toll road, in the fast-growing Williamson County. The San Gabriel River is dammed just north of Taylor forming Granger Lake. Taylor is a part of the Rural Capital Area Workforce Solutions Area which is comprised of counties surrounding Austin in Travis County. Williamson County is considered part of the Austin-Round Rock-San Marcos Metropolitan Statistical Area (MSA). Taylor is also near the Killeen-Temple-Fort Hood MSA.

## Population

### Population of Taylor

According to the 2010 Census, Taylor's population grew to 15,191 from 13,575 in 2000, reflecting an 11.9% increase. Additionally as seen in Table 1, Texas grew from 20,851,820 people in 2000 to 25,145,561 in 2010; reflecting a 20.59 % increase. During this same time period, Williamson County had a 69.09 % increase from 249,967 persons to 422,679 persons. Neighboring Travis County grew from 812,280 to 1,024,266 in the same time period, or an increase of 26.1 %. Population projections for 2018 are aimed at a 27.47 % increase (from the 2010 Census) for Williamson County and a 13.28 % increase for Taylor as seen in Table 2.

Table 1 Total Population in Taylor, Williamson County, and Texas 2000-2012

Census Year	Texas	Travis County	Williamson County	Taylor
1990 census	16,986,524	576,407	139,551	<b>11,472</b>
2000 census	20,851,820	812,280	249,967	<b>13,575</b>
2010 census	25,145,561	1,024,266	422,679	<b>15,191</b>
2011 estimate*	25,674,681	1,061,203	442,782	<b>15,783</b>
2012 estimate*	26,059,203	1,095,584	456,232	<b>16,080</b>

Source: U.S. Census Bureau

Table 2 Population Projection: 2010-2018

Area	2010 Census	2013 Estimate	2018 Forecast
Texas	25,145,561	26,203,747	28,849,077
Travis County	1,024,266	1,101,991	1,296,248
Williamson County	422,679	462,884	563,371
<b>Taylor</b>	<b>14,532</b>	<b>15,915</b>	<b>19,370</b>

Source: Sites on Texas 2.0

## Race and Ethnicity

The table below presents Taylor's estimated racial and ethnic distribution in 2010. Overall the distribution is similar to the state of Texas, indicative of a healthy ethnic diversity.

Table 3 Taylor Race and Ethnicity Demographics

2010 Data	Taylor	Texas
White alone	<b>71.7%</b>	70.4%
Black or African American alone	<b>10.2%</b>	11.8%
American Indian and Alaska Native alone	<b>1.2%</b>	0.7%
Asian alone	<b>0.7%</b>	3.8%
Native Hawaiian and Other Pacific Islander alone	<b>0.1%</b>	0.1%
Two or More Races	<b>3.0%</b>	2.7%
Hispanic or Latino	<b>42.8%</b>	37.6%
White alone, not Hispanic or Latino	<b>45.4%</b>	45.3%

Source: U.S. Census Bureau

## Age

The age distribution of an area can provide valuable insight into the region's economic composition and income potential. By national standards, Texas has a relatively young population. Taylor has a similar distribution of age as the state of Texas. This information is illustrated in the following table and chart.

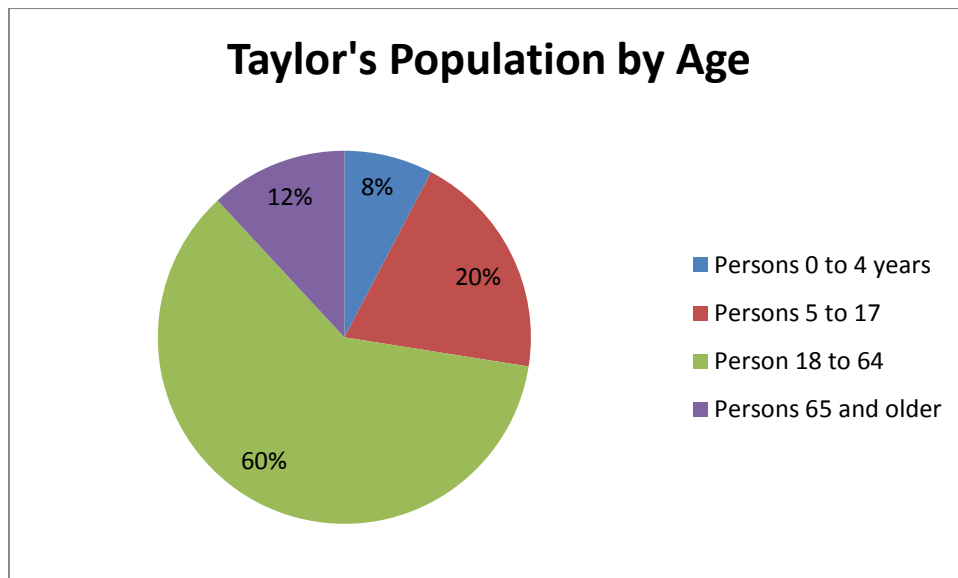
Table 4 Age Distribution in Taylor

Age Group (2010 Data)	Taylor	Texas
Persons 0 to 4 years	<b>7.7%</b>	7.7%
Persons 5 to 17	<b>19.8%</b>	19.6%
Person 18 to 64	<b>60.6%</b>	62.4%
Persons 65 and older	<b>11.9%</b>	10.3%

Source: U.S. Census Bureau

According to the 2010 Census Demographic Profile, the median age nationally is 36.8; the median age for Texas is 33.6 and the median age is 34.4 for Taylor.

Figure 1 Taylor's Population by Age



### Teen Birth Rate

The teen birth rate for Williamson County is significantly lower than the state rate, however compared to the national benchmark it is still relatively high.

Table 5 Teen Birth Rate 2011-2013, per 1,000 female population, ages 15-19

Teen Birth Rate	Williamson County	Texas	National Benchmark
2013	35	60	21
2012	36	63	22
2011	37	64	22

Source: County Health Rankings & Roadmaps

### Population Projections

Table 6 and Table 7 provide projection estimates and the methodology for migration scenarios have been revised as of February 2010 by the Texas State Data Center and Office of the State Demographer. This scenario assumes the same set of mortality and fertility assumptions but differs in their assumptions relative to net migration. The net migration assumption is made from 1990-2000 patterns which have been altered relative to expected future population trends. This is done by systematically and uniformly altering the adjusted 1990-2000 net migration rates by age, sex and race/ethnicity.

The Texas State Data Center (TSDC) has analyzed the projection scenarios and suggests the 0.5 scenario is the most appropriate scenario for most counties for use in long-term planning.

Using this projection scenario, the following table represents population projections for Williamson County (data for cities the size of Taylor is not available).

**Table 6 Williamson County Population Projections and % 2000-2050**

Year	Total	Percent Change	Anglo	Percent Change	Black	Percent Change	Hispanic	Percent Change	Other	Percent Change
2000	249,967	---	185,788	---	13,185	---	42,990	---	8,004	---
2005	295,615	18.3%	214,653	15.5%	15,804	19.9%	55,181	28.4%	9,977	24.7%
2010	422,679	43.0%	269,481	25.5%	24,744	56.6%	98,034	77.7%	30,420	204.9%
2015	479,159	13.4%	293,860	9.0%	28,810	16.4%	120,020	22.4%	36,469	19.9%
2020	538,808	12.4%	316,462	7.7%	33,395	15.9%	146,195	21.8%	42,756	17.2%
2025	604,140	12.1%	338,296	6.9%	38,367	14.9%	177,429	21.4%	50,048	17.1%
2030	676,864	12.0%	360,026	6.4%	43,745	14.0%	214,159	20.7%	58,934	17.8%
2035	756,190	11.7%	380,938	5.8%	49,287	12.7%	256,319	19.7%	69,646	18.2%
2040	840,008	11.1%	399,671	4.9%	54,969	11.5%	303,798	18.5%	81,570	17.1%
2045	926,605	10.3%	415,253	3.9%	60,607	10.3%	356,955	17.5%	93,790	15.0%
2050	1,015,713	9.6%	427,565	3.0%	66,173	9.2%	416,199	16.6%	105,776	12.8%

Source: TWC County Narrative Profile

For comparison purposes, the Texas population projections, using the same scenario methodology, are as follows:

**Table 7 Texas Population Projections and % Change 2000-2050**

Year	Total	Percent Change	Anglo	Percent Change	Black	Percent Change	Hispanic	Percent Change	Other	Percent Change
2000	20,851,820	---	11,074,716	---	2,421,653	---	6,669,666	---	685,785	---
2005	22,556,046	8.2%	11,327,873	2.3%	2,588,605	6.9%	7,820,842	17.3%	818,726	19.4%
2010	25,145,561	11.5%	11,397,345	0.6%	2,886,825	11.5%	9,460,921	21.0%	1,400,470	71.1%
2015	27,000,199	7.4%	11,599,884	1.8%	3,094,388	7.2%	10,698,906	13.1%	1,607,021	14.7%
2020	28,921,650	7.1%	11,752,527	1.3%	3,295,218	6.5%	12,047,446	12.6%	1,826,459	13.7%
2025	30,905,192	6.9%	11,840,265	0.7%	3,484,786	5.8%	13,520,940	12.2%	2,059,201	12.7%
2030	32,927,245	6.5%	11,850,199	0.1%	3,658,975	5.0%	15,106,347	11.7%	2,311,724	12.3%
2035	34,962,746	6.2%	11,788,395	-0.5%	3,814,605	4.3%	16,772,258	11.0%	2,587,488	11.9%
2040	37,022,513	5.9%	11,676,168	-1.0%	3,951,928	3.6%	18,511,750	10.4%	2,882,667	11.4%
2045	39,125,589	5.7%	11,530,632	-1.2%	4,072,933	3.1%	20,337,984	9.9%	3,184,040	10.5%
2050	41,311,221	5.6%	11,376,567	-1.3%	4,182,147	2.7%	22,270,859	9.5%	3,481,648	9.3%

Source: TWC County Narrative Profile

## Income

### Per Capita Income

*Per capita personal income (PCPI)* is “the income that is received by persons from all sources. It is calculated as the sum of wage and salary disbursements, supplements to wages and salaries, proprietors' income with inventory valuation and capital consumption adjustments, rental income of persons with capital consumption adjustment, personal dividend income, personal interest income, and personal current transfer receipts, less contributions for government social insurance. This measure of income is calculated as the personal income of the residents of a given area divided by the resident population of the area. In computing per capita personal income, BEA [Bureau of Economic Analysis] uses the Census Bureau's annual midyear population estimates” (Bureau of Economic Analysis, 2013).

Per capita personal income is summarized below for Texas and Rural Capital Area region, including Williamson County.

Table 8 Per Capita Personal Income

	2000	2010	2012	Change 2000-2012	Change 2010-2012
Bastrop	\$ 22,658	\$ 28,197	\$ 29,510	30.24%	4.66%
Blanco	\$ 25,541	\$ 47,325	\$ 49,339	93.18%	4.26%
Burnet	\$ 24,615	\$ 40,941	\$ 42,532	72.79%	3.89%
Caldwell	\$ 19,865	\$ 26,773	\$ 27,587	38.87%	3.04%
Fayette	\$ 25,434	\$ 40,346	\$ 42,612	67.54%	5.62%
Hays	\$ 23,631	\$ 32,378	\$ 33,975	43.77%	4.93%
Lee	\$ 22,213	\$ 38,575	\$ 42,143	89.72%	9.25%
Llano	\$ 23,912	\$ 37,126	\$ 38,930	62.81%	4.86%
<b>Williamson</b>	<b>\$ 31,699</b>	<b>\$ 39,978</b>	<b>\$ 41,526</b>	<b>31%</b>	<b>3.87%</b>
Bell	\$ 24,101	\$ 38,107	\$ 39,573	64.2%	3.85%
Travis	\$ 35,423	\$ 42,017	\$ 46,307	30.73%	10.21%
<b>Texas</b>	<b>\$ 28,506</b>	<b>\$ 38,222</b>	<b>\$ 42,638</b>	<b>49.58%</b>	<b>11.55%</b>

Source: Bureau of Economic Analysis

In 2012 Williamson County had a PCPI of \$41,526. This PCPI was 97% of the state average (\$42,638), and 95% of the national average (\$43,735). The 2012 PCPI reflected an increase of 3.87% from 2010 for Williamson County. The 2010-2012 state change was 11.5%.



## Median Household Income

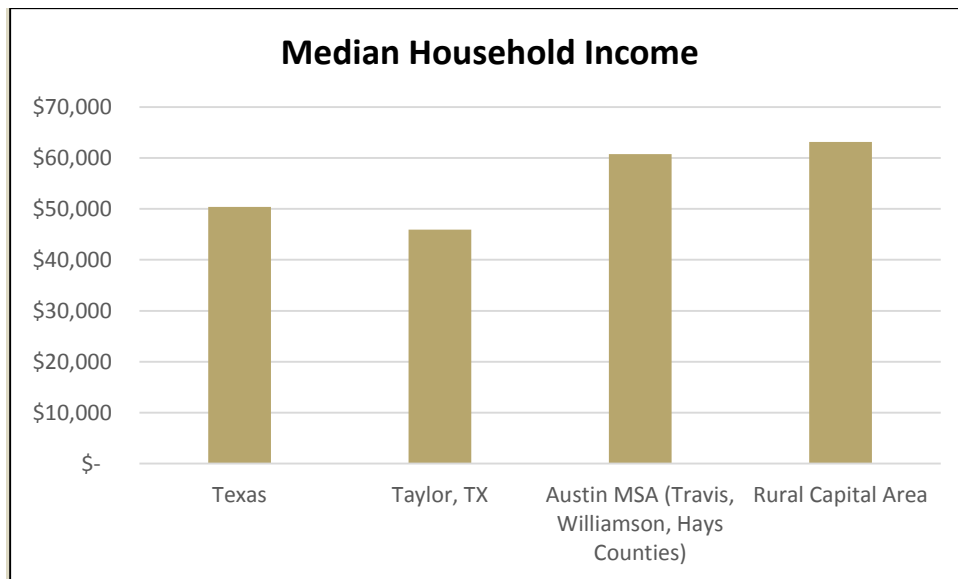
The median household income for the Rural Capital Area Workforce Solutions Area was \$63,114, which was 25.27% higher than the state median wage of \$50,379. Taylor, however, had a median household income of \$45,924.

Table 9 Median Household Income

Area	2012
Texas	\$50,379
<b>Taylor, TX</b>	<b>\$45,924</b>
Austin MSA (Travis, Williamson, Hays Counties)	\$60,734
Rural Capital Area	\$63,114

Source: Sites on Texas 2.0

Figure 2 Median Household Income



Source: Sites on Texas 2.0

## Local Sales and Use Tax

### Sales and Use Tax History

According to the Texas Comptroller, since 1994 the City of Taylor has had a half cent Type A (4A) Economic Development Sales Tax and half cent Property Tax Relief in addition to the regular one cent city tax rate.

Sales Tax revenue peaked in 2007, but has steadily grown since 1990. The Great Recession of 2008 caused numerous cities to have sales tax numbers peak in 2007. While the city still hasn't reached 2007 values, the positive trend is a sign the economy is improving. The city's sales tax history can be seen in Table 10.

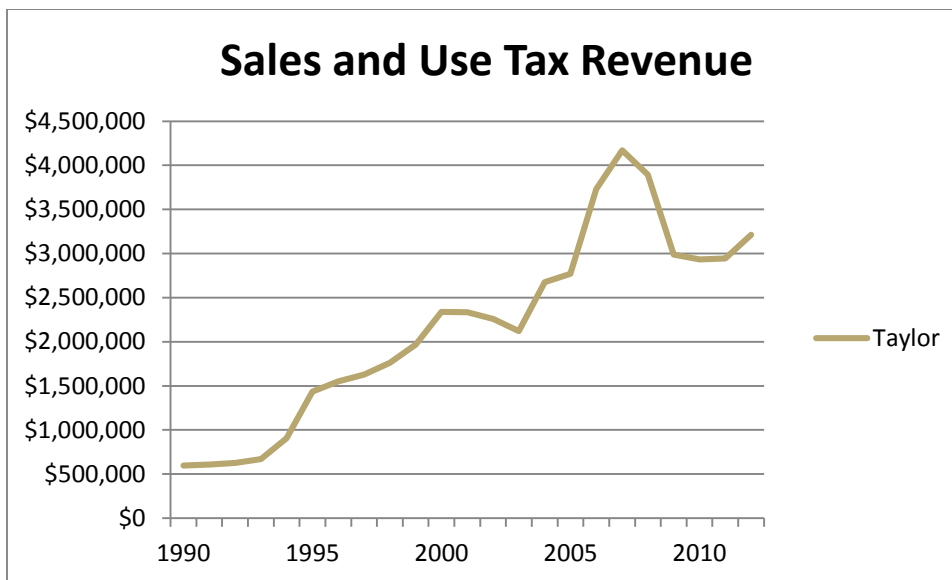
Table 10 Sales Tax Allocation since 1990

Year	TOTAL	Year	TOTAL	Year	TOTAL
1990	597,659.38	1998	1,762,961.08	2006	3,729,585.45
1991	607,052.59	1999	1,969,549.37	2007	4,170,664.58
1992	626,495.08	2000	2,339,286.09	2008	3,896,109.83
1993	671,294.52	2001	2,336,160.45	2009	2,988,872.81
1994	905,453.37	2002	2,258,508.06	2010	2,932,031.59
1995	1,433,697.55	2003	2,121,091.20	2011	2,945,826.20
1996	1,551,388.16	2004	2,675,397.24	2012	3,213,443.90
1997	1,626,469.51	2005	2,768,356.82	2013*	3,097,767.12

\*2013 amount does not include the month of December.

Source: Texas Comptroller of Public Accounts

Figure 3 Sales and Use Tax Revenue



Source: Texas Comptroller of Public Accounts

The Taylor Economic Development Corporation (TEDC) and the City of Taylor work together to recruit, retain and expand businesses. The City is focused on retail, lodging and restaurants while the TEDC concentrates on industrial and manufacturing sectors. Both entities, along with the Chamber of Commerce, provide incentives, grants and loans to encourage business growth and retention.

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# Employment

## Employment by Industry

The Texas Workforce Commission compiles data on employment and wages and then publishes quarterly reports. The table below provides information about employment by broad industry sectors for Williamson County and compares it to state employment for the first quarters of 2012 and 2013. The table below shows Williamson County created Total Jobs in All Industries at a faster rate than the state as a whole. Natural Resources & Mining and Professional, Business & Other Services sectors grew at the fastest rate during this time period. The Trade, Transportation, & Utilities industry was the only one to have fewer employees in 2013 than 2012, however, it remains the largest industry sector in the county.

Table 11 Employment by Industry Sector in Williamson County

Williamson County				State of Texas
	2012 1st Qtr	2013 1st Qtr	% Change	% Change
Total, All Industries	131,033	135,909	3.72%	3.02%
Natural Resources & Mining	909	1,077	18.48%	7.27%
Construction	8,194	8,589	4.82%	5.09%
Manufacturing	6,770	7,115	5.1%	1.65%
Trade, Transport. & Utilities	40,063	39,742	-0.8%	2.57%
Information	1,319	1,442	9.33%	0.49%
Financial Activities Group	6,965	7,512	7.85%	3.55%
Prof., Business & Other Services	14,112	15,536	10.09%	4.25%
Education & Health Services	28,925	29,752	2.86%	2.14%
Leisure & Hospitality Group	15,241	16,289	6.88%	4.99%
Other Services	4,758	4,976	4.58%	-0.03%
Public Administration	3,770	3,816	1.22%	0.27%

Source: Texas Workforce Commission

## Top Local Employers

It is common for communities in Texas to have a school district, local government, Wal-Mart and H.E.B. Grocery Company as the top employers. Taylor fits this trend with additions of the electric company and

healthcare industry also playing major roles in the local employment. Table 12 includes the list of the top 11 employers in Taylor as of October 2013.

**Table 12 Top 11 Employers in Taylor**

<b>Employer</b>	<b>Employees</b>
Electric Reliability Council of Texas (ERCOT)	631
Taylor Independent School District (TISD)	520
Durcon Inc.	440
Scott & White	180
Corrections Corp. of America (CCA)	169
HEB	167
City of Taylor	148
Wal-Mart	125
Floyd's Glass	120
Burrows Cabinets	100
Ice/Medical (part of CCA)	70

*Source: Taylor Economic Development Corporation*

Manufacturing is an industry attractive to economic developers because it brings new money into a region. Additionally, 80% of new manufacturing jobs in a region come from companies already manufacturing in a particular location. A table of the largest manufacturers in Williamson County is included below.

**Table 13 Largest Manufacturers in Williamson County**

<b>Top Manufacturers for Williamson County</b>	<b>Employees</b>
Airborn Inc	350
Cisco Systems	800
Dell Inc	14,000
Durcon Inc	440
Electronic Arts	450
Emerson Process Management	750
Michael Angelo's Gourmet Foods	320
Polycom Inc	216
Toppan Photomasks Inc	344
TECO Westinghouse Motor Company	370
Wayne, AGE Company	430

*Source: Texas A&M Real Estate Center*

Durcon Inc., K&M Manufacturing, Babeco Fabrication & Machining, HDi Plastics, and Dynalyst Manufacturing Corporation are the leading manufacturing companies located within Taylor specifically.

## New Hires

One resource to identify opportunities for growth is looking at the new hires in a region. New workers are defined as workers who were not working at the same business in the previous quarter. While the numbers do not indicate the quality of job or amount of pay, they do show which industries are hiring. Accommodation and Food Services indicates the most new hires, however, food services is historically a high turnover industry.

Figure 4 New Hires in Williamson County



Source: Texas Workforce Commission, County Narrative Profile

## Unemployment Rate

The unemployment rate is one of the most popular indicators for the economy's performance in a region. The unemployment in Williamson County has been below the National and State averages for years. The annual unemployment rates since 2005 can be seen in Table .

Table 14 Unemployment Rates

Year	Williamson County Employment	Williamson County Unemployment Rate	Texas Unemployment Rate	U.S. Unemployment Rate
2012	220,734	5.9%	6.8%	8.1%
2011	214,204	6.9%	7.9%	8.9%
2010	206,544	7.2%	8.2%	9.6%
2009	195,629	7.3%	7.5%	9.3%
2008	192,748	4.6%	4.9%	5.8%
2007	185,512	3.7%	4.4%	4.6%
2006	180,451	4.2%	4.9%	4.6%
2005	171,804	4.5%	5.4%	5.1%

Source: Texas Workforce Commission

In 2012 the annual unemployment rate was 5.9% in Williamson County, almost a full percentage point below the state average of 6.8%. The 5.9% unemployment rate was also 2.2% less than the national average of 8.1%.

## Wages

Wages in Williamson County have increased since 2008. The Great Recession affected employment and wage statistics all across the world and central Texas was no exception. Annualized wages in Williamson County have increased from \$42,900 in 2008 to \$47,892 in 2013, but the raise was not steady. A table demonstrating the employment numbers and annualized wages can be seen in Table .

Table 15 Wages in Williamson County

Year	Period	Industry	Average Employees	Annualized Wages
2013	2nd Qtr	Total, All Industries	117,601	\$47,892
2012	2nd Qtr	Total, All Industries	112,202	\$45,812
2011	2nd Qtr	Total, All Industries	107,206	\$56,888
2010	2nd Qtr	Total, All Industries	99,300	\$42,692
2009	2nd Qtr	Total, All Industries	98,220	\$42,692
2008	2nd Qtr	Total, All Industries	102,262	\$42,900

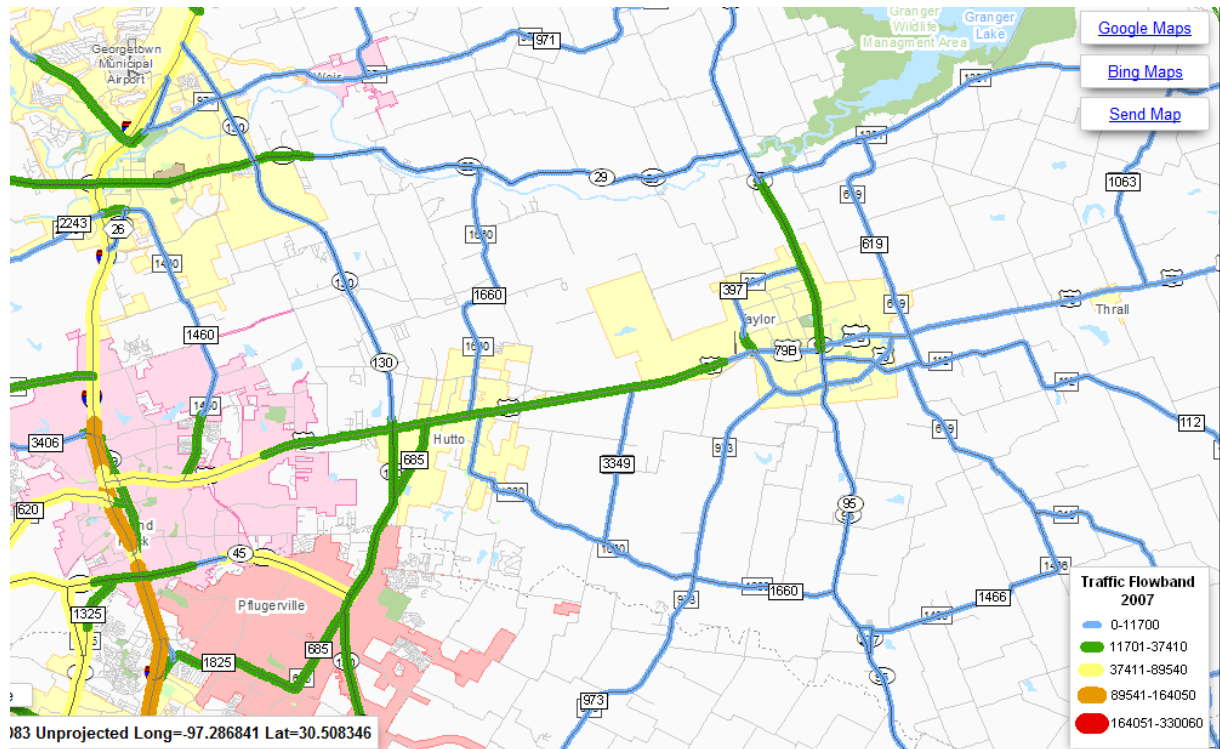
Source: Texas Workforce Commission

# Infrastructure

## Roads

Highway 95 is the most traveled road in Taylor. US Highway 79 has the second highest traffic count and connects to Round Rock, Highway 130 (a toll road) and Interstate 35, which goes from Canada to Mexico through Austin. A map of the traffic flowband can be seen in Figure 5.

Figure 5 Taylor Traffic Flowband Map

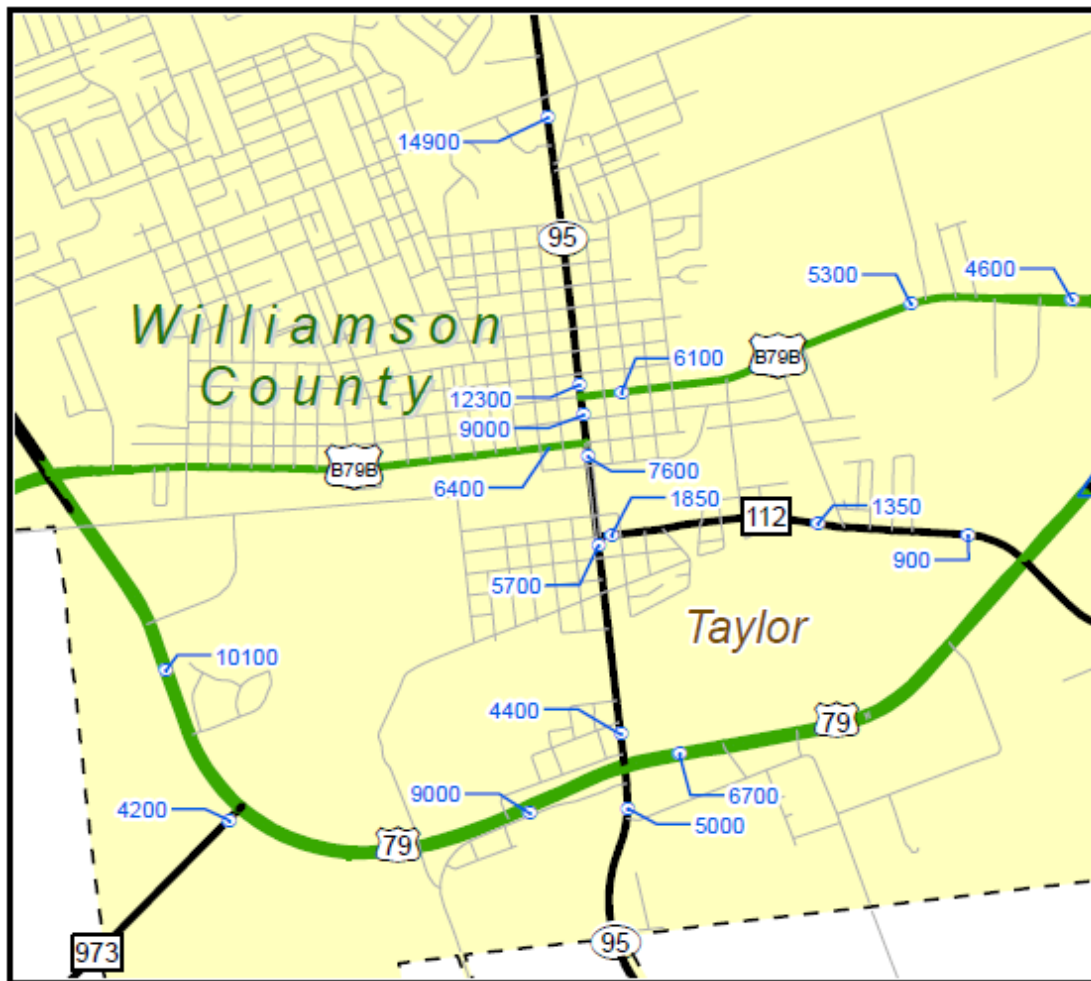


Source: Texas Department of Transportation

As seen in the following Figure 6, Highway 95, which primarily goes from north to south, has the highest traffic count where it crosses US Highway 79 Business. On a daily average, between 5,300 and 6,400 vehicles are traveling on US Highway 79 Business. A high majority of the traffic in Taylor travels north on Highway 95 with a count of approximately 14,900 recorded on the northern city limits. The high traffic counts that travel directly through Taylor as opposed to taking the loop around the city indicate that the most opportune areas for fast food restaurants, convenience stores, and quick stop retail stores is where US Highway 79 Business runs through town and then north on Highway 95.



Figure 6 Traffic Counts for Taylor



Source: Texas Department of Transportation

## Airports

### *Taylor Municipal Airport*

The Taylor Municipal Airport, designated as a general utility business service airport, connects Taylor to the greater region. It is owned by the City of Taylor and has two runways. The runway dimensions are 4000 x 75 feet. In 2011 the airport averaged 71 flights a day and had 47 aircrafts based on-site (source: airnav.com).

### *Austin Bergstrom International Airport*

Austin Bergstrom International Airport (ABIA) is less than an hour away from Taylor. ABIA provides passenger and air cargo service with 13 airline carriers. Passenger numbers and air cargo transports have increased over the past year. One can fly to parts all over the world with many nonstop flights to major cities. Parking and overnight accommodations are plentiful and accessible.

### *Austin Executive Airport*

With the closing of Mueller Airport and the former Austin Executive Airport in the 1990's, a need to strengthen aviation infrastructure was identified. The former Bird's Nest Airport was renamed the new Austin Executive Airport in 2009. The runway was expanded to accommodate bigger corporate jets in 2010. Pflugerville is home to this public-use airport in Central Texas, just 17 miles from Taylor. Known as a general aviation reliever airport, aircraft is used statewide and nationally to conduct business. Georgetown, 20 miles from Taylor, operates a similar airport, the Georgetown Municipal Airport.

### **Industrial Parks**

There are two industrial parks in Taylor. Mustang Creek Industrial Park (MCIP) is located at US-79 and Welch Street, next to the Union Pacific Railroad and has full infrastructure. There are 61 acres remaining available in lots ranging between 2-27 acres for \$29,500 per acre. Dynalyst Manufacturing, KG Industries, Williamson County Equipment Company, and Alliance Chemical are the current tenants on site. Walnut Creek Commercial Park (WCCP) is an 87 acres heavy industrial zone on the east side of the town which does not contain full infrastructure at this time.

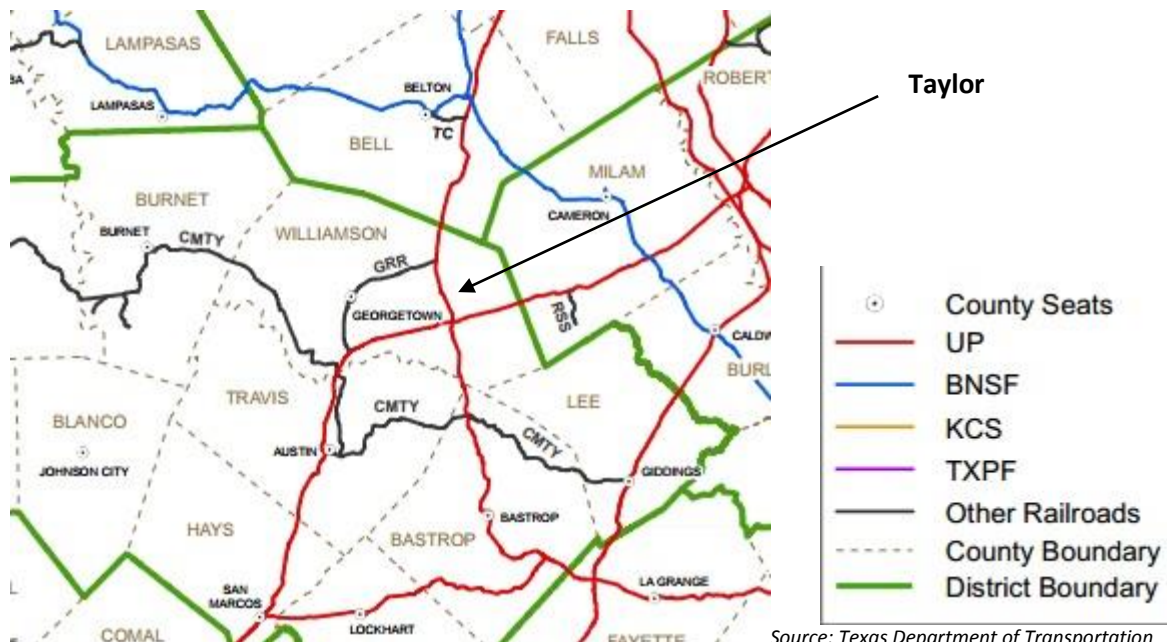
### **Rail**

#### *Passenger*

Taylor is also provided service for passenger rail by Amtrak on the Texas Eagle rail line that connects with Capital Area Rural Transportation System (CARTS) and Greyhound. The Taylor Station is platform only and does not provide a shelter or full service for customers. There are two daily trains. This is the only Amtrak stop in Williamson County. The nearest full service station is located approximately 35 miles away near downtown Austin.

#### *Commercial*

Figure 7 Williamson County Railways



Taylor's history is firmly rooted in the railroad. The city was named for Edward Moses Taylor, an official with International & Great Northern Railway (I&GN, later Missouri Pacific).

On June 26, 1876, the IG&N reached Taylor Station, a small community in the vast cattle ranges of Central Texas. The name was then changed to Taylorsville and finally to Taylor in 1884. In anticipation of the railroad, the Texas Land Company laid out public parks, streets, and a square. The company then sold lots for prices ranging between \$20 and \$350. The railroad brought farmers and businessmen to Taylor, and the town began to produce large amounts of cotton. In 1882, the Missouri-Kansas-Texas ("Katy") Railroad was extended to Taylorsville and joined with the Missouri Pacific (MP, now UP) to link east and west. In the 1980s, the majestic I&GN and MP station was demolished.

As figure 7 illustrates Union Pacific (UP) is the only major railway in Williamson County. The rail lines heading out from Taylor head both north-south and east-west, allowing Taylor to be a hub for rail shipments. The 10 mile long Georgetown Railroad is a short-line track headquartered in Georgetown. Burlington Northern Santa Fe Railway (BNSF) has a line just north of the county line.

### **Water**

The City of Taylor purchases water from the Brazos River Authority Granger Lake Regional Water System through a long-term contract. The Brazos River Authority supplies water through treated surface water from Granger Lake located about 7 miles from Taylor. The City not only provides water and sewer service to persons within the city limits but also to areas and communities surrounding the city.

# Education

## Education

Taylor Independent School District (ISD), Thrall ISD, and Hutto ISD all provide primary and secondary education to the Taylor area. There are also two private schools, St. Mary's Catholic School and St. Paul's Lutheran School, located in Taylor that provide primary and middle school education. Taylor ISD serves a vast majority of the City of Taylor, though Thrall ISD and Hutto ISD have boundaries that overlap with the City of Taylor. The extension of the city limits that goes into the Hutto ISD was a recent occurrence and as such, Hutto ISD statistics will not be included for this time period.

Table 16 2011-2012 Academic Excellence Indicators

Schools	Taylor ISD	Thrall ISD	Region 13	State
<b>Attendance</b>	<b>3,101</b>	631	n/a	4,978,120
<b>Completion/Student Status</b>				
Annual Graduate Count	<b>222</b>	45	n/a	290,581
Longitudinal Graduation Rate	<b>90.80%</b>	98%	n/a	85.90%
TAKS Exit-Level Cumulative Pass Rate (Class of 2011)	<b>89%</b>	94%	93%	92%
TAKS Exit-Level Cumulative Pass Rate (Class of 2012)	<b>96%</b>	90%	94%	93%
Mean SAT Score (Class of 2011)	<b>955</b>	1007	1023	976
Mean ACT Score (Class of 2011)	<b>19.7</b>	20.8	22.1	20.5
Economically Disadvantaged	<b>64.9%</b>	37.4%	n/a	60.4%
Limited English Proficient	<b>13.5%</b>	3.3%	n/a	16.8%
Average Years of Experience of Teachers	<b>9.5</b>	14.2	n/a	11.6
Average Actual Salaries (Teachers)	<b>\$43,747</b>	\$42,254	n/a	\$48,375
Revenues per Student	<b>7883</b>	9278	n/a	10339

Source: Texas Education Agency

## Taylor ISD

Taylor ISD's boundaries cover most of the City of Taylor. According to Taylor ISD, they have reached a record enrollment in the 2013/2014 school year with 3,239 youth enrolled. The increase in enrollment is a sign that the community is growing. It is important for the city and school district to grow with the increase in population. Recent enrollment, graduation rates, and the TAKS exit-level pass rate can be seen in Table 17.

Table 17 Taylor ISD Enrollment

Taylor ISD			
Year	Enrollment	Longitudinal Graduation Rate	TAKS Exit-Level Cumulative Pass Rate
2011-2012	3,101	90.8%	96%
2010-2011	3,074	81.3%	89%
2009-2010	3,116	81.2%	78%
2008-2009	3,155	83.3%	80%
2007-2008	3,112	75.9%	85%

Source: Texas Education Agency

The school district has met all of Texas Education Agency's education standards in 2013. A sense of pride in Taylor is the recently built facility for Taylor High School. Opening in 2011, the new facility currently holds over 900 students and is built to serve 1,200 students. This state-of-the-art facility has Wi-Fi network, a spacious and attractive library, a modern welding lab, numerous classrooms including a Culinary Arts Academy, two gyms and a large band hall.

Taylor's standardized test scores, including the SAT and ACT, currently lag behind the state and regional averages although there was slight improvement on both tests in 2011. The percentage of students that take the SAT and ACT, which are standardized tests often required for colleges and universities, are below both the state and TEA's Region 13 averages, but again the numbers are rising.

Table 18 Taylor ISD SAT/ACT Results

	State	Region	Taylor ISD
<b>SAT/ACT Results Tested</b>			
Class of 2011	68.90%	79.50%	54.20%
Class of 2010	62.60%	66.30%	44.20%
<b>Average SAT Score</b>			
Class of 2011	976	1023	955
Class of 2010	985	1037	941
<b>Average ACT Score</b>			
Class of 2011	20.5	22.1	19.7
Class of 2010	20.5	22	19.1

Source: Texas Education Agency

Taylor is home to an intermediate school, a middle school, an elementary school and an early childhood campus.

Other educational assets in Taylor ISD include the East Williamson County Cooperative which provides support and information for special needs children; and Duck University offering after school and extended care.

Taylor ISD demographics depict a diverse student population as seen in Table 19.

**Table 19 Demographics of Taylor ISD**

	<b>Taylor Total</b>	<b>Taylor %</b>	<b>State Total</b>	<b>State %</b>
African American	289	9.30%	637,934	12.80%
Hispanic	1,897	61.20%	2,530,789	50.80%
White	835	26.90%	1,520,320	30.50%
American Indian	8	0.30%	22,224	0.40%
Asian	9	0.30%	176,755	3.60%
Pacific Islander	3	0.10%	6,227	0.10%
Two or More Races	60	1.90%	83,871	1.70%

*Source: Texas Education Agency*

## Higher Education

Temple College has been in Taylor since 1997. This came about due to the Temple College president and Board of Trustees meeting with Taylor ISD Board to discuss the need to expand in the local area. At that time, Temple College was offering courses at Taylor High School. Securing space was vital to the growth of the College. Part of the abandoned HEB grocery store located in downtown, easily accessible and available, was renovated and classes began there in 1997. Due to increased student enrollment, the rest of the building was renovated and new classrooms and labs were built in 2003. More courses were offered including a Vocational Nursing program.

In 2006, Taylor ISD and Hutto ISD partnered to establish Legacy Early College High School, the first in the state of Texas. Legacy is available for students that want to earn up to 60 college credit hours through Temple College toward an associate's or baccalaureate degree at no cost to the student while in high school. Classes are smaller and students are given personalized support. Graduation numbers obtained from the principal of Legacy indicate graduation rates are increasing as seen in Table 20.

**Table 20 Legacy High School and Temple College Graduates**

<b>Year</b>	<b>Legacy High School Graduates</b>	<b>Temple College Graduates of Legacy Students</b>
2011	29	27
2012	30	28
2013	40	40
2014	46 (on track to graduate)	45 (on track to graduate)

*Source: Rosemary Kelly, Principal Legacy High School*

Again, Temple College leaders identified a need to expand higher education in Eastern Williamson County. This led to the creation of the East Williamson County Higher Education Center (EWCHEC) at Taylor, a collaboration between Taylor ISD, Hutto ISD, Temple College, TSTC in Waco, Texas Tech University, Concordia University and the Texas Bioscience Institute. In the spring of 2007, a house bill was passed officially creating EWCHEC. Legacy High School became a program under the newly created EWCHEC. College students began attending classes at Temple College, before there was a EWCHEC

Campus. After several years of operating out of Temple College in Taylor, funding to build a EWCHEC campus came before the Temple College Board in 2010. The Board voted to expand its coverage to include a campus in Hutto, less than 10 miles away. EWCHEC had a grand opening in late 2013 to celebrate the opening of their 112,000 square foot, multi-institutional teaching center for higher education. Associate degrees and certificate programs are offered in the following fields:

- Air conditioning
- Culinary arts
- Engineering technology
- Welding
- Pipefitting
- Building construction
- Industrial systems
- Electrical construction
- Plumbing

Plans are underway for Texas A&M Central Texas to begin offering full bachelor's degree and master's degree programs in the spring of 2014 at EWCHEC. The first area of study will be a school of business followed by courses in the school of education.

The EWCHEC in Taylor provides a variety of areas of study (see Table 21 Areas of Study at EWCHEC Taylor) and can provide additional Business and Community Education services.

Table 21 Areas of Study at EWCHEC Taylor

<b>Areas of Study</b>	
<b>Academic</b>	
Art	English
Biology	Foreign Language
Business/Business Management	Government
Chemistry	History
Computer Information Systems: Business	Mathematics
Computer Science: Academic	Music
Criminal Justice: Academic	Physical Education
Developmental Reading, Writing and Study Skills	Psychology
Developmental Math	Sociology
Drama/Theater	Speech
<b>Technical</b>	
Computer Aided Design	Vocational Nursing
Criminal Justice	Emergency Medical Services Professions

Source: Temple Junior College

According to Temple College, enrollment has increased 572% over the past 15 years (1997-2012). In the fall of 1997, 136 students enrolled at the college. That number increased to 777 by the fall of 2012.

## Workforce

Taylor's population is right on par with the state average for attaining a high school degree at 80.5%. Where Taylor's population is lacking compared to the rest of the state is pursuing and achieving a

bachelor's degree as is shown by only 16.6% attaining one in Taylor compared to 26.1% at the state level.

Table 22 Educational Attainment

<b>Educational Attainment</b>	<b>Taylor</b>	<b>Texas</b>
High school graduate or higher, percent of persons age 25+, 2007-2011	<b>80.5%</b>	80.4%
Bachelor's degree or higher, percent of persons age 25+, 2007-2011	<b>16.6%</b>	26.1%

Source: U.S. Census Bureau



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# Quality of Place

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## **Recreational Activities**

Taylor has seven parks totaling almost 312 acres of open space with tennis courts, lighted baseball diamonds, playgrounds, picnic areas, and nature trails. Taylor Regional Park and Sports Complex, Murphy Park, Robinson Park, Bull Branch Park and Heritage Square all have Wi-Fi access. Taylor also enjoys an aquatic center, 9-hole golf course, miniature golf, and a museum at former Texas Governor Dan Moody's childhood home. In addition to the ten lighted baseball fields, the Regional Sports Complex has a full size football field, soccer fields, basketball courts, a covered pavilion, two modern playscapes, and a hike and bike trail. The park also has a six-acre lake for outdoor activities.

Taylor offers a farmer's market on Mondays and Fridays from early May to late October for residents to buy fresh produce from local growers. The proximity to Austin also has the potential to draw that population to buy locally grown produce.

Taylor's proximity to two MSA's also benefits residents as they can access higher end shops, fine dining establishments, and numerous recreation activities and cultural events. Many of the local water ways have also been dammed to create lakes and reservoirs which are convenient and easily accessible. The San Gabriel River, Granger Lake, and Boggy Creek are the closest, however, Lake Belton, Stillhouse Hollow Lake, and the various lakes of the Lower Colorado River Authority (LCRA) are also close to Taylor.

## **Cost of Living**

The cost of living in Taylor, is lower than other parts of Texas, including the city of Austin and Travis County. Taylor's location is close enough to the major market of Austin to keep the cost of goods down. The cost of living index is based on the cost of food, housing, utilities, transportation, health, and miscellaneous (clothing, restaurants, etc.). As Table 23 shows, the farther one gets away from the urban setting of Austin, the lower the cost of living becomes.

Table 23 Cost of Living Comparison

Cost of Living based on US Average of 100	
Austin	102
Belton	83
Cedar Park	101
Elgin	89
Florence	91
Georgetown	108
Hutto	98
Pflugerville	100
Rockdale	80
Round Rock	101
<b>Taylor</b>	<b>89</b>
Texas	89

Source: Sperling's Best Place

One may also consider the maximum per diem allowed by the IRS, which is now set by the U.S. General Services Administration. The values can be seen in Table 24. The cost of lodging in neighboring Travis County is 31.87% greater than in Williamson County. The cost of meals is 39.22% more in Travis County.

Table 24 Per Diem Comparison

	Per Diem	
	Lodging	Meals
Travis County	120	71
Williamson County	91	51

Source: U.S. General Services Administration

## Public Safety

One reason people choose to live in suburban communities is the perception that they are safer than big cities.

### Law Enforcement

Local law enforcement is provided by the Taylor Police Department with 25 officers and eight paid civilians and two animal control personnel. The Texas Crime Summary shows that crime is significantly lower in Taylor and Williamson County than neighboring Travis County or the City of Austin. However, compared to other cities in Williamson County, Taylor has a higher rate of robbery, burglary, larceny, and auto theft rate.

**Table 25 Crime Statistics in Williamson County in 2012**

Source: Texas Department of Public Safety

Agency	Population	Murder	Rape	Robbery	Aggravated Assault	Burglary	Larceny	Auto Theft	Total
<b>Williamson County</b>	<b>140,850</b>								
Number of Offenses		2	23	9	80	292	819	36	1261
Rate Per 100,000		1.4	16.3	6.4	56.8	207.3	581.5	25.6	895.3
<b>Florence PD</b>	<b>1,209</b>								
Number of Offenses		0	0	0	0	4	4	0	8
Rate Per 100,000		0	0	0	0	330.9	330.9	0	661.8
<b>Georgetown PD (IBR)</b>	<b>50,304</b>								
Number of Offenses		0	15	5	47	147	756	18	988
Rate Per 100,000		0	29.8	9.9	93.4	292.2	1502.9	35.8	1964
<b>Granger PD</b>	<b>1,504</b>								
Number of Offenses		0	0	0	0	5	15	0	20
Rate Per 100,000		0	0	0	0	333.1	999.3	0	1332.4
<b>Hutto PD</b>	<b>15,635</b>								
Number of Offenses		0	4	1	16	47	145	4	217
Rate Per 100,000		0	25.6	6.4	102.3	300.6	927.4	25.6	1387.9
<b>Round Rock PD</b>	<b>106,232</b>								
Number of Offenses		0	32	45	64	336	2222	78	2777
Rate Per 100,000		0	30.1	42.4	60.2	316.3	2091.6	73.4	2614
<b><u>Taylor PD</u></b>	<b><u>16,240</u></b>								
<b>Number of Offenses</b>		<b>0</b>	<b>2</b>	<b>10</b>	<b>11</b>	<b>91</b>	<b>348</b>	<b>8</b>	<b>470</b>
<b>Rate Per 100,000</b>		<b>0</b>	<b>12.3</b>	<b>61.6</b>	<b>67.7</b>	<b>560.3</b>	<b>2142.9</b>	<b>49.3</b>	<b>2894.1</b>
<b>Southwestern University PD</b>	<b>0</b>								
Number of Offenses		0	0	0	0	2	33	0	35
Rate Per 100,000		0	0	0	0	0	0	0	0
<b>Cedar Park PD</b>	<b>52,051</b>								
Number of Offenses		0	11	9	89	93	653	19	874
Rate Per 100,000		0	21.1	17.3	171	178.7	1254.5	36.5	1679.1
<b>Leander PD</b>	<b>28,244</b>								
Number of Offenses		0	2	3	36	53	291	8	393
Rate Per 100,000		0	7.1	10.6	127.5	187.7	1030.3	28.3	1391.5
<b>Thrall PD</b>	<b>892</b>								
Number of Offenses		0	0	0	4	6	7	0	17
Rate Per 100,000		0	0	0	448.4	672.6	784.8	0	1905.8
<b>Jarrell PD</b>	<b>1,048</b>								
Number of Offenses		0	0	0	2	0	15	1	18
Rate Per 100,000		0	0	0	190.8	0	1431.3	95.4	1717.5

According to the City of Taylor website, 22% of the 470 offenses cited in Table 25 were cleared through arrests.

Table 26 provides historical statistics on crime for the City of Taylor. Since 2000, reported offenses have decreased with 2009 showing the lowest numbers.

**Table 26 Crime Statistics City of Taylor, 2000 and 2007-2011**

Type	2000	2007	2008	2009	2010	2011
<b>Murders</b>	0	0	1	1	0	0
per 100,000	0	0	6.2	6.1	0	0
<b>Rapes</b>	4	1	2	0	2	1
per 100,000	25.2	6.4	12.5	0	12.2	6.4
<b>Robberies</b>	11	7	4	7	7	5
per 100,000	69.2	44.9	24.9	42.7	42.7	32.2
<b>Assaults</b>	40	5	4	2	8	12
per 100,000	251.7	32.1	24.9	12.2	48.8	77.4
<b>Burglaries</b>	97	104	91	109	107	89
per 100,000	610.3	666.8	567	664.9	653.1	573.8
<b>Thefts</b>	384	384	336	293	307	367
per 100,000	2416	2462	2093.7	1787.2	1873.9	2366.1
<b>Auto thefts</b>	33	16	8	7	11	5
per 100,000	207.6	102.6	49.9	42.7	67.1	32.2
<b>Arson</b>	7	1	5	8	2	4
per 100,000	44	6.4	31.2	48.8	12.2	25.8
<b>Totals</b>	<b>576</b>	<b>518</b>	<b>451</b>	<b>426</b>	<b>444</b>	<b>483</b>

*Source: Texas Department of Public Safety*

In addition to providing public safety, the Taylor Police Department interacts with the community at various community events, provides educational information on a variety of subjects, and is actively involved with residents and businesses on crime prevention. They also started a Police Chaplain Program which helps link the police department to the faith community and local community. Lastly, the Police Department works diligently to bring in grant funds to help provide a wider array of services to protect citizens.

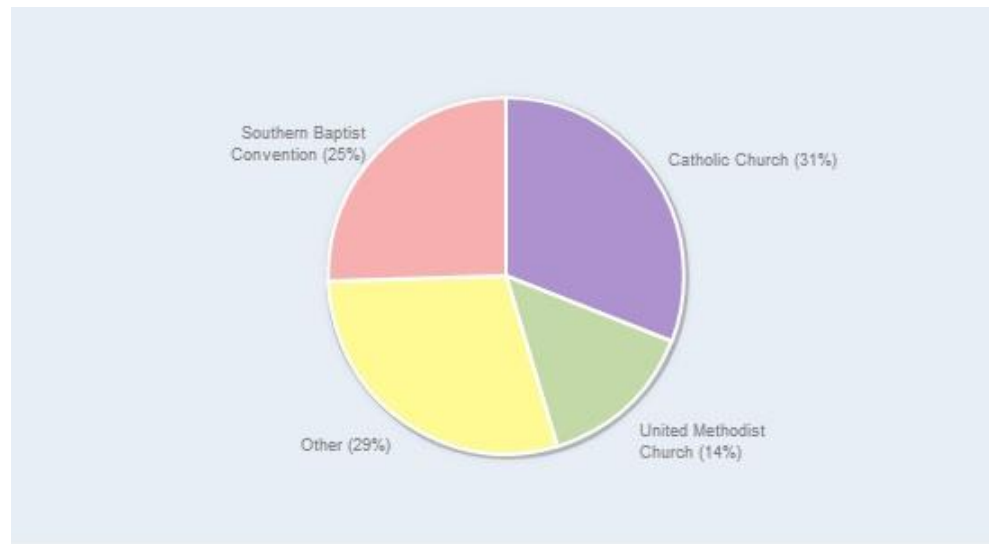
## **Fire Department**

The Taylor Volunteer Fire Department was established in 1886 with 100 volunteer firemen soon joining. The first paid firefighters were hired in 1942 and were supported by the many volunteer firefighters. Today, the Taylor Fire Department has 23 paid firefighters and officers and one paid civilian. There are two fire stations fully equipped with all the equipment needed to fight fires and provide rescue operations. In addition to fighting fires, the Taylor Fire Department leads prevention programs, fire and safety inspections, code enforcement, fire extinguisher classes and education programs in schools and daycares. The Williamson County EMS ambulance service is housed in Taylor and works in conjunction with the City of Taylor Fire Department.

## Faith

The Taylor community is home to a large number of churches serving the Taylor population. These area churches bring to the community a foundation investment as the demand for churches and the number of churches provides representation of the vested interest local residents have in their spiritual community and well-being. Youth activities are a large part of many of the church programs. In Williamson County, almost 40% of the population is associated with a religious organization as seen in Figure 7.

Figure 8 Breakdown of population affiliated with a religious congregation in the Williamson County



Source: City-data.com

## Health

Scott & White Taylor Hospital has 25 beds for inpatient care. There is a 24-hour emergency department providing a range of services from radiology to surgery to skilled nursing services. The hospital provides full service care for the city and surrounding communities.

Scott & White Taylor Clinic is next to the Taylor Hospital just off Highway 95 on Mallard Lane. This location provides various services, including pediatrics, women's healthcare, occupational medicine, orthopedic care, routine physicals, cancer screening, preventative health services, and office surgery.

Lone Star Circle of Care is also located at the same campus as Scott and White. They provide primary care, pediatric primary care, senior care, comprehensive OB/GYN services, general dentistry, psychiatry and behavioral health, and pharmacy services.

In addition to these health facilities, there are seven other hospitals in Williamson County, almost 1,000 physicians, over 2,000 nurses, 271 dentists, 88 pharmacies and 132 occupational therapists as reported by County Narrative Profile, TWC. This report indicated a 5.69% increase in the number of medical and health services employees versus a 3.22% increase statewide from 2012-2013.

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## APPENDIX B - HIGH SCHOOL STUDENT FEEDBACK

High School Focus Group, Juniors and Seniors, 11/5/13

What do you like about Taylor?

<b>People</b>	religious community friendly and open people in Taylor 3 various people show spirit for our school everyone knows each other feel a lot of support from the community
<b>Quality of Life</b>	know each other, small town community 2 downtown sports complex old historical buildings can see more stars since not many lights Mustang Creek Golf Course 9 hole, getting frisbee course small and big with lots to do our community is actively involved in what's happening in town
<b>School</b>	Choice of going to public or private school growing with a new school we are able to be involved in more sports
<b>Infrastructure</b>	easy to drive out of town new businesses opening downtown



## APPENDIX B - HIGH SCHOOL STUDENT FEEDBACK

### High School Focus Group, Juniors and Seniors, 11/5/13

What changes do you think need to be made to make Taylor more inviting/exciting?

<p><b>People</b></p> <p>older people who run the town don't want change - don't like new restaurants, no toll road, couldn't change color of football jerseys hard to fit in; change is hard for community to accept</p> <p>expectations are so low here; people are too comfortable with less</p> <p>not welcoming to new people; work to be welcomed; been here 6 years and still the new kid</p> <p>Taylor people are set in their ways</p> <p>when new restaurants come in, the citizens don't try to help them be successful ; don't eat there</p>	<p><b>Quality of Life</b></p> <p>Taylor café - separate doors for race; if you walk in the door that white people used to go in, they stare at you</p> <p>north side of town is advanced and then you go to south side and see no growth, delapidated and scary</p> <p>more food options; fast food</p> <p>bigger baseball fields for older people like high school and adults</p> <p>more opportunities like music, theatre, performing arts, concerts, dancing</p> <p>more downtown festivals</p> <p>need to attract new businesses</p> <p>recreational center</p> <p>YMCA left because there was not an indoor swimming pool</p> <p>more activities for younger people - chuck e cheese, roller rink, bowling alley 2</p> <p>additional shopping places</p> <p>dance hall</p> <p>overall expectations need to be raised - more than just work at fast food</p> <p>keep traditions</p> <p>no paint on buildings downtown</p>
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<b>School</b>	<p>there are gangs in middle school</p> <p>afraid for my children to go to Taylor schools (lack of quality education)</p> <p>UIL not known about; or celebrated</p> <p>lack of school spirit by students; don't know school song; forced to go to pep rallies</p> <p>want sports and spirit groups; winning dance teams, cheerleading</p> <p>school system start college planning earlier - before senior year</p> <p>new stadium and track; haven't had a whole track</p> <p>more community involvement at pep rallies</p> <p>compete against us - Legacy High School</p> <p>pep rallies for all sports, not just football</p>
<b>Infrastructure</b>	<p>roads need repair</p>
<b>City</b>	<p>city help attract more businesses; help people start their own business</p>
<b>Employment</b>	<p>more corporations for higher paying jobs, more variety 4</p> <p>we need higher quality health care</p> <p>not sure there will be physical therapy jobs</p>

## APPENDIX B - HIGH SCHOOL STUDENT FEEDBACK

### High School Focus Group, Juniors and Seniors, 11/5/13

What do you want Taylor to look like in 5 years?

<b>People</b>	<p>glowing, everybody is outside population has grown</p>
<b>Quality of Life</b>	<p>recreation center around high school home of professional sports team bigger movie theatre more visitors, hotels a place people come to visit more entertainment; something for all ages beautiful downtown with people walking around shopping, buildings restored 3 more activities for youth 2 waterpark</p>
<b>School</b>	<p>open campus since there are more businesses around the school homecoming football game, with lots of people, excited, yelling, much spirit</p>
<b>Infrastructure</b>	<p>roads improved improve south part of town nice homes, kids running around playing older neighborhoods nice good neighborhoods around high school with restaurants 2</p>
<b>Business</b>	<p>growth around high school; homes, fast food, corporations want to come to Taylor veteranarian business main spot of development around high school more shopping centers outlet mall 2 more businesses people going to restaurants around high school, chilli's higher paying jobs available for us to move back to</p>

## APPENDIX C - INPUT FROM FOCUS GROUPS

What do you like about Taylor?

\* What are two strengths and/or attributes found in Taylor?

### People

a lot of youth here  
history of town when you need something, someone will help  
can strike up a conversation with anyone; people are friendly  
can go to store and run into people who knew your parents  
sustaining power as a community; not lost population over the years  
generosity of people; Christmas list of foster kids is fulfilled quickly by community  
can eat out every night for a benefit raising funds  
if there is a project, everybody shows up to get it done  
customer service of business owners  
people are ready to make changes; lots of committed people  
wave to people and they wave back  
generous people who open their hearts to help  
family in business here for 20 yrs; repeat customers of trust  
sense of community - if someone is in need, the community gets together and makes it happen 3  
easy to get involved; citizens want good, it's just how we get there  
anytime day or night can get help  
when we have to come together, we come together  
people are very accepting  
go to stores and know so many people; help watch your kids 2  
core group of talented people that will work for a project until it is completed  
diversity of the people - growing African American and Asian population 3  
community will pull together and get it done  
cooperative spirit when problems or issues fully understood by all  
people really care about Taylor 2  
small town atmosphere, know all my neighbors  
friendliness of the people 3  
Taylor's charm is its people  
volunteerism  
being able to know a lot of people

<p><b>General</b></p> <p>citizens have been waiting for this kind of opportunity to give input  people willing to contribute thoughts on what's good for Taylor  so many people working to help Taylor grow  geographically stand to gain a lot, in cross roads with large cities and gateway to rural regions = a portal  hub for smaller communities  glorious past  can't sell zest but you act it  what you can't find here, is not far away</p>	<p><b>Quality of Life</b></p> <p>people on south side has shown much improvement in cleaning up  replicate feeling safe like where I came from and feel safe here  parks  bond passed to expand trail system to cedar park  incredible trail system  hospitals, doctors - can get basic health services here; close enough to major centers to get specialized care  lake is an asset; a place to gather and reconnect with friends  town looks neat, park is clean  watching the crops grow  s&amp;w here - health center and hospital  historical presence presented to visitors  place for film settings  quality of life, shops, visit friends while shopping in their store, garbage man wave; laid back  outdoor recreational opportunities  can step out on front porch and see a horse drawn stagecoach  diversity of churches  love the traffic; friendly drivers  best place in the world; we have so much potential, fantastic people, lake in middle of city, historic homes, safe and  beautiful city, close enough to bigger cities  close enough to stores in town, no traffic problem  24 hour walmart and heb  great place to call home, family oriented</p>
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<p>wonderful place to raise children, 3rd generation raised here</p> <p>city on the hill, pulling people from small communities into town</p> <p>downtown, shut the street down for activities, has potential for growth</p> <p>small town charm with big city convenience</p> <p>location- close enough to austin and temple, but has small town atmosphere</p> <p>Temple College</p> <p>livable community</p> <p>open for opportunity to become involved and really make a difference</p> <p>great place to give our children roots and wings</p> <p>Taylor's heritage</p> <p>FBC reaches out to students, planned activities</p> <p>Christmas Parade</p> <p>Clean town</p> <p>small towniness 3</p> <p>Murphy Park - tennis courts, pool, movies, lake with ducks, bird island - 4</p> <p>Hike and bike trail with Playscape</p> <p>New Athletic Complex 2</p> <p>Safe town 5</p> <p>Third Thursday downtown</p> <p>business thriving here, we get repeat customers, they tell their friends and we get new customers</p>	
<p><b>School</b></p> <p>public and parochial schools</p> <p>TISD just hired a director of counselors</p> <p>dual credit classes offered at high school</p> <p>old high school building on 7th street</p> <p>Option to get associates degree through Temple College while in high school (Legacy Early College) 3</p> <p>New High School</p>	
<p><b>City Government</b></p> <p>city employees act like they work for you</p> <p>friendly fireman and policeman, utility people 2</p>	

<p><b>Infrastructure</b></p> <ul style="list-style-type: none"> <li>unlimited water supply</li> <li>infrastructure, taylor has 3 major fiber carriers</li> <li>close to Austin and international airport; in the middle of the state</li> <li>only community in 50 mi radius of Austin that was an intact town; has easy to find downtown</li> <li>easy to get to other locations on highways and toll road 3</li> <li>excellent source of water 2</li> <li>historic setting, homes and buildings 3</li> <li>downtown - buildings</li> <li>location intersection of central texas of 95 and 79</li> <li>Close enough to Austin</li> </ul>	<p><b>Housing</b></p> <ul style="list-style-type: none"> <li>apartments for 50+</li> <li>good bones; physical structure of homes and buildings</li> <li>number of historical homes built at the turn of the century</li> <li>home prices are affordable</li> <li>largest collection of historic homes and buildings 2</li> </ul>
<p><b>EDC</b></p> <ul style="list-style-type: none"> <li>very open minded EDC director</li> </ul>	

## APPENDIX C - INPUT FROM FOCUS GROUPS

### What needs changing in Taylor?

- \* What deficiency, if any, needs improving in Taylor?
- \* What is the number one type of business missing in Taylor?
- \* What keeps businesses from moving into & expanding in Taylor?

<p><b>Business</b></p> <p>need music store - cd's clothing retailer needed coffee shop downtown what comes first, the people or the businesses? Do we recruit more residents before new businesses come or vice versa? antique stores closed lack of employers who pay higher wages more stores on south side its all about growth, downtown, north and south demographics show we can't take care of big company but need more small businesses need a manufacturing company Need a large industry; why don't people who work at ERCOT live here?</p>	<p><b>People</b></p> <p>clique thing is very real and makes people feel unwelcome clique's that prevent cooperation we need to come together no matter what race, we can make things happen</p>	<p><b>General</b></p> <p>retail leakage for those that work out of town, stop to shop on way home before you get to Taylor Taylor Daily Press doesn't inform citizens public awareness of what's going on; lack of voter turnout be apart of Milam County vs Williamson County in one of the fastest growing counties in the country but not Taylor lack of unity of groups trying to change Taylor lack of marketing of what Taylor offers and a consolidate effort to market 2 communicate the positive - about schools, city, parks, roads promote Taylor outside of Taylor - lack of marketing of what Taylor offers</p>
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<p>strategies in past had no time frames, this then that, no action or trigger points (had wish lists)</p> <p>As a community, we don't know what we want</p> <p>Some "thing" to get the whole town excited (like Battle of the Bell)</p>	<p><b>Quality of Life</b></p> <p>teenage pregnancy rate is very high</p> <p>people of color have no weight here (Latino/AfricanAmerican)</p> <p>limited medical care</p> <p>need paintball park</p> <p>youth need a gathering place to socialize - used to have the Teen Den at the park for dances, games, visiting</p> <p>need a bowling alley or skating rink for kids to gather</p> <p>fix up downtown</p> <p>downtown looks better, but now what are they doing?</p> <p>need a radio station</p> <p>signage for trails and historical district; more signs in general</p> <p>perception of Taylor; high crime rate in past that people haven't let go of; need to promote the low crime rate</p> <p>YMCA had kids make better choices to prevent diabetes</p> <p>grandkids went through the YMCA - one leaving to train for the Olympics - the Y is critical</p> <p>don't spend my money in places that treat you like dirt bags - poor customer service</p> <p>looks at you funny cause you don't look like your from Taylor (black, Hispanic)</p> <p>demographics - Williamson County excluding Taylor, is one of the healthiest districts in Texas; in Taylor, 1 of 10 in ISD is referred for diabetes</p> <p>leverage our demographics - our ethnicity and poverty may qualify us for funding to improve health of the city</p> <p>animal shelter - need another full time person; only have one full time person and the rest is up to volunteers</p> <p>Taylor has a bad reputation; it's a rough town- drugs</p> <p>growth</p> <p>total lack of awareness of what goes on in this town; like the museum and what's in it</p> <p>move the museum to a larger facility or downtown</p> <p>Temple College moving to Hutto</p> <p>more cultural development; orchestra; plays</p> <p>lost YMCA</p> <p>no recreational options or safe places for people of all ages to maintain health and well being</p> <p>upkeep of trails</p> <p>perception of downtown with portable buildings - most seen part of town 3</p> <p>appearance of community, curb appeal 2</p>
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<p>Need more eating establishments 2</p> <p>Need place for youth to hangout 4</p> <p>Recreation center - pool table, lounges, tables, TV 4</p> <p>Young Life needed 2</p>	
<p><b>Taylor ISD</b></p> <p>daughter was asked by high school counselor why she wanted to take AP courses when all she is going to do is get married and have babies?</p> <p>need a major culture shift that education is key, not football</p> <p>bigger better funded band program-money to repair instruments and go to band contests</p> <p>bond election was all about athletics; not academics or performing arts</p> <p>realtors started talking about what good schools in Round Rock and people came expecting that and the school lived up to the reputation</p> <p>communication is huge issue - c of c, city, edc, isd have to work together and talk (repeated)</p> <p>Researched successful cites and part of it is amenities; sport complex at high school; art</p> <p>old old high school on 7th street sitting on 6 acres</p> <p>lack of communication among city, school, c of c, edc- the edc understands this and is trying to help overcome this (repeated)</p> <p>getting portables out of middle of downtown</p> <p>mindset of people have to change before Taylor can change; school system is horrible; if city, edc,isd, c of c would have come together, we wouldn't</p> <p>new dentist in town bought house elsewhere because of the school</p> <p>high school deficient in letting students know about dual credit; they give more credit for AP classes</p> <p>executives of local industries do not live here because of the school</p> <p>education - high school counselors never asked seniors what they wanted to do; don't encourage students to explore and come back</p> <p>reputation of school system 3</p> <p>need a cadre of true leaders that are focused in same direction (repeated)</p> <p>school district needs to encourage administrators to live in Taylor 2</p> <p>raising scores of kids on standardized tests</p> <p>High school students need encouragement to take dual credit courses</p>	
<p><b>City Government</b></p> <p>huge stratification between city leaders and those who work for them</p> <p>need more manufacturing companies, "the old guard" comes up with excuses not to let them come in</p> <p>small business owners don't get the help they need to grow, need some incentives (repeated under EDC)</p> <p>some leaders don't want change</p> <p>term limits for council (can be in office for x number of years)</p> <p>need a whole new slate of city staff</p> <p>mistrust in city government; a committee makes decision and council ignores decision, waste of time for those who worked on committee</p> <p>when hiring the city manager - bring in a company to help search; have citizens be a part of hiring process</p>	

historical buildings in other cities are grandfathered in (didn't have to add elevator)

when there is a vacancy at police or fire station, hire people from Taylor

collaboration - major partners do things themselves vs working together; the city doesn't seem to think they need to work with other partners

city is anti-business - anti-growth strategy practiced by the city

instead of thinking strategically, the city just raises taxes on businesses to pay for things

red tape - wanted the city to look at building to move into; took 2 months to get city out there; they told us to hire architect to redesign a closet and several people have given up trying to open their business; city not user friendly; no list to tell you what is required

change in city staff and leadership; not in attitude but in new people 2

a business owner who has businesses all over the state has said Taylor is the hardest place they ever tried to do business

city leaders lack of vision; haven't gotten over when they were the biggest town in the county and don't know how to market themselves

communication is huge issue - c of c, city, edc, isd have to work together and talk (repeated)

acceptance of mediocrity by the city; we can make better decisions

council needs to take responsibility; do something stop just talking about it

city looks five years ahead not 20

city's reluctance to change; tying our existence to the past

lack of communication among city, school, c of c, edc - the edc understands this and is trying to help overcome this (repeated)

difficulty establishing business in town 2

all city employees being positive about Taylor

mindset of people have to change before Taylor can change; school system is horrible; if city, edc, isd, c of c would have come together, we wouldn't

city leaders not talking the same talk

city staff work well with bigger businesses, but smaller businesses have to go through a lot of bureaucracy; hit or miss with the city 3

downtown square with chain link fence says "I don't care"

city leaders talk a lot about things but nothing happens - like saving the YMCA

people have to jump through hoops - change needed so that it is easy for people to open stores

city does not communicate to targeted audiences - channels, frequencies, media (need more social media), information

need a cadre of true leaders that are focused in same direction (repeated)

hear a lot of feedback from builders - horrible dealing with city; can take people here months to get permits where surrounding cities can take hours

city should treat customers as for profit businesses - customer service; honest, reliable

appears (perception) city wants to put up road blocks

city manager runs the city vs the city council

good old boy network; rules apply to some and not others

no sense of urgency by the city

no accountability by the city

stop talking about things and do something (city)

permits dept is slow - real problem with city permitting; denial by city staff that say it is working when it is not 2 people wanting to open business are told different things by the city	
<b>Infrastructure</b>	<p>lack of tax base</p> <p>when do the water and road taxes stop - really hurting commercial businesses</p> <p>streets need fixed but how to pay for them - streets are unpaved, not maintained, potholes</p> <p>have to live with bad decision made in past - I35, Temple College location</p> <p>can't excess industrial park from downtown due to train parked</p> <p>maintenance - lack of for buildings, roads, 7th street school, fix what we have before it is too deteriorated</p> <p>roads are horrendous - streets need improvement - like 2nd str improvement</p> <p>roads are bad, but expensive to build and maintain</p>
<b>Housing</b>	<p>need more housing that is attractive and affordable to young adults</p> <p>high end housing district</p> <p>we don't have the quality housing like Hutto; not many places to build a custom home</p>
<b>EDC</b>	<p>small business owners don't get the help they need to grow, need some incentives (repeated under City Government)</p> <p>communication is huge issue - c of c, city, edc, isd have to work together and talk (repeated)</p> <p>lack of communication among city, school, c of c, edc- the edc understands this and is trying to help overcome this (repeated)</p> <p>mindset of people have to change before Taylor can change; school system is horrible; if city, edc, isd, c of c would have come together, we wouldn't need a cadre of true leaders that are focused in same direction (repeated)</p>
<b>Chamber of Commerce</b>	<p>communication is huge issue - c of c, city, edc, isd have to work together and talk (repeated)</p> <p>lack of communication among city, school, c of c, edc- the edc understands this and is trying to help overcome this (repeated)</p> <p>mindset of people have to change before Taylor can change; school system is horrible; if city, edc, isd, c of c would have come together, we wouldn't need a cadre of true leaders that are focused in same direction (repeated)</p>
<b>Workforce</b>	<p>lack of skilled workforce to fill jobs - plumbers, hvac, electricians</p> <p>lack of educated workforce 3</p>

## APPENDIX C - INPUT FROM FOCUS GROUPS

What does Taylor look like in 5-10 years?

\* It is 2018, won Governor's award. What does Taylor look like?

\* What was that one thing Taylor did to attract and retain businesses and residents?

<p><b>Business</b></p> <p>bookstore needed</p> <p>retail shops are open, walk down main street and see retail shops</p> <p>high tech jobs; every building is full; merchants are making a profit</p> <p>red tape is fixed; big box stores; don't have to go elsewhere to get things; more nice restaurants</p> <p>Intercraft building has a huge manufacturer</p> <p>dropped off in Taylor on amtrak to shop, have coffee, eat</p> <p>downtown can sit outside and enjoy the view, art shops, coffee shops</p> <p>two or more hotels with enough businesses and tourism on the weekend that they are profitable 3</p> <p>more businesses that I can take my son to - splash town, clothing</p> <p>light industrial growth with better paying jobs</p> <p>coffee shop ran by volunteers; when kids make all As get a free sandwich; reward them for showing initiative and trying hard; work at sandwich shop to give back</p> <p>shoe store, mens store, twins store, overall increase in retail 2</p>	
<p><b>People</b></p> <p>people and city work together (repeated)</p> <p>people are really making a difference, not just a place holder, no matter the color of their skin or gender</p> <p>our children are not replicating the racial attitudes, people are valued</p>	
<p><b>General</b></p> <p>people come here to stay</p> <p>learned how to market ourselves</p> <p>10K more people in Taylor</p> <p>marketing Taylor - "come get away from congestion"</p> <p>Taylor will have gone full circle from in its height</p> <p>20,000 population</p>	

## Quality of Life

Heritage park is fun, lots happening, with pavillion  
actual hospital with med students indicates research  
facility for youth to express themselves and demonstrate their talents  
people have gotten together to bring youth into the community to grow  
more fund raising, networking  
higher education building  
people are working together; coordinated community calendar  
Murphy Park is a showpiece - American Legion Hall is improved  
Taylor is an exciting place in 2018; lots of art galleries, can go listen to music, have a glass of wine  
multigenerational city with places for families, school and properties are coveted  
7-10,000 more people with a reconstituted YMCA  
people walking around downtown to parks, spending money in shops  
blossoming performing arts  
teen dance with no-parent zone but close by  
expanded museum to exploit former Governor Moody  
improved animal shelter with outdoor area for animals to get out  
Temple College has grown  
back to roots, cotton farming; packages for people to come in for weekend; bigger park with natural wildlife area; train ride to town  
organic farmers sell produce here- craft foods, honey  
growth on southside - loop is there with truckstop  
amtrak expanded - with full service station with parking lot, train depot multi-use facility with CARTS 3  
pedestrian friendly city  
trails are kept up  
every building in downtown is full; people are shopping, hustling about, places to hangout 4  
First Friday/Third Thursday every month - music, food, games  
Ice Cream sundaes on Sunday  
Activities for kids

### **Taylor ISD**

teachers desire to come here, it's the ISD to be at  
high school counselors can relate to students of all backgrounds  
school is advanced  
students have their own lunchroom  
education system has raised academic levels  
entities that hired TEEX are working off the same plan (repeated)  
partnerships among leaders which keeps each organization vested (repeated)  
get rid of portables; build new school for those kids with gorgeous building where City Hall is, 5th street is open 3  
High School has right amenities - football stadiums, bandhall, baseball field, workout facility, auditorium  
Legacy High School is huge with a new building 2  
7th street building is operational  
Taylor high school has an auditorium  
2nd high school

### **City Government**

people and city work together (repeated)  
taylor with new leadership tapping into regional mobility fund; amtrak stop with light rail connecting us to other areas; amtrak/cart station is  
downtown, have metro rail, williamson county to austin (repeated)  
entities that hired TEEX are working off the same plan (repeated)  
city staff come out from behind the desk and see what's going on  
city publishes a list of requirements for opening a business  
new city staff that have a vision who want to see us grow and are qualified to do their jobs, the "old guard" is gone 3  
partnerships among leaders which keeps each organization vested (repeated)  
tear down old city hall; put in large open place for industrial people to come in to present their wares  
cohesive - money coming in to develop downtown  
a sign over city hall says "we are open for business"  
new city hall at 7th street and Temple College at city hall  
Taylor welcomes growth with open arms  
city hall open to builders and developers  
5A school district-more people live here including city manager and school admin  
winning football team  
Students and adults take pride in the community and school activities - windows are painted "Go Ducks"

<p><b>Infrastructure</b></p> <p>numerous hotspots throughout town  extended airport landing strip to bring folks in to race track  roads retarred, downtown fixed up and south of the bridge  taylor with new leadership tapping into regional mobility fund; amtrak stop with light rail connecting us to other areas; amtrak/cart station is downtown, have metro rail, williamson county to austin (repeated)  downtown is pedestrian friendly, visitor welcome center; public restrooms downtown 2  old section of cemetery is about full  property values are up and residents taxes have gone down; new businesses in town 2  get rid of some taxes - water and road  streets are fixed</p>	<p><b>Housing</b></p> <p>new subdivision 300k - 650K homes; another subdivision for garden homes for older pop  garden homes for those that want to downsize without keeping big yards  subdivision on east side of town  new housing developments</p>
<p><b>EDC</b></p> <p>entities that hired TEEX are working off the same plan (repeated)  partnerships among leaders which keeps each organization vested (repeated)</p>	<p><b>Chamber of Commerce</b></p> <p>entities that hired TEEX are working off the same plan (repeated)  partnerships among leaders which keeps each organization vested (repeated)</p>



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## APPENDIX D - CITY LEADERS' RESPONSES

### Taylor Community Questionnaire from City Leaders

IDEA	Ranked	Average Score
Street repair and maintenance	1	2.6
TEDC Economic Development Activities (recruitment activities, BR&E, entrepreneurial development, community development)	2	5.0
Attraction of a new "conference style" hotel	3	5.6
Youth activities (recreation center, YMCA, covered swimming pool, youth center)	4	6.7
Joint campus for TSTC and Temple College in Taylor	4	6.7
ISD (7th street campus uses, Legacy HS new location)	6	6.8
Eating and shopping establishments	6	6.8
Creation of a "Leadership Taylor" program to foster and develop young up and coming community leaders	8	7.6
Better usage of County Events Center/Arena	9	8.0
ISD Athletics (new track/field, new football stadium, etc. swimming pool, etc.)	10	8.5
Improvements in Code Enforcement, Fire Codes; tweaks to the current inspection system to offer more help to the Customer	11	8.6
More citizens input to City Boards and Advisory Committees with regards to budgets, enforcement of rules, etc.	12	10.1
New Police Station	13	10.2
Charter Amendments (term limits, Citizens election of Mayor)	14	11.7

## APPENDIX D - CITY LEADERS' RESPONSES

### What do you like about Taylor?

<p><b>People</b></p> <p>know your neighbors generous people and businesses non-anonymous - people know your kids diversity friendly, feel that makes people feel like part of a close-knit and caring community 3 supports families in special needs situations (fundraising, benefits) people are friendly and welcoming</p>	
<p><b>Quality of Life</b></p> <p>festivities, parks, friendly and relaxing environment rich history and heritage embodied in its people and its architecture strong sense of community rural environment quality of life parkland and athletic facilities large variety of churches low crime rate - 2 times easy place to live, work and play amenities downtown-bank, PO, renew drivers license and eat lunch - all within an hour community with lots of potential "diamond in the rough" 2 proximity to austin while still retaining a distinct identity as a fully formed and mature town vs bland suburb - 3 times small town friendly atmosphere; quaint 6 lack of congestion/traffic - 2 times family atmosphere; great place to raise a family 2 good blend of rural and urban Ways of life, easy and laid back Trees and parks identifiable downtown community cultural and ethnic diversity Parks</p>	

<b>Taylor ISD</b>	city and school district work together (repeated) commitment to quality schools
<b>City Government</b>	how the city has been addressing more infrastructure issues public safety departments respond quickly & effectively city and school district work together (repeated)
<b>Infrastructure</b>	architecture of community - buildings and homes historic homes and buildings an operational historic movie theater historic post office county annex offices maintained historical nature great buildings in neighborhood and downtown affordable and available water center of Texas proximity city airport 2
<b>Housing</b>	affordable housing
<b>Business/Workforce</b>	individually owned and operated small businesses numerous service businesses - plumbers, electricians, pharmacies, mom & pop restaurants good balance of professional and skilled workers relatively friendly, customer service oriented businesses

## APPENDIX D - CITY LEADERS' RESPONSES

### What needs changing in Taylor?

<p><b>People</b></p> <p>folks change their perspective and communicate positives of community  baseless negativity of some longtime residents  negative attitude toward city and ISD  next generation step up and offer leadership and guidance  minority representation continue and become more involved in public and political matters  engrained resistance to change and to new ideas  lack of self esteem - many city, ISD, ERCOT employees avoid living in Taylor thus do not send their kids to the TISD  large number of economically disadvantage families  conservative approach to problem solving  promote positive things happening in Taylor, Austin news looks for ways to cast negative shadow  lots of new people with energy</p>	<p><b>Quality of Life</b></p> <p>Entertainment - (ex. movie place, bowling, downtown events /concerts)  recreation center for "all" citizens to use (centrally located)  Kid programs - combine all programs ( for example, have one league for baseball, football, soccer, and adding a splash town/pad, etc )  More adult programs (softball, flag football, soccer, 5k &amp; 10k runs etc)  poor community self-image  don't have a real town "square"  shade trees and awnings in Heritage Park  improved quality of life  develop a sense of pride in the community  improvement needed on parks and green spaces- especially Murphy Park  locals participating in local events  nice rv park and/or hotel with meeting room  more youth leadership opportunities  stigma of what Taylor was viewed in decades past</p>
<p><b>Taylor ISD</b></p> <p>set even higher expectations for the quality of education 2  invest in achieving exemplary school ratings</p>	

<p>find another home for Legacy Early College HS, portables have to go</p> <p>school district - need to improve the perception of TISD in order to attract new families to Taylor</p> <p>more timely vocational education and job training</p> <p>more innovative school curriculums</p>	
<p><b>City Government</b></p> <p>open minded leadership, fair, approachable, transparent 2</p> <p>bureaucracy in city government - unfair, inconsistent, businesses struggle to expand, code enforcement inconsistent</p> <p>lack of leadership in city and elected officials-no vision, citizens don't trust</p> <p>Need to do more marketing about Taylor's assets</p> <p>lack of communication between city and the people</p> <p>conflict with city who make decisions and city has a problem making decisions</p> <p>continue to improve attractiveness of city - downtown, streets, demolishing old structures, new development</p>	
<p><b>Infrastructure</b></p> <p>aging infrastructure</p> <p>repair infrastructure</p> <p>roads in failed state - address street problems 5</p> <p>empty buildings downtown-problem with city and permitting</p> <p>affordable and reliable transportation system that connects to the surrounding cities</p> <p>more public transportation-cabs, buses, train depot</p> <p>Amtrak schedule change to be a commuter schedule for people who work in Austin</p> <p>property value depressed</p> <p>emphasis on vintage homes and neighborhoods</p> <p>more attractive neighborhoods</p> <p>access to high speed internet</p> <p>cultural attitude of dispondency - lots of people think Taylor is declining</p>	
<p><b>Business/Workforce</b></p> <p>More shopping options ( ex. electronic store, mini mall, etc</p> <p>job growth and new businesses</p> <p>prioritize economic development activities</p> <p>bring in taxed based revenue</p> <p>recruitment of employers paying above average wages</p> <p>major jobs outreach - big industrial</p>	

## APPENDIX D - CITY LEADERS' RESPONSES

How would you like Taylor to look in 5 years?

<p><b>People</b></p> <p>local residents and businesses improve their properties folks take pride in Taylor</p>	<p><b>Quality of Life</b></p> <p>Slow progressive growth, with reasonable tax increases if necessary</p> <p>Keeping the "small home town friendly environment"</p> <p>addressing the necessities of Taylor</p> <p>introducing new amenities</p> <p>full service community - any good or service can be purchased; housing available for every demographic (repeated)</p> <p>more people living and working in town</p> <p>bustling downtown - festivals, stores, more balance of quality of life 2</p> <p>repopulate area around downtown with people that would walk to shops, cafes, etc.</p> <p>promote walkability-especially in downtown area</p> <p>private investment is encouraged</p> <p>Taylor known as a location near the vibrant Texas capital where citizens can still find "small town charm"</p> <p>attractive, functioning downtown</p> <p>conference style hotel</p> <p>youth center</p> <p>more community pride/celebration</p> <p>4 major community events</p> <p>50% growth - community and schools</p> <p>bustling retail community- 2 times</p> <p>downtown is exciting and full of interest - daily activity, more people living above shops, more shops - coffee, eateries, gifts, early evening activity</p> <p>Continue 3rd Thursday activities - shops stay open, eateries are open, organized by downtown merchants</p> <p>vibrant, growing, having a higher quality of life</p> <p>downtown continues its rebirth</p> <p>historical buildings utilized to stimulate the creative arts/cultural activities (historic auditorium at the 7th street HS repurposed)</p> <p>continue to develop downtown Taylor as a destination location - improve access to parking</p> <p>use the "historic" aspect of Taylor to attract visitors and potential new residents</p>
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a "real" town square with eateries, shops & live music  
shade trees & awnings around the "real square"

#### **Taylor ISD**

improving school system that ceases to serve as a deterrent to those considering moving their families to Taylor  
exemplary rated schools with equivalent of EWCHEC like Hutto  
athletic facility at high school - more restrooms, showers, baseball field, softball field, track, bleachers, concession stands, field house, parking,  
handicap accessible, football field  
great education provided for the children  
good schools  
completion of the High School with full sports complex on site  
quality of education elevated and competitive with surrounding districts  
exemplary rated schools  
TISD - 1 of 2 districts of choice in county  
desirable partner for Legacy ECHS  
continued investment in improving the quality of education

#### **City Government**

leadership focused on improved streets  
establishing reputation as a city that is very focused on helping small business start and grow  
major steps by city leaders to clean up town and improve existing infrastructure  
strong leadership committed to continuous improvement in Taylor  
county arena developed into multi-functional facility  
foster a more business friendly environment at City Hall  
promote open and transparent government  
business friendly city government  
more vigorous and sophisticated public information campaign  
more economic development efforts by both city and TEDC - is that really the best way to grow? (repeated)

#### **Infrastructure**

increased renovation and rehabilitation of our historic architecture  
improved street and sidewalk infrastructure for greater mobility  
dramatic improvement in roadway system  
redevelop the industrial area between 2nd and the railroad with startups



development in the eastern and southern sections of the city  
attractive downtown area with an increase in occupancy 3  
architecture protected  
downtown revitalized  
easy access to other nearby towns  
wired city with AFF access  
major street renovations & utilities completed  
clearly designated historic district  
continue to upgrade the downtown area - more attractive  
remove the "old City Hall" structure at 400 N. Main and repurpose that area  
more emphasis on preserving historical sites in and around the city  
more aggressive rebuild and expand sidewalks  
municipal infrastructure to accommodate future growth

#### **Housing**

new neighborhoods  
Home developer on loop of 125,000-175,000 custom style homes - new neighborhood like DR Horton, 1400-2100 sq ft  
establish city assistance program to remove dilapidated homes in an effort to spurn new construction  
high end housing (\$180K-300K) & attracting families that can fill those homes  
preserving/upgrading old parts of town to have more very nice homes  
at least 1 higher end housing development

#### **Business/Workforce**

increased economic development activities to retain and recruit businesses that provide adequate paying jobs 2  
economic growth-less poverty, more jobs, higher wages, more options to work locally  
having ample job opportunities  
more shopping places  
more restaurants  
more pedestrian friendly stores downtown  
strong local economy with ample job opportunities  
progressive development to attract younger business professionals  
more small manufacturing as a result of a better trained workforce  
growth managed with considerations given for farmland preservation  
offering more options to higher education, quality jobs/careers & higher pay

Major employer in big industrial building  
New Chamber Welcome Center with Museum of Taylor history, traditions, culture, personalities  
renovate the Blazimer Hotel downtown  
future business/commercial development along Chandler Road as well as the Loop around Taylor  
continue entrepreneurship program started by TEDC  
more economic development efforts by both city and TEDC - is that really the best way to grow? (repeated)  
industrial parks built out with all utilities

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APPENDIX E - RESIDENT FEEDBACK COMPILED

Survey #	Strengths	Deficiencies	Action to Attract/Retain residents	Missing Business Types	Whats Preventing Incoming Businesses	Steps for Taylor EDC	Other topics
1	Parks	lack of entertainment needs cleaning	improve police force	entertainment	property taxes	more jobs	
	Baseball fields	neglected buildings	repair buildings	car care	low income state	more money	
				shopping		lower taxes	
2	pleasant downtown	roads	fill available infrastructures	restaurants	diverse demographic	use event center	formerly agricultural power
	small town	more parks needed		trade schools		pave roads	tax breaks for non-contributing businesses
				gun manufacturer			
3	small town	motels	big business	YMCA	lack of room to expand		
		roads	big employer	big employer			
4	outdoor trails	business growth	repair roads	restaurants	strict building codes	listen to feedback	
	christmas lights	roads					
5	history	roads	repair roads	restaurants	bad school district	code enforcement (on rental property owners)	build skatepark
	historical buildings	quality of education	eliminate "slumlords"	retail	unsophisticated population	focus on downtown	
	neglected buildings	neglected buildings	promote arts	starbucks	bad roads		
6	small town	roads	repair buildings	office supply store	close proximity to austin	fill empty buildings	mosquitos - caused by standing water, caused by potholes
	grocery stores		clean up buildings			subsidize rent for small businesses	
7	roads						
8	confidence	unsatisfactory police force	remain small	big employer	nothing	use citydata.com	cease stoplight functions on loop at night
	location						
9				tattoo/body piercing			
10	community spirit	lack of businesses downtown	provide more housing	retail (men's)	close proximity to austin	bring back YMCA	
			improve rental housing options	YMCA		add entertainment options	
11	water supply	roads	be more open to change	entertainment			
	easy access to Austin			YMCA	lacking desire to change		
				restaurants			
12	location	roads		general lack of			
	cheap land prices			manufacturer	community devlp. Dept.		
					neglected buildings		
13	diverse labor force	economically disadvantage (students)	offer more jobs	high tech manufacturing	unskilled labor	recruit businesses	
	diverse businesses/supplier (families)	economically disadvantage (families)	fill vacant buildings with businesses	high tech distribution	bad roads	recruit manufacturers	
	small town						
14	no crowds	roads	repair roads	gun manufacturer	mayor	eliminate Taylor EDC	no YMCA - unless it's paid for by YMCA ?
	no traffic				city council		
	small town				<b>crayism</b>		
15	parks	neglected downtown	revitalize downtown	dance studio	dose proximity to austin		
			revitalize historic neighborhoods	arts			
	school system	roads	repair roads	starbucks			
		lack of nice neighborhoods	more festivals				
16	city council	YMCA	YMCA	YMCA	lack of YMCA	hold election for new city manager	Special attn: Sams St. to Hosack St.
17	roads	littered lawns - with cars	neglected homes & lawns	Chik-fil-a	city leaders		
	speed limits		fair tax burden for homeowners	former downtown businesses	tax incentives for non-big business	redistribute tax incentives to small businesses	noisy church on 6th & 7th
18	historic homes	roads	remove old walmart				
	diverse	unfair taxes for homeowners	unfair increases in home value (market unable to support)				
		breaks for big business	repair roads				
19	small town	neglected downtown	eliminate "slumlords"	restaurants	neglected downtown	more help for EDC	more consistent activity opportunities on the weekends
		lack of individual businesses	add more unique stores	fancy restaurants	lack of major retailers	long-term strategy	
			more events	bowling alley			
			increase family friendliness				

APPENDIX E - RESIDENT FEEDBACK COMPILED

Survey #	Strengths	Deficiencies	Action to Attract/Retain residents	Missing Business Types	Whats Preventing Incoming Businesses	Steps for Taylor EDC	Other topics
20	friendly people easy pace	roads neglected buildings	repair roads	pool hall restaurants	residents work elsewhere residents shop elsewhere	make it easier for businesses to locate lessen permit requirements	
21	small town good people	city council - unable to follow hindered growth	attract big business	industry	unsure	provide better industry incentives provide better opportunities for businesses	
22	friendly people cooperative people	poor school system neglected buildings	improve school system offer better jobs	decent news source	unsatisfactory school	enable collaboration between school, chamber, and city	
23		roads	attract new businesses	shop	high taxes	repair roads	
			repair roads	shopping centers	poor roads	improve housing	
				flea markets		improve businesses	
24	friendly people	not enough dining options	offer better jobs	bookstore	poor temporary lodging		
			repair roads	repair roads	poor nightly entertainment		
25	family oriented		more events	retail stores	boring town	reopen Old Chive Inn Theatre	dire need of more fun
	good place to raise children	lack of entertainment	better entertainment	zoo	too strict		
26	small town		Willie Nelson				
	proximity to austin	not enough dining options	lower taxes		city regulators	streamline licensing & inspection processes	add sign on 79 @ loop for the Sports Complex
	parks				over regulation		
	public library						
27	cheap cost of living	lack of good jobs	offer better jobs	restaurants	over regulation	loosen regulation for businesses	continue to provide assistance to local businesses
	low taxes		repair roads		city regulators	repair roads	
	reasonable rent					improve water systems	
	low crime rate						
28	none	roads	lower taxes - school, city	unsure	high taxes	eliminate Taylor EDC	add sidewalks - Jones St. - for walking
29	"duck" mascot						
	parks						
	the loop						
30	small town	roads	repair roads	YMCA	city council	utilize the good community & leadership	
	friendly people		attract new businesses	community gym	board members		
	attractions						
31	hard working people	education	emphasize history	retail	limited opportunity	market available space	quality of life issues
	historic homes		make water more available		old & poor population	market to fill available space	
32	historical downtown	little things	improve schools	none	the prospective businesses	keep up the good work	"keep moving forwards"
	lake						
	parks						
	pool						
33	access to railways	roads	repair roads	retail	reputation	marketing luncheons for businesses	
	access to highways						
34	proximity to cities	neglected buildings		motels	lack of infrastructure	work with city	
		abandoned buildings					
		roads					
35		roads	repair roads	mall	residents shop elsewhere		
		restaurants	repair roads	retail	permit process	biggest problem is attitudes of city officials - not friendly, not helpful	
36			improve city officials' interpersonal skills		city officials' attitudes		
		roads					
		city and businesses					
		rude city inspectors					
		permit process					
37	newspaper	roads	modernize	technology	poor roads	promote benefits of small town	
	community spirit	lack of street lights	clean up town				
			revitalize downtown				
			plant trees on city square				
38	friendly people	YMCA	fill vacant buildings downtown	organic grocery	unsure	repair roads	

APPENDIX E - RESIDENT FEEDBACK COMPILED

Survey #	Strengths	Deficiencies	Action to Attract/Retain residents	Missing Business Types	Whats Preventing Incoming Businesses	Steps for Taylor EDC	Other topics
	library						
39	small town	roads	suspend development	retail	market uncertainty	make improvements	
	country atmosphere		focus on utilizing farmland	entertainment		repair roads	
40	churches	town leadership	decrease utilize costs	none	unwanted	control spending	
	small town		lower taxes			budget efforts	
	good businesses						
41	friendly people	roads	repair roads	taxi	high taxes		improve Taylor Police Department
	small town		lower taxes				
42	small town	roads		entertainment	well-kept secret	recruit missing business types	street patching isn't working
	quiet	street signs	lower taxes	restaurants			
	good place to raise child	neglected lake		shopping			
	neglected trail upkeep						
43	sports minded community	roads	lower taxes (property)	manufacturer	high taxes	help to lower taxes	
	restaurants influx		repair roads	children's entertainment	poor roads	help to fix streets	
44	atmosphere	restaurants	repair roads	retail	over regulation		
	caring people						
45				grocery			
46	quiet atmosphere	roads	keep cost of living down	retail	timing	focus on residents' needs	
	easy pace		repair roads		unwanted		
47		roads	offer more jobs	restaurants		recruit missing business types	turn old walmart into bowling alley
	"southside"		reduce drug presence	entertainment			
	excess car washes						
	excess hotels						
	drugs						
48	family oriented	roads	repair roads	good newspaper	low income opportunities	recruit businesses with well paid positions	concerns with city council, chamber
	heritage	schools	improve schools	radio station	Taylor not on Austin's news		
49	hard working people	newspaper exposure	include Taylor on Austin news	restaurants	weather maps	advertise in austin papers	
		lack of weather information	coverage			include on news weather maps	
		drug crimes				sports exposure in austin news	
		robberies					
50	community spirit	roads		hotels	over regulation		
	school pride						
51	quiet	roads	incentives for businesses	restaurants	apprehension to change		
	no traffic			retail	apprehension to growth		
52	low crime rate	roads		retail	poor population		
53	history	roads	offer more entertainment	mail	poor city		city won't help
		drainage systems	repair streets	entertainment			
54	supportive people	roads	better paying jobs	technology	poor schools	recruit businesses	
	beautiful homes	city's attitudes towards new businesses			poor reputation	encourage a positive attitude for new business	
					poor roads		
					city difficult to work with		
55	friendly people	neglected city upkeep	repair roads	hotels	difficult city ordinance	housing facelift	more activities for young people
	caring people	"junky"		convention center			
56	good bbq	roads	clean up downtown	entertainment	low city growth		
	parks			warehouse			
	small town			factory			
57	location	none	more entertainment	children's entertainment	community resistance	help people understand the benefit of growth	after school program needed
				book store			
				Costco/Sams Club			
58	proximity to surrounding	low income base	improve school system	call center	poor population	help schools reach exemplary standards	losing Temple College, YMCA to Hutto is a "disgrace"
	cheap homes	lack of growth		IT disaster recovery center	difficult city permit process	find a niche	partner with Hutto on staff
		mentality of old school residents			apprehension to growth	utilize 130	
					poor roads		
					workers don't want to live in Taylor (ERCOT)		

APPENDIX E - RESIDENT FEEDBACK COMPILED

Survey #	Strengths	Deficiencies	Action to Attract/Retain residents	Missing Business Types	What's Preventing Incoming Businesses	Steps for Taylor EDC	Other topics
59	friendly people	roads		entertainment - bowling alley retail entertainment - movie theatre mall	lack of community support	encourage growth	
60	no traffic small town	more residents, not enough businesses	more job opportunities	manufacturer	over regulation		ISD building on prime commercial real estate is taking from tax base
61	history	lack of youth entertainment	repair roads	recreation	lack of community support	recruit big businesses	
	atmosphere		more events	entertainment	increase community awareness	work on filling available space	
			improve neglected buildings	restaurants	promote pride of home ownership		
62	cheap homes	low income	improve quality of life in Taylor better paying jobs	waterpark/themepark none	poor population		focus on improving education
63	none	too many poor people roads	fix deficiencies	grocery	poor roads	eliminate Taylor EDC	
	school board			retailer	dissatisfaction with school board		
	police department members				dissatisfaction with PD		
64	parks	city officials	YMCA	business class hotel RV park	difficulties in attaining permits lack of incentives, tax breaks to businesses	recruit businesses	
	low property costs	city council's resistance to new businesses			lack of assistance for prospective businesses		
65	none	roads	fix deficiencies	grocery	poor roads	eliminate Taylor EDC	
	poor schools			retailer	poor schools		
	city officials				dissatisfaction with city officials		
	police department employees				dissatisfaction with PD		
66	roads		more job opportunities bring in more businesses	food establishments retail	lack of community support		
			more entertainment	craft store			
67	diverse population		improve education				
	supportive community	roads					
	neglected downtown		more children's entertainment	restaurants live music			
68	small town	roads	clean up highway 79	children's entertainment	small population		
69	the schools	city ordinances on maintaining property lack of available housing	more manufacturing jobs				
	school employees		provide better housing options	manufacturer		recruit businesses	
	availability of water		more housing			promote Temple College or equivalent	
70	none	roads	YMCA	restaurants	poor roads	fix up neglected buildings	Planning to move due to lack of entertainment for children
	education	lack of children's entertainment			rude people	improve schools	Taylor ISD "sucks"
71	small town	roads	more businesses	any that pays well and attracts	city ordinances	recruit businesses	

APPENDIX E - RESIDENT FEEDBACK COMPILED

Survey #	Strengths	Deficiencies	Action to Attract/Retain residents	Missing Business Types	Whats Preventing Incoming Businesses	Steps for Taylor EDC	Other topics
	friendly people	difficulties with bringing in new businesses	better paying jobs		too much of a "hassle" for businesses		
72	small town	roads	repair roads	restaurants	the "obvious problem affecting all southern border states"		
	proximity to nearby cities	Taylor "slums"	keep property taxes low	airport expansion	high commercial lease cost		utilize available space
73	low taxes	roads		high-tech			
74	small town	roads		retail			
				restaurants			
				YMCA			
75	small town	roads	revitalize downtown	starbucks	strict permitting	work on issues	
	close-knit community	neglected downtown	lower property tax	technology	politics		
76	walmart	roads	more job opportunities	manufacturer	mayor	help to provide tax breaks	getting the people involved in the community
77	HEB	roads	better paying jobs	honest car repair	city council		
		town needs cleaning			big city regulation	focus on utilizing natural resources	any program that assists citizens to turn good ideas into good businesses
78	czech heritage	roads	better paying jobs	manufacturer	lack of upgraded facilities	provide incentives to businesses	market as an alternative to the Austin area
79	Scott & White clinic	roads	more job opportunities	retail	over regulation	lower taxes	
	Temple College	roads	better paying jobs	retail			
80	churches	roads	"white-collar" jobs	retail	over regulation		
				hotels			
				upscale hotels	Austin is more appealing	add more appeal to town entrances	zoning enforcement
				make town visually appealing			
81	quality healthcare	roads	offer better jobs	manufacturer	community devlp. Dept.	cooperation between TEDC & city development	
				industry	city planners	less bureaucracy in city hall	
				industry	bureaucracy in community development	attract small businesses	
82	low cost of living	roads	jobs	restaurants - family	lack of residential support	invest in creating aesthetic appeal	
				coffee shops	proximity to the city	embrace town's unique history	
				specialty stores	lack of incentives	utilize existing assets	remove wal mart
				retail stores			
				small businesses			
				gift shops			
				traveler accommodations	close proximity to cities	bring in new businesses	
83	location	roads	improve aesthetic appeal of town entrances, roads, parks, highways	restaurants	create job opportunities		
				bowling alley			
				theatre			
				OBGYN			
84	location	roads	programs?	restaurants - family	lack of growth		programs to attract young families needed
					unsure		
85	location	roads	bring in more businesses	restaurants - family		spread the word about Taylor	
86	location	roads					
87	location	roads					
88	location	roads					
89	location	roads					
90	location	roads					



APPENDIX E - RESIDENT FEEDBACK COMPILED

Survey #	Strengths	Deficiencies	Action to Attract/Retain residents	Missing Business Types	Whats Preventing Incoming Businesses	Steps for Taylor EDC	Other topics
	affordable homes	lack of businesses	repair roads	retail stores	bureaucracy	improve infrastructure	
	location		improve schools		politics		
	proximity to the city						
	Granger lake						
	parks						
91	small town	lack of businesses	fix roads	restaurants	poor local govt cooperation	ensure city is more cooperative with new businesses	
	proximity to austin	lack of restaurants	bring in new employers				
			better paying jobs				
92	small town	school academics	improve schools	restaurants - chain	demographics - for some business types	provide tax incentives for small businesses	
	proximity to the city						
	health care						
93			fix roads				Prioritize spending more appropriately (too much investment in one road when others are in more dire need)
94	convenient shopping	downtown needs revitalizing	rec center		small population	draw in visitors to shop downtown	
	trail system?					provide incentives to draw businesses	
						revitalize downtown	
95	library	roads		restaurants	city regulation		get rid of "good ole boy" attitudes and actions
	churches			shopping			
				hotels			
96							
97	community support	roads	be more respectful/appreciative	bowling alley	city council	appreciate those who live in Taylor but commute to work	if Taylor doesn't look good, people won't move here
	supportive citizens		fix roads	small retail shops	over regulation		
	parks		encourage homeowners to upkeep their properties				
	hard working employees						
98	low taxes	roads	more businesses	large retailers	lack of tax incentives	renovate downtown	
	affordable homes						
99	small town	roads	parks	restaurants	community resistance	attract businesses	
			more recreation options			fix roads	
			more entertainment			more parks	
			improve schools				
	abundant water						
100	supply	roads	better paying jobs	higher paying service jobs	roads	fix roads	allow night life/dancehalls on Main Street
							former TEDC president left following YMCA fiasco - YMCA voted down by taxpayers twice, while city officials and TEDC persisted in attempts to provide funding for YMCA, causing a divided city. YMCA matter should be dropped until "wounds heal". Until YMCA is gone, city will have trouble passing new bonds
	small town		develop downtown tourism		appearance of town	improve entertainment options	
	proximity to city				lack of night life for young professionals	improving residential living options - nicer homes	
	good BBQ				reputation	provide marketing education for existing businesses	
	inexpensive bars				resident earnings, therefore spend less		
101	cheap housing	roads	improve Main St. infrastructure	bookstore	roads	focus on improving roads	
	low taxes		improve Rte. 79 entrance into town	tourist shops	large number of residents receiving public assistance	focus on improving infrastructure	
						more adult education options	
102	beautiful homes	roads	improve school academics	friendly businesses	proximity to the city	use money more wisely - for local business improvement	
		infrastructure	add public restrooms		poor use of tax money by city council		
					not listening to citizens		

APPENDIX E - RESIDENT FEEDBACK COMPILED

Survey #	Strengths	Deficiencies	Action to Attract/Retain residents	Missing Business Types	Whats Preventing Incoming Businesses	Steps for Taylor EDC	Other topics
103*	determined/talented city leadership lack of vision at all levels of govt/boards proximity to austin under-performing school system school board has low expectations & lack of willingness to change	lack of real city leadership lack of vision at all levels of govt/boards under-performing school system school board has low expectations & lack of willingness to change	improve school performance govt/boards	hotel that facilitates business functions & serves travelers' needs, close to Taylor Regional Park	lack of an educated workforce majority population does not value education	focus on cooperative projects with City of Taylor support funding for infrastructure apply pressure to TISD to improve academics promote success of Taylor help city attractive housing developers immediately drop support of "old" high school project on 7th st. (solely political & self serving) meet quarterly (at least) with all major employers in Taylor	
104	parks walking tracks good restaurants	roads lack of sidewalks	more job opportunities	office supply store Target bookstore	Socio-economical situation	utilize space for development generate community support and involvement	
105	close-knit community	roads	female-only college	bioengineering	lack of female only college	fix roads	
106	Public library	old buildings	tear down old buildings	shopping	city leaders	bring in new businesses	get rid of city leaders
	ducks in park	lack of tax payers		restaurants	disadvantaged economical/education reputation of town		
107	school academics	school academics	more job opportunities	retail stores	lack of incentives	be dependable	separation between race is a problem
108	law enforcement attitude	roads	more job opportunities	family entertainment	location		
	bike trail			produce/manufacturing			
	sports complex	lack of youth entertainment		green companies	state of roads and infrastructure	prioritize to repair roads & infrastructure	
109*	beautiful homes	lack of financial support for current and prospective businesses	lack of financial support for residents improve relationships within city management (dis)satisfaction flows to residents to overall view of Taylor)		difficulty in working with city	promote existing opportunities	
	tight, well-defined downtown area	reputation as not being business friendly	fix roads		lack of promotion for current opportunities/assets	celebrate existing diversity of Taylor	
	a few civic-minded people	over regulation bureaucratic				promote Taylor as the "face of Texas: diverse thinking and diverse looking city"	
	rich history	miscommunication, delays, changes, ineptitude				do more than give "lip service" to diversity	
	semi-rural	coordination/cooperation between TISD, City Hall, and TEDC				make an effort to understand citizens' desires, opinions, needs	
	livable city (costs)	excessive conflict between TISD, City Hall, and TEDC				strive to be more representative of the community	
	safe community	inability of city to get anything done				work to bridge cultural & communication gaps that exist	
						be inclusive of all in creating a better Taylor	
						entice teamwork wholly within the community	
110*	agricultural heritage	roads!	promote rich heritage	large industrial manufacturing facility	inadequate roads	start with the ROADs management plan	ensure underlying infrastructure (water/sewer) are remediated as roads are fixed
		school academics	fix the roads! (Taylor is a vehicle-dependent town)		inadequate infrastructure		constantly "pushing back" road improvements
		high unemployment rates			lack of available, skilled workforce		

APPENDIX E - RESIDENT FEEDBACK COMPILED

Survey #	Strengths	Deficiencies	Action to Attract/Retain residents	Missing Business Types	Whats Preventing Incoming Businesses	Steps for Taylor EDC	Other topics
		per capita and median household income rates are below state average					
111*	manageable size of city	roads	sales/PR efforts should promote close-knit community	municipal auditorium	permit process	civic effort/rebate for preservation of old, historic homes	delighted with new EDC director and new direction
	proximity to cities	lack of opportunities for ares, music, and theatre	promote ideal proximity	artists' studio/gallery	noncontradictory inspections	assist/push/goose the public relations work to build awareness of Taylor's advantageous characteristics	many residents grew up in Taylor, left, and returned by desire - good thing!!
	old-fashioned neighborhoods	city public relations	build name recognition	organic grocery	lacking a pro-business, "Here's How" package/guide for businesses	Encourage activities to improve perception of Taylor	
			improve school		underachieving schools		
					lack of good qualities		
					awareness		
					deteriorating streets		
					deteriorating vintage housing stock		
					lack of visible cultural activities		
112	climate	roads	adoption of a more progressive attitude by the school board and city council	restaurants	attitude	emphasize/promote quality of life in Taylor	incorporate bike paths into road improvement efforts
	cost of living				downtown		
	friendly atmosphere						
	small town						
	safe environment						
	good schools						
113	low cost of living	city staff	fix roads	restaurants	poor reputation with investors	EDC can do no good until Planning Dept. is overhauled	
	small town	lack of leadership in city staff	more entertainment activities	coffee shop	detrimental appearance of town		
	friendly atmosphere	lack of desire to improve			poorly trained & unmotivated workforce		
					unsupportive planning department		
114*	friendly atmosphere	lacking proactive & aggressive city management	upgrade services & amenities	restaurants	difficulty in working with city	retrain city staff or completely replace	city leaders & staff do not view their roles as supportive of business or answerable to the community
	small town	current city staff is not business or resident friendly	fix roads	coffee shop	poorly trained workforce	hire new city manager	align ISD's vocational programs for targeted employment areas in town
	proximity to the city		improve parks	quality evening entertainment	unmotivated workforce	work to eliminate blighted structures owned by out-of-town landlords	
	low cost of living		add sidewalks	distribution	unfair & unequal treatment of new businesses as compared to existing, favored businesses		
			more cultural offerings	medical & information system technology provider			
115	location	roads	large hardware retailer	manufacturer	city rules & regulations		Amtrak station development (add water fountains, restrooms, benches, covered waiting area for travelers)
	good rail service						
116	small town	roads	offer higher paying jobs	entertainment	perceived or real lack of talent	focus on bringing quality companies to downtown area	if jobs aren't going to be brought in, create mass transit system to Austin such as rail
	close-knit community	downtown needs revitalizing					
	historical architecture	homes need upkeep					
	creative residents						

APPENDIX E - RESIDENT FEEDBACK COMPILED

Survey #	Strengths	Deficiencies	Action to Attract/Retain residents	Missing Business Types	What's Preventing Incoming Businesses	Steps for Taylor EDC	Other topics
117*	inexpensive (very) housing quick commute to North Austin self sufficient too many dilapidated houses	neglected upkeep of homes abandoned buildings unclean old houses bad soil for foundations horrible promotion of town events to nearby cities lack of contract workers (electrician, foundation specialist, inspector, gravel pit, fence builders) lack of technological adoption	improve Taylor promotion to greater Austin area	restaurant - with pancakes, eggs, and steak family entertainment (live music)	lack of financial incentives wrong type of city atmosphere lack of breadth in available workforce	create more visibility for Taylor in surrounding cities bring in visitors for a couple big events a year brag about Taylor	
118*	historical beauty diverse population	roads lack of entertainment segregation city council has lack of "balls" in restoring town corrupt county officials county works on "good ole boy" system	more businesses more jobs revitalize buildings make use of abandoned buildings availability of jobs lower taxes seniors - lower city & school taxes middle aged - improve options for restaurants/entertainment young adults - improve schools academics	transit system ATC campus free family waterpark entertainment shopping corporations manufacturer manufacturer	no public transportation system lack of interest from city council poor reputation (low income, drugs) weak education system lacking focus on programs/services to serve community/businesses school & city too conservative fearful of change resistance of city office supply store pet store close proximity to cities lack of available services	help fix all the aforementioned problems advertise in newspapers keep working to find out what people want/need and to get them involved get off YMCA board	people have given up on the community because there is still a presence of prejudice
119	residents have morals hard working people community pride low cost of living	lack of well paid jobs high taxes roads				stop advocating anti-business stipends to YMCA board	
120*	historic downtown easy pace	yards/businesses are junky undercutting businesses (tax dollars) with subsidizing of YMCA lack of job skills in adults				make a plan to utilize opportunities	
121	old town charm historical architecture easy pace nice people	roads sewer smell	fix roads get rid of sewer smell	restaurants pizza places			
122	proximity to austin	unfriendly city management	clean up town add small touches to create beauty (e.g., flower boxes, street lights) create efficiency in city government fix roads	large hardware supply store entertainment		clean up city	aim higher
	affordable alternative	rude city employees			lack of residential support	fix neglected roads provide customer service training for city management & employees	
		intolerance with minorities			unfriendly local government redimentary public schools	focus on marketing for Taylor once improvements are made	
		unfriendly city government possible corruption in government unwilling to progress					
123	old town charm	roads	get rid of sewer smell	restaurants	unsure	fix sewer smell	

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Survey #	Strengths	Deficiencies	Action to Attract/Retain residents	Missing Business Types	Whats Preventing Incoming Businesses	Steps for Taylor EDC	Other topics
	historical architecture	bad smell (serious)	fix roads	pizza places		keep Taylor's small town charm	
	easy pace			office supply store		keep taxes low	
	sleepy town			pet store			
				mall (could be put in old InterCraft building)			
124				ACC campus			
				starbucks			
				technology companies			
				call center			
		persistent tone-deafness in preserving existing small businesses			capricious code enforcement on old buildings (makes it unreasonable for businesses to move into them)		
125	cheap real estate		improve educational opportunities	major contractor		provide incentives to move into downtown buildings	
	rich soil	inconsiderate of what's good for existing businesses then complaining when they fail	improve cultural opportunities	architectural firm		offer financial assistance in bringing buildings up to code	
	sufficient groundwater supply					preserve historical & architectural nature of buildings	
126	atmosphere	drainage systems	unsure	restaurants - fine dining	proximity to the city		
	populace	roads		manufacturer (light)			
				software			
127*	small town	"good ol' boy" politics & decision making	fix roads	restaurants	rural illusion - too "country" for urban people/businesses	refer to public for guidance in improving town	
			need community/rec center	off-leash dog park			
128	low taxes	roads	bring in large employers	large retailers	capricious building permit process	get the competitive advantage first	address the perception of squandered funds
	good restaurants		better paying jobs			fix the permitting process	
129	parks	low quality school academics	fix schools	large industrial manufacturing facility	reputation of failing businesses	take advantage of great parks	consider adding an elementary school to South side of town so that non English-speaking children can be prepared for combined schooling (& freeing up teachers' time)
	friendly people	unattractive South side of town	advertise attributes (lake)	technology companies			
			improve schools	vehicle manufacturing			
				kayak/conoe rental at lake			
				Bass Pro Shop	lack of residents' available "spending money"		
130	historic town	roads	needs progressive adult entertainment				
	downtown	cars in yards	fix roads				
	nice municipal infrastructure						
131		roads	entertainment options for young people		lack of incentives	it's EDC's job to know what to do	turn off lights at athletic facilities when not in use
		some deficient teachers	encourage homeowners to keep property nice				
			clean up lake				
132	proximity to austin	downtown buildings need revitalization		downtown restaurants	poor soil for foundation	fix roads	
				larger retailer - Kohl's	bad roads		
				medical birthing services	poor housing options		
				larger hospital			
				country store			
133	baseball fields	East side of town	fix up East side of town	Dollar Store		provide housing for needy	
	restaurants		put in sidewalks				
			fix roads				
			trim trees				
134	good school		fix up downtown	retail stores	small size	focus on expanding	

APPENDIX E - RESIDENT FEEDBACK COMPILED

Survey #	Strengths	Deficiencies	Action to Attract/Retain residents	Missing Business Types	Whats Preventing Incoming Businesses	Steps for Taylor EDC	Other topics
	friendly atmosphere					fix up downtown	
135	cultural heritage	roads	marketing	restaurants - high end	major employers pull employees from Taylor	hold events - marathons	market days
	rich history	interior of current restaurants	recruit property developers	college campus		implement a wellness campaign	county fair
			utilize abandoned buildings	medical hospital			kite flying contest for kids
				yogurt shop			
				coffee shop with wi-fi			
				religious store			
				bookstore			
				24 hour fitness/gym			
				large hardware supply store			
				sam's club			
				fabric shop			
				pancake house			
				small engine repair shop			
136	generous citizens	roads	fix roads	retail stores	impression upon entering town	get city council moving	people are great; downtown appearance shows that "we don't care" about our town
	caring people		renovate town entrances				
			clean up yards, houses, trash				
137	proximity to the city	available physicians	availability of jobs	retail stores	lack of skilled/educated workforce		
		stubborn attitude of long-standing residents		restaurants	lack of amenities		
		intimidation defense towards attempts at town progression			lack of YMCA		
					lack of shopping centers		
138	friendly people	schools	improve school academics	heavy equipment rental business	poor population	focus on improving the worst residential areas and drug houses	
	small town	low income housing	remove slum residential areas		property taxes		
	good restaurants						
139	small town	fix roads	improve educational opportunities	white collar businesses	lack of concern for town appearance	align focus of efforts toward education	focus on marketing
	peaceful	fix sidewalks	bring prominent employers to town	high tech	lack of skilled/educated workforce	work with city leadership to bring in businesses	make growth & development a priority
	safe community			bio science			promote Taylor's unique attributes
	potential			entertainment			simplify liquor licensing
140	baseball fields	roads	attract more businesses				
	movie theatre	curbs	lower taxes				
	street lights		lower rent				
141	good water supply	roads	be open to change	Wells Fargo	set ways of older residents	put younger people on city council	provide assistance with start-ups
	good grocers						fill empty buildings
							turn old walmart into community center for kids
142	people	roads	improve educational opportunities	hotels	lack of hotels		
	self-sustainability	downtown rundown	keep taxes lowest in county	restaurants	poor schools		
143	murphy park						
	sports complex						
	the Y						
144		fix roads		retail stores	city		
145	small town	roads	fix roads	retail stores	city council	support downtown revitalization	Sports Complex is the only investment made by city in the last decade
			revitalize downtown			focus on bringing in new businesses	
			improve educational opportunities				
146	friendly people	repair roads	improve school academics	restaurants	unsure	offer tax incentives to businesses	start an overlay program to maintain the streets

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Survey #	Strengths	Deficiencies	Action to Attract/Retain residents	Missing Business Types	What's Preventing Incoming Businesses	Steps for Taylor EDC	Other topics
	no traffic	lack of park/trail maintenance	repair roads				
147		lack of town maintenance roads	clean up properties		commercial developer		designate new area for football stadium towards new school
148	restaurants downtown	vacant buildings	fix roads		infrastructure		like all the community and church events that draw the citizens together
149	history	roads	better paying jobs	retail - upscale	need for road improvements	fill the old Intercraft building	
	highways	infrastructure	retain employees	coffee shop	reputation of being unfriendly to businesses		
	fast growing county				resistance of some community members		
150*	Grace Place library	management/leadership of Taylor	embrace the need to grow bring employers in	entry-level employers	resistance to growth		very frustrating to lose YMCA & East Williamson Higher Education
151*	small town	infrastructure	determine desired demographic, then strategize	manufacturer specializing in oilfield product line	lack of skilled/educated workforce	has no competitive advantage	expansion of commercial tax base is most feasible way to generate the tax revenue required to upgrade infrastructure within Taylor
		water/sewer lines			financial institutions not invested in bringing in new business	develop rail spur	stop shotgun approach
		roads			lack of upscale housing	public transportation	
152	proximity to cities	reactive, not proactive			lack of golf course	airport expansion	
	excellent schools	lack of property upkeep			lack of upscale homes or neighborhoods		
153	proximity to austin	drugs - pot smoking roads	fix roads	small evening music venues	reputation		
		underutilized roads			lack of local support		
		lack of youth/senior activities					
154		education system					
155	privacy		entertainment options	retail stores	location	bring in new businesses	
	potential		more job opportunities	bowling alley	lack of attractions means lack of available customers		
				mini golf			
				restaurants - sit down	proximity to austin		
156	low cost of living	lack of commerce	clean up homes & yards	manufacturer	lack of skilled/educated workforce		
	older, stately homes		fix roads				
157	rail service	roads	freeze city taxes for senior citizens, as are school taxes	small businesses	high water rates	quit outsourcing responsibilities	Taylor PD staff needs replacing
		lack of park/trail maintenance			poor roads	cut staff & salaries at EDC	reduce health insurance expenses by requiring employees to pass physical fitness exams
		geese/ducks at park are trashy			R/E taxes		
		unfriendly police force					
		too many stray cats					
158		roads		retail	poor infrastructure		
					lack of qualified employees		
159		inertia	replace EDC board	specialty venues	local ineptitude about business development	not a fan of EDC	
160	highways	roads	repair roads	manufacturers	local government	remove/clean up run-down vacant buildings	
161	small town atmosphere	lack of educated workforce	improve school academics	restaurants - sit down	proximity to austin		
	no traffic	excessive welfare assistance		retail stores			
		drug reputation		hotels			
162	low crime	roads	fix roads	family entertainment	lack of appeal (aesthetically)	offer tax incentives to businesses	there are enough car washes and mexican food joints
	cheap real estate	lack of entertainment	add some aesthetic appeal		bad roads		
163							
164	small town	lack of good jobs	bring in State jobs	retail stores - shoes	insufficient water/sewer	offer tax incentives to businesses	need a large "play scape" for children so parents aren't spending so much money trying to entertain their children

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Survey #	Strengths	Deficiencies	Action to Attract/Retain residents	Missing Business Types	Whats Preventing Incoming Businesses	Steps for Taylor EDC	Other topics
165	friendly people	huge weeds on Mallard city management	better paying jobs youth entertainment fix roads	retailers	excess rules & regulations high rent	provide opportunities for new businesses	why does city management need assistances with high salaries?
166							"IMHO, a total waste of time & \$\$\$". TEDC is basically a self-serving "club". It is not focused on local business development but on spending tax \$'s on surveys like this whose results will be filed away."
167	proximity to austin low cost of living affordable office space	school academics - K-12 education	improve school academics		lack of educated workforce lack of confidence in schools	attract professional service companies downtown (not dependent on Taylor for customer base)	attract families with disposable income - improve qualities of schools
168	quaint friendly	roads	fix roads bring in more businesses	craft store gift shops retail stores restaurants any viable business coffee shop boutiques	Taylor's economic state lack of residents' disposable income high proportion of senior population bad roads perception of poverty	start with fixing the roads educate & inspire people to care for their homes and properties	
169	antiques bbq	roads drainage system	fix roads improve commerce	retail stores		utilize rail system for passenger travel to austin repair roads repair buildings	
						enforce the right codes (grass maintenance, littering)	
						provide incentives to businesses	
						fix up downtown	
170*	character (integrity) safety/security strong history appearance interest	lack of tax incentives to attract new businesses utilize prior franchise market investment research already done attract more retired	marketing variety of new small franchise brands	tech school (vocational)	lack of strategy with recruiting businesses	poll CEO's, sole proprietors, partnerships about needs	represents an opportunity for creativity, innovation, and dedications
171	small town friendly people	roads	continue improving downtown	retail stores	excess city regulation	promote assets	promote networking, memberships (new blood) in groups
172	good work ethic rural old time atmosphere cheap housing	downtown parking needs curb appeal all over	focus on improving academics	restaurant variety entertainment	lack of qualified workforce	reach out broadly (beyond Texas)	resolve issues quicker
173	proximity to austin affordable land for development	dysfunctional local government	develop more progressive city government higher paying jobs don't raise taxes	manufacturer technical retail stores	low performing schools lack of amenities difficulty in working with city lack of volume	work with city to reduce regulation and promote cooperative attitude toward development and new businesses	explore/determine possible existence/effect of local cultural bias against growth & progress
174	good schools cheap homes good hospital homes						
175	churches schools	lack of well paid jobs	offer higher paying jobs	employers offering higher paid jobs youth entertainment	low wages		
176	friendly people supportive people beautiful parks ponds	"good ol' boy" politics & decision making 2nd street	keep taxes low	retail stores gym restaurant selections		in city limits against personal will, a widow on fixed income. High taxes are really hard on 'me'. Taxes are paid to benefit city workers, not community	
					moving college out of town small population lack of workers		



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Survey #	Strengths	Deficiencies	Action to Attract/Retain residents	Missing Business Types	Whats Preventing Incoming Businesses	Steps for Taylor EDC	Other topics
178	available labor highways railroads	infrastructure	fix roads spruce up appearance of town	manufacturers	farming community perception difficulty in working with city	marketing	
179	small town	big trucks not allowed in town someone is pocketing state money for highway upkeep	be more open minded		city hall unbelievably slow pace of getting anything accomplished	listen to the people of the community	
180			fix roads encourage homeowners to keep property nice clean up alleyways				
181			fix roads trains no horn blow zones allow yard sale signs	craft store	signage restrictions	annual city wide flea market	really wants yard sales
182	friendly employees antique stores on highway		less restrictions on homeowners and businesses	fabric/sewing shop			
183	bbq small shops	roads	homeowners not needed	entertainment - family	city permit officer Firechief's restrictions	fix roads fill empty buildings	cooperate with community members stop wasting money on special projects that go no where stop overpaying people like Casey Sledge
184	small town	roads	attracting residents not needed	small businesses	too far from austin need more people (contradicting?)	stay out of Taylor leave it small	dad was validictorian of A&M in 50's -- listen to reason
185	low crime good schools good sports teams	roads	parks closer to homes add sidewalks	restaurants retail stores	appearance of town entrances available lodging		
186	downtown	roads	fix roads youth sports	larger movie theatre activities for seniors sporting goods store	lack of housing for employees		
187	downtown	poor school academics	improve schools	manufacturers good wage offering employers	lack of economic base for increased prosperity local regulations		
188	water small town	roads	fix roads improve trails	youth entertainment	excess regulation	marketing for Taylor	
189	location	roads	fix roads	bowling alley	unfriendly attitudes toward outsiders	bring necessities here so residents don't have to go to Austin	wheel chair access
190		roads	fix roads	bingo	small population		
191	family friendly good schools	roads	more entertainment/events	elderly entertainment tattoo	excess rules & regulations		need one more nursing home
192	friendly people good schools	roads	better job opportunities	tech business	lack of willingness to change	lower rent for empty buildings	
193	small town	high rent for buildings	restore downtown	starbucks large companies	lack of available retail shops downtown dismay	regional marketing coordination	
194	hike/bike trail park	roads drainage	more business infrastructure	retail stores office supply store organic grocery	reputation	utilize highways	drug prevention
195	community activities food/shopping accessibility	roads utility departments	clean up schools	natural foods		develop better reputation	teen awareness

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Survey #	Strengths	Deficiencies	Action to Attract/Retain residents	Missing Business Types	Whats Preventing Incoming Businesses	Steps for Taylor EDC	Other topics
196		roads		mall	members of city council and chamber of commerce	ease up on permitting regulations	sidewalk safety speeding
197	water	prejudice of police force roads	promote Taylor for businesses	outlet stores youth entertainment	city over regulation	promote Taylor for its strengths	too many negative comments end up in the newspapers
198	historical architecture	roads	lower water costs	manufacturer	city staff - development dept	coordinate plans & activities with city council and school	
		lack of cooperation on behalf of development department	fix roads	high tech	fire department's over regulation		
		schools academics	allow for easy development				
199	small town	lack of youth entertainment	more job opportunities	bowling alley	misperception of older/poor community		
				arcade			
				entertainment			
		continue 2-way communication with citizens/businesses			rumors that businesses have difficulty in reaching agreement with city development committee	continue with current mktg efforts	
200			continue improving roads			support/retain current businesses in town	
			improve school academics				
201	location	lack of local job training	billboard marketing	taxi service	no reason	moving towards having a competitive advantage and using it towards the advantage of the community	GED/tutoring program for adults
			fix roads	rehab centers			
				hotel - upscale			
202		roads			poor roads		
203	history	lack of green thinking/energy conservation efforts	fix roads	retail stores	city board	help with plan to build & clean up city	
			encourage homeowners to repair run down homes	mall			
204	restoration progress	roads	reduce tax rate	sporting good store	high taxes bad roads	unsure	keep small; limit expansion
	good water						utilize opportunity to keep Taylor "green" with energy conservation
205	small schools	education system	jobs for college grads	tech company			
	no traffic						
206	small town	roads		restaurants	city council	work on bringing in employers to provide more available jobs	
	diverse population	empty downtown buildings		retail stores	chamber of commerce		
207		roads	spruce up neighborhood appearance		lack of younger generation		
208	quiet community	roads	bring in downtown retailers	large hardware supply store	unsure	promote small community atmosphere	
	family oriented						
209	small size	spruce up downtown	restore downtown				
	seemingly good school system		bring in small businesses	retail stores			demographic - Taylor homeowner but does not reside there; would love to see hometown thrive and do well
				restaurants			
210		city management	advertise attributes	retail stores	city rules & regulations	place in top positions someone who knows how to draw in retail businesses/restaurants	
		TEDC	fix roads		lengthy time required to obtain permits		
			revitalize downtown			quit catering to "old guard" concerning future growth issues	
211	parks	roads	youth entertainment	retail stores	roads		demolish old police station
	sports complex			youth entertainment	lack of retail stores	promote downtown area	

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212	downtown small shops	lack of available jobs	better quality job offerings	corporations	city board	bring college back to Taylor rebuild downtown Taylor while preserving history	Taylor needs to quit relying on state grants and begin focusing on bringing in its own revenue
213	small town	roads	more entertainment options	arts	city council	no competitive advantage	
	no traffic		clean up downtown	restaurants	rent/taxes too high		ban smoking in public
214	tight-knit community	roads		retail stores			
	quiet community						
	safe						
215		lack of marked turn lanes at traffic lights	use city funds more wisely	craft store			
		lack of sidewalks		bookstore			
				organic grocery			
216	small town	roads	more job options	retail stores		stop wasting money stop outsourcing services	
	location where movies are filed	roads		retail stores	city council	listen to the people of the community	
217	old town feeling	sidewalks			city of taylor creates difficulty		
	small town	roads	better job opportunities	retail stores	bad roads	more senior living apartments	
	friendly people			chain stores			
219	friendly people	roads	lower taxes	public transportation	lack of skilled workforce		
220	beautiful buildings	unkept lawns		retail stores	difficult city requirements		learn from Belton, Spring
	lake drive	lack of property upkeep		entertainment	city officials		
221	friendly	roads	fix roads	retail stores	taxes		
	bbq						
222	proximity to austin	decision makers	upscale housing	hotels (quality)	city inspections dept	more incentives for current businesses to expand	need top schools, upscale housing, recreation facilities
	low property costs		rec center	entertainment venue	unwillingness to build in Taylor		
	sports complex						
223	fix roads			motels			
224	peaceful	fix roads	welcome new subdivisions	retail stores	retail stores	marketing efforts	
	high quality of life		fix roads	employers offering higher paid jobs			
	proximity to austin						
225	highways	stubborn mindset	run off half the population	eclectic	city government	cut all permit fees	**read more comments on survey #225
	proximity to austin		run off "chicken shit" government		city staff	let businesses run free	
226	friendly people	roads		retail stores	difficult code inspectors	city needs to be more respectful of local business	
				restaurants	unhelpful city employees		
					lack of city assistance in permitting and code enforcement		
227*	historic homes	school system	improve the school system	hotel	incompetence in city's plan review process	invest in infrastructure, THEN market	
	agricultural environment	high ratio of economically disadvantaged families		employers offering higher paid jobs			
	safe						
228			better quality job offerings		Hutto wants/takes everything that fails in Taylor		**#229 includes ideas for locating new businesses (hotels)
229	sports complex	public schools & education	recreation center	youth entertainment		unsure	
	bbq	crime	bring back the college (ACC)	family entertainment			
	old structures downtown			retail stores			
	cottage homes			hotel			
230	inexpensive housing	roads	fix roads	restaurants	no sense of community	market to Austin	don't need a \$7 million football stadium
			revitalize downtown	coffee shop			
231		roads	better city government	restaurants	historic part		
232	no traffic	lack of businesses	lower commercial property rent		high rent	elect other officials	
	low crime				old town mentality		

APPENDIX E - RESIDENT FEEDBACK COMPILED

Survey #	Strengths	Deficiencies	Action to Attract/Retain residents	Missing Business Types	Whats Preventing Incoming Businesses	Steps for Taylor EDC	Other topics
233	friendly people	roads	family entertainment options	bowling alley	lack of participant by residents	focus on what's good for the families	strengthen families
234	community pride	downtown appearance	revitalize downtown	manufacturer	over regulation is restrictive	marketing efforts	
235							
236	small town	lack of cooperation between city and school	serve the needs of the community - social, medical, shopping, entertainment	retail stores	lack of customer base	be proactive in attracting businesses	
237	growth	roads	better medical facilities	high tech manufacturing	unaware	online marketing	* more comments in #237
	new businesses	mail boxes					
		trees need trimming					
238	none	not open to change	more job opportunities	restaurants	city of Taylor rules	hire new young people with fresh perspective	replace Judge Mobbs
239	history	courthouse	adult education offerings	retail stores	city development	educate adults	new city hall employees needed in order to run town correctly
	small	roads	hold music events	software company	lack of educated workforce	upgrade signs for town and roads	
240		lack of youth entertainment	improve center in downtown	all	unsure		why so many empty spaces?
241	friendly community		bring in businesses	restaurants - bakery, specialty pizza	hard to find retail space (few options)		
	safe		improve downtown				
	plenty of downtown parking						
242	small town	roads	fix roads	youth entertainment	lack of educated workforce	fix roads	recycling
				affordable summer camps	poor roads	clean up old section of town	
243		zoning out of city hall	retain YMCA	YMCA	zoning department at city hall	market to bring in more qualified workforce	needs to destroy city plan
244	small town atmosphere	lack of proactive welcoming attitude toward business expansion (current & new)	fix roads	target	slow population growth	promote a more accepting bureaucracy	road conditions are embarrassing
245*	proximity to city	schools	improve schools	large retailer	taxes		resident for 50 yrs +
	small town	building code enforcement of city - too strict			lack of qualified workforce		
246	small town	water rates	attract employers	white collar businesses	small population		
	transparency of city activities						
247				ERCOT complimenting business		market Taylor as "Happy, healthy family town"	
				sustainable energy business			
				more organic food farms			
							"Quality of life means more to a business than parks and a YMCA. It means safe streets to live and travel on. It means good schools for children. I'm not sure TEDC can affect these needs and city government isn't inclined to do so. This company is a small business that moved into this town about 15 years ago for one reason only - cheap rent."
248*	highways	city government/city manager	well maintained roads	mom & pop shops	city government/city management	TEDC's president didn't even live in Taylor	
	small airport	tax rate	lower rent rates for downtown properties		bad roads		
	small town	roads	combat drug problem		business taxes		
		shabby homes/lots	improve education system				
		drugs					
		high school drop-out rate					
		unemployment					
		govt subsidized housing					
		drainage problems					

APPENDIX E - RESIDENT FEEDBACK COMPILED

Survey #	Strengths	Deficiencies	Action to Attract/Retain residents	Missing Business Types	Whats Preventing Incoming Businesses	Steps for Taylor EDC	Other topics
		lack of zoning enforcement; decreasing property/home value					
249	none	parks		restaurants	rent too high	more jobs, more businesses	
		lack of youth entertainment		mall			
250	cheap land	town entrances infrastructure	improve schools	restaurants		fix perception/reputation of Taylor	
	reasonable utility		more entertainment options	banks			
251	blq	roads	more stable & well paid jobs	manufacturer	city hall	open rec center	
	diverse population	lack of lodging					
252*	people who help make	good ole boy attitude	fix roads	true college campus	"sidewalk tax"	promote school's solar & wind system	who are the EDC board members, and how are they appointed?
	school leaders	downtown buildings need revitalization			city permitting process	chamber, EDC, and city need to partner together	
		roads			roads		
		trailers at 5th & Main					
253	parks	roads	more entertainment options	music venues	starbucks		
	downtown events & parties	lack of good traffic signs		bowling alley	record store		
		overcrowded animal shelter		mini golf	a dog park		
254	friendly people	roads		hotel	negative perception of city employees being hard to work with and close minded	hustle to bring business to Taylor	
255	growing downtown	major thoroughfares	marathons	starbucks	taxes	more community-wide functions	outreach for underprivileged
	antique shops			performing arts theatre	too strict building codes	music venue	
				music venue			
256	solid workforce	infrastructure	enable full time employment	large employers	slow process & response to zoning/development	set goals	govt. stay out of the way of free enterprise
	highways	EDC	solid infrastructure		EDC not proactive	be accountable	
	rail access					obtain meaningful results	
						stewardship of public funds	
257	folks	streets	stop being negative	more jobs for local folks	folks with old money	TEDC leadership and those that have influence over TEDC	
	water						
258	low cost housing	roads	more stores	pet store	distance, geographically	not sure	
259	small town charm	roads	improve roads	restaurants - Wendy's	the appearance of downtown	keep improving charming downtown	
	open space		fix up downtown				
260	friendly people	roads	fix roads	restaurants - sit down	excess city regulation	fix roads	
	community spirit		restore main street		roads are horrible	restore main street	
261	low crime rate	roads	improve schools				
	low property costs	drainage system					
262		roads	youth entertainment		town layout	more affordable housing	
			fix roads		low income population	no more fast food	
263	blq	roads	entertainment	retail stores			
	low housing cost	infrastructure		hotel by sports fields	lack of support	work with TISD to train students/motivate them to work locally	
264	historic buildings	communication	fix streets				
		long-term planning	maintain town infrastructure				
			help residents repair their homes	retail stores	too many fast food restaurants	visitors to the sports complex need amenities such as convenience stores, strategically located eateries, lodging	
265		roads		retail stores	town politics		
266		roads					
		high city taxes					
267	charming buildings	roads	fix drug/gang problems	bicycle shop	low income population	capitalize on access to Taylor (highways, rail, tollway)	remove drug dealers & drinkers from Murphy Park
		hours of operation for local businesses are too short	more marketing for Taylor	dance clubs	lack of support for local businesses by City of Taylor	focus on developing "bedroom community" characteristics - full service gas stations, delivery dry cleaners, etc.	Taylor needs a new motto. Suggestion: "Turn of the century charm with turn of the millenium convenience"

APPENDIX E - RESIDENT FEEDBACK COMPILED

Survey #	Strengths	Deficiencies	Action to Attract/Retain residents	Missing Business Types	Whats Preventing Incoming Businesses	Steps for Taylor EDC	Other topics
				in home upholstery/carpet cleaning service	over regulation expansion and development in nearby communities		
268	history community	roads schools	invest in infrastructure updates	restaurants retail stores large or high tech companies			recruit & retain good teachers - important!
269	2 grocery stores parks & rec areas	roads	bring in more businesses	restaurants mall non-HMO medical office	low income population	focus on keeping people from being required to drive to nearby cities for needs	
270	small town atmosphere proximity to the city	roads infrastructure lack of well paid jobs	offer higher paying jobs	big industrial factories taxi service	city government & permit laws city inspectors	help us get better paying jobs	
271	tennis courts new swimming pool	roads street signs being blocked by foliage	offer higher paying local jobs	retail stores	something! What is it?	create local jobs	
272	beautiful parks	roads	family entertainment options	mall arcade gentlemen's club Golden Corral	Taylor is unknown lack of entertainment	more festivals and the like, focus on family entertainment	
273	small town local shops	roads high property taxes	fix roads lower property taxes		roads	fix roads	fix roads
274	low cost of living	nothing	nothing	thai restaurant	high property taxes	lower property taxes	lower property taxes
275	history location	not business friendly	change out city staff	entertainment venues	it will happen in near future city regulations	leave everything alone	put historical preservation as a priority
276	small town feel	lack of vision	reduce business fees	retail stores	lack of vision		
277	south part of town	unkept properties/possessions drug dealing	fix roads clean up taylor	hotel factories	high rent bad roads city needs cleaning taxes		
278	sports complex parks	roads	need better law enforcement	restaurants - upscale high scale business movie theatre	lack of recreation facilities	bring in high scale business	
279	school system Murphy park	roads	bring in industry for jobs	hotel Rec center/YMCA	unsure	recruit industries	
280	historic buildings historic homes	roads infrastructure run down, unkept	bring in businesses offering employment make homebuilding a more viable option for residents	any	lack of available dwellings City of Taylor is difficult to work with		
281	railroads schools historic homes	roads alleys drainage system	nicer homes	furniture store hotels	communication with Taylor is extremely difficult, even from residents permit acquisition time is too long zoning & building permits	attract more white collar employers	no more low income housing - there's plenty
282	affordable homes	roads	fix roads	restaurants (quality)	infrastructure needs work before businesses would be willing to occupy current buildings	fill empty buildings	

APPENDIX E - RESIDENT FEEDBACK COMPILED

Survey #	Strengths	Deficiencies	Action to Attract/Retain residents	Missing Business Types	Whats Preventing Incoming Businesses	Steps for Taylor EDC	Other topics
		lack of high speed internet/phone	revitalize downtown				
			bring in downtown retailers				
283	small town	roads	improve school system	florist	inspectors are extremely difficult to please	get city to cooperate more with businesses for permits, processing time, etc.	
			improve educational standards				
	fast food restaurants at services		in schools				
284	history	lack of American restaurants	YMCA	manufacturer	taxes		wal mart is way understaffed and undersupplied
285	small town atmosphere	downtown needs revitalizing	revitalize downtown	restaurants (good)	downtown building conditions	fix up downtown	
	library		bring in upscale businesses				
	schools		fix roads				
			mow grass				
			tear down old buildings				
286		roads			city hall staff can't work with each other/businesses		
		lacking nice dining					
287		lack of communication					"No one has been able to answer my question on why my water bill has tripled!"
288	none	roads	fix roads		bad roads	fix roads	
289	water supply	downtown potential	more jobs for local folks	manufacturer	tax rates maybe	start from the ground up: roads then facilities	
		parking by football field	bigger event center with good parking	tech businesses			
290	park	roads downtown	music entertainment options	dance hall	high taxes	attempt to refrain from crowding out Taylor	
				new multi-family lodging (duplexes)	high rent		
	small town				business types		
291	small town	roads	lower taxes	restaurants			
			good people	movie theatre			
292							
293							
294	wonderful local businesses	roads	improve school academics	radio station	lack of discretionary income of residents	work with schools, educators, collaborators like YMCA	
	churches	lacking YMCA	improve school ranking		lack of skilled/educated workforce		
	cultural groups/orgs.		improve Taylor reputation				
	heritage						
295	small town	roads	fix roads	Arby's	nothing!	unsure	
	walking trails		keep and encourage activities/events/celebrations	appliance repair			
	welcoming			parts store			
296		unaffordable property taxes	lower property taxes (seriously)	nightlife entertainment	taxes		
		lack of nightlife entertainment		retail stores			
297	unused workforce	fix roads	deed restrictions	any business generating clean jobs & tax base	nearby competition	offer adult education (technical, mfg. training)	
		lack maintenance on current infrastructure	clean up properties	technical trade employers			
		lack of ease for new businesses attempting to move into Taylor	need more options for building custom homes	rec center			
298	historic homes	lack of communication					
	history	between city entities		gymnastics for children	city regulations		
	downtown			high tech industries			
299	grocery stores	lack of city pride	better paying jobs	indoor recreation	low income population	take advantage of Granger Lake	
		"good ole boys" attitude					
	affordable housing	needs to be gone!	not advertising because they will find Taylor soon enough				
300	no traffic	roads		music venues	HEB & Wal-Mart	unsure	Love Taylor

APPENDIX E - RESIDENT FEEDBACK COMPILED

Survey #	Strengths	Deficiencies	Action to Attract/Retain residents	Missing Business Types	Whats Preventing Incoming Businesses	Steps for Taylor EDC	Other topics
	convenience	drainage system				fire those who do not have the city's best interests at heart	
301*		roads	diverse, quality businesses reconsider city council and city planners members	manufacturer	planning commission zoning board tight & unevenly distributed regulations	overhaul the system, council, board members, and city employees	
					"good ole boy" way of dealing with things		
			clean up appearance of houses & properties		unattractive appearance of town	help city clean up	
302 good, honest people strong work ethic		excess housing projects perpetual poverty underutilization of old buildings in downtown	emphasize Taylor is small town	tavern - casual, upscale	small population	keeping current focus	seems like a waste that mini golf course is not being used
303 proximity to cities EDC is proactive and keeping ahead of growth							
		property tax rate too high - 2x higher than other Williamson County communities					
304		Taylor ISD tax rate too high complete collapse of public services in Taylor					
		roads					
		roads	get rid of old abandoned buildings that cannot be revived	high tech employer		commit to find businesses to locate in Taylor, communicating with residents, and being more upfront with intentions especially when dealing with the city	city council has totally lost credibility until city council can responsibly use citizen's money, support won't come
	quiet community	drainage system	fix roads				
	no traffic	water infrastructure					
	bbq						
306*	diverse population	public schools & education					
	agricultural background	local leaders interests are not aligned with community interests					
	Legacy Early College High School						
	proximity to Austin						
	low cost of living						
	small town						
307*	beautiful downtown	roads	fix roads	hangouts			
	history	underutilization of rail access	fix up "ratty places"				
	beautiful homes	spotty code enforcement					
		unwelcoming locals					
308 historic downtown		lack of acknowledgement of Tex Avery	implement creative ideas for sprucing up town	retail stores	lack of imagination		
	birthplace of Tex Avery			home goods restaurants	city staff	need golf course	
309 diverse population		schools	fix downtown				
	beautiful, historic buildings	city leaders/management	fix schools	bowling alley youth entertainment	demographics low income population		
	Lake Granger						
	Taylor Park						
310 park		roads	fix roads		population		
	city services		clean up/beautify downtown				



APPENDIX E - RESIDENT FEEDBACK COMPILED

Survey	# Strengths	Deficiencies	Action to Attract/Retain residents	Missing Business Types	Whats Preventing Incoming Businesses	Steps for Taylor EDC	Other topics
311	parks	roads	fix roads	cafeteria dining	roads	fix roads	
	small town	gas pipes		bowling alley			
	proximity to austin			bicycle shop			

## Summary Strengths

Categories	Count
atmosphere	121
residents	78
location	40
housing & property	40
parks	35
history	31
education	22
public transportation	21
public facilities	19
downtown	16
restaurants	16
law enforcement	14
cost of living	12
businesses	12
resources	11
other	9
city progress	8
grocery	6
shopping	6
health	6
entertainment	5
taxes	5
jobs	4
recreation	4
perspective	3
town appearance	2
buildings	2
city regulation	1
city support	1
city utilities	1
YMCA	1
roads	1
services	1
(blank)	
<b>Grand Total</b>	<b>554</b>

## Strengths

Categories	Count
atmosphere	121
town, small	62
no traffic	11
easy pace	5
atmosphere, friendly	4
atmosphere	3
community, quiet	3
family oriented	3
charm, old town	2
quiet	2
good place to raise children	2
quality of life, high	1
peaceful	1
climate	1
community atmosphere	1
privacy	1
atmosphere, country	1
rural	1
atmosphere, old time	1
charm, small town	1
environment	1
peaceful	1
family friendly	1
quaint	1
atmosphere, old town	1
christmas lights	1
size of city, manageable	1
semi-rural	1
small	1
town, sleepy	1
town size, small	1
laid back	1
atmosphere, welcoming	1
no crowds	1
atmosphere, quiet	1
residents	78
people, friendly	22
population, diverse	7
community spirit	4
people, hard working	4
people, supportive	4
people, caring	3

## APPENDIX F - RESIDENTS FEEDBACK CATEGORIES

# Strengths

community, close-knit	3
people, good	2
friendly	2
community pride	2
people, good and honest	1
people, determined/talented	1
people, civic-minded	1
employees, friendly	1
people, generous	1
community, friendly	1
diverse	1
mascot "duck"	1
people, cooperative	1
people, nice	1
community	1
community, tight-knit	1
cultural groups/orgs.	1
work ethic, good	1
community support	1
character (integrity)	1
community, supportive	1
populace	1
population, small	1
people	1
residents, creative	1
people	1
work ethic, strong	1
people have morals	1
people who help make a difference	1
<b>location</b>	<b>40</b>
proximity to austin	15
location	11
proximity to the city	5
proximity to cities	4
proximity to city	2
proximity to surrounding cities	1
location where movies are filmed	1
proximity to nearby cities	1
<b>housing &amp; property</b>	<b>40</b>
homes, historic	6
homes, beautiful	4
homes, affordable	3
cheap homes	3
property costs, low	3
cheap real estate	2

## APPENDIX F - RESIDENTS FEEDBACK CATEGORIES

# Strengths

cheap housing	2
housing, inexpensive	2
neighborhoods, old fashioned	1
housing costs low	1
cheap land prices	1
housing, affordable	1
cheap land	1
housing, low cost	1
homes, cottage	1
land for development, affordable	1
open space	1
older, stately homes	1
buildings, charming	1
houses, too many dilapidated	1
rent, reasonable	1
buildings, beautiful	1
homes, nice	1
<b>parks</b>	<b>35</b>
Parks	17
park	4
park, Murphy park	3
parks, beautiful	2
trails, walking	2
trails, outdoor	1
parks & rec areas	1
ponds	1
park, ducks	1
hike/bike trail	1
bike trail	1
park, Taylor park	1
<b>history</b>	<b>31</b>
history	11
architecture, historical	4
buildings, historic	3
history, rich	2
heritage	2
history, strong	1
history - birthplace of Tex Avery	1
deep roots	1
agricultural background	1
agricultural heritage	1
heritage, cultural	1
town, historic	1
heritage, czech	1
agricultural environment	1

## Strengths

education	22
schools, good	6
schools	5
school system	2
school pride	1
school leaders	1
schools, excellent	1
sports teams, good	1
schools, small	1
Temple College	1
school employees	1
Legacy Early College High School	1
school system, seemingly good	1
public transportation	21
highways	10
Amtrack, peaceful	1
rail access	1
railways access	1
good rail service	1
rail service	1
rail system	1
railroads	1
railroads	1
highways access	1
airport, small	1
loop, the loop	1
public facilities	19
sports complex	6
library	4
Baseball fields	3
public library	2
tennis courts	1
swimming pool, new	1
municipal infrastructure, nice	1
swimming pool	1
downtown	16
downtown	6
downtown, historic	3
downtown, growing	1
downtown area, tight & well-defined	1
downtown, old structures	1
downtown parking, plenty	1
downtown, pleasant	1
downtown small shops	1
downtown, beautiful	1

## APPENDIX F - RESIDENTS FEEDBACK CATEGORIES

# Strengths

restaurants	16
bbq	7
restaurants, good	3
bbq, good	2
restaurants	2
restaurants, plenty fast food	1
restaurants influx	1
law enforcement	14
crime, low rates	7
safe	3
community, safe	2
safety/security	1
environment, safe	1
cost of living	12
cost of living, low	8
affordable alternative to the city	1
cost of living, liveable	1
cheap cost of living	1
cost of living	1
businesses	12
churches	5
convenience	2
diverse businesses/suppliers	1
businesses, good	1
new businesses	1
businesses (local) are welcoming	1
cotton	1
resources	11
water	3
water supply	2
water supply, good	1
water, good	1
water supply, sufficient	1
soil, rich	1
water availability	1
water supply (abundant)	1
other	9
none	7
the Y	1
Grace Place	1
city progress	8
potential	2
development	1
growth of town	1
EDC is proactive and keeping ahead of growth	1

## APPENDIX F - RESIDENTS FEEDBACK CATEGORIES

# Strengths

progress with restoration	1
fast growing county	1
growth	1
grocery	6
grocery stores	3
grocery - HEB	1
grocery, Wal Mart	1
grocery stores, good	1
shopping	6
convenient shopping	1
shops, small	1
shops, local	1
antique stores on highway	1
antique shops	1
antiques	1
health	6
healthclinic, Scott & White	1
hospital homes, good	1
hospital	1
health care	1
elderly care center	1
healthcare access, quality	1
entertainment	5
downtown events & parades	1
attractions	1
movie theatre	1
bars, inexpensive	1
community activities	1
taxes	5
taxes, low	5
jobs	4
workforce, unused	1
workforce, solid	1
labor availability	1
laborforce, diverse	1
recreation	4
Lake Granger	2
community, sportsminded	1
Granger lake	1
perspective	3
confidence	1
self-sustainability	1
self sufficient	1
town appearance	2
town, historical beauty	1



## APPENDIX F - RESIDENTS FEEDBACK CATEGORIES

appearance interest	1
buildings	2
office space, affordable	1
historic buildings, beautiful	1
city regulation	1
transparency of city activities	1
city support	1
city services	1
city utilities	1
utility costs, reasonable	1
YMCA	1
YMCA	1
roads	1
Lake Drive	1
services	1
newspaper	1
(blank)	
(blank)	
<b>Grand Total</b>	<b>554</b>

## Strengths

# Summary Deficiencies

Categories	Count
roads	185
infrastructure	33
education	30
city members	23
downtown	19
housing & property	19
law enforcement	16
town appearance	16
entertainment	15
city cooperation	13
businesses	12
economic disadvantage	12
city regulation	11
buildings	11
taxes	9
city support	8
restaurants	8
jobs	8
services	7
residents	7
city politics	7
city strategy	6
parks	5
city progress	4
other	4
perspective	3
lodging	3
city utilities	2
marketing	2
YMCA	2
public transportation	2
history	1
city spending	1
public facilities	1
city funding	1
energy efficiency	1
city competence	1
city services	1
health	1
<b>Grand Total</b>	<b>510</b>

# Deficiencies

Row Labels	Count
<b>roads</b>	<b>185</b>
roads	173
fix roads	5
repair roads	2
alleys	1
roads downtown	1
streets	1
2nd street	1
lack of marked turn lanes at traffic lights	1
<b>infrastructure</b>	<b>33</b>
infrastructure	7
drainage system	5
lack of sidewalks	2
drainage systems	2
drainage	1
curbs	1
street lights	1
lack of good traffic signs	1
bad smell (serious) - drainage system	1
drainage problems	1
sewer smell	1
lack of street lights	1
fix sidewalks	1
sidewalks	1
gas pipes	1
street signs	1
street signs being blocked by foliage	1
water infrastructure	1
water/sewer lines	1
infrastructure run down, unkept	1
lack maintenance on current infrastructure	1
<b>education</b>	<b>30</b>
schools	5
school academics	3
education	2
education system	2
public schools & education	2
under-performing school system	1
school system	1
school board	1
low quality school academics	1
schools academics	1
poor school academics	1

# Deficiencies

school academics - K-12 education	1
poor school system	1
school board has low expectations & lack of willingness to change	1
poor schools	1
lack of job skills in adults	1
high school drop-out rate	1
some deficient teachers	1
quality of education	1
lack of local job training	1
lack of educated workforce	1
<b>city members</b>	<b>23</b>
city management	2
city officials	2
unfriendly city government	1
lack of real city leadership	1
EDC	1
city government/city manager	1
TEDC	1
city leaders/management	1
city council	1
city council - unable to follow through	1
lack of leadership in city staff	1
management/leadership of Taylor	1
city council has lack of "balls" in restoring town	1
rude city employees	1
rude city inspectors	1
city staff	1
town leadership	1
corrupt county officials	1
unfriendly city management	1
current city staff is not business or resident friendly	1
decision makers	1
<b>downtown</b>	<b>19</b>
neglected downtown	4
downtown needs revitalizing	3
downtown buildings need revitalization	2
downtown	2
downtown parking	1
downtown appearance	1
lack of businesses downtown	1
undertilization of old buildings in downtown	1
spruce up downtown	1
downtown rundown	1
empty downtown buildings	1
downtown potential	1
<b>housing &amp; property</b>	<b>19</b>

# Deficiencies

lack of property upkeep	2
unfair increases in home value (market unable to support)	1
shabby homes/lots	1
neglected upkeep of homes	1
excess housing projects	1
Taylor "slums"	1
govt subsidized housing	1
cars in yards	1
homes need upkeep	1
old houses	1
huge weeds on Mallard	1
substandard properties	1
lack of available housing	1
trailers at 5th & Main	1
lack of nice neighborhoods	1
unkept properties/possessions	1
bad soil for foundations	1
mail boxes	1
<b>law enforcement</b>	<b>16</b>
drugs	2
police department employees	1
unfriendly police force	1
drug crimes	1
drug dealing	1
crime	1
drug reputation	1
police department members	1
prejudice of police force	1
robberies	1
speed limits	1
drugs - pot smoking	1
unsatisfactory police force	1
law enforcement attitude	1
need better law enforcement	1
<b>town appearance</b>	<b>16</b>
yards/businesses are junky	1
trees need trimming	1
town entrances infrastructure	1
"southside"	1
unclean	1
East side of town	1
south part of town	1
lack of town maintenance	1
town needs cleaning	1
needs cleaning	1
unattractive South side of town	1

# Deficiencies

needs curb appeal all over	1
unkept lawns	1
neglected city upkeep	1
"junky"	1
neglected lake	1
<b>entertainment</b>	<b>15</b>
lack of youth entertainment	5
lack of entertainment	4
unsuccessful festivals	1
lack of youth/senior activities	1
tourism	1
lack of nightlife entertainment	1
lack of children's entertainment	1
lack of opportunities for arts, music, and theatre	1
<b>city cooperation</b>	<b>13</b>
lack of communication between city entities	1
lack of coordination/cooperation between TISD, City Hall, and TEDC	1
lack of cooperation between city and school	1
communication	1
city public relations	1
communication with residents	1
lack of cooperation between city and businesses	1
continue 2-way communication with citizens/businesses	1
lack of cooperation on behalf of development department	1
excessive conflict between TISD, City Hall, and TEDC	1
not open to change	1
intimidation defense towards attempts at town progression	1
lack of communication	1
<b>businesses</b>	<b>12</b>
lack of businesses	2
lack of individual businesses	1
lack of businesses	1
business growth	1
breaks for big business	1
business owners	1
lack of ease for new businesses attempting to move into Taylor	1
difficulties with bringing in new businesses	1
persistent tone-deafness in preserving existing small businesses	1
hours of operation for local businesses are too short	1
incentives for businesses	1
<b>economic disadvantage</b>	<b>12</b>
low income base	1
too many poor people	1
per capita and median household income rates are below state average	1
economically disadvantage (students)	1
low income	1

# Deficiencies

excessive welfare assistance	1
low income housing	1
high ratio of economically disadvantaged families	1
perpetual poverty	1
lack of commerce	1
economically disadvantage (families)	1
lack of tax payers	1
<b>city regulation</b>	<b>11</b>
over regulation	1
big trucks not allowed in town - can't deliver to businesses	1
spotty code enforcement	1
building code enforcement of city - too strict	1
lack of zoning enforcement; decreasing property/home value	1
city ordinances on maintaining property	1
permit process	1
courthouse	1
zoning out of city hall	1
dysfunctional local government	1
inconsiderate of what's good for existing businesses then complaining when they fail	1
<b>buildings</b>	<b>11</b>
neglected buildings	6
abandoned buildings	2
high rent for buildings	1
vacant buildings	1
old buildings	1
<b>taxes</b>	<b>9</b>
unaffordable property taxes	1
tax rate	1
high city taxes	1
high property taxes	1
Taylor ISD tax rate too high	1
high taxes	1
unfair taxes for homeowners	1
lack of tax incentives to attract new businesses	1
property tax rate too high - 2x higher than other Williamson County communities	1
<b>city support</b>	<b>8</b>
unwilling to progress	1
not business friendly	1
local leaders interests are not aligned with community interests	1
city's attitudes towards new businesses	1
reputation as not being business friendly	1
lack of financial support for current and prospective businesses	1
city council's resistance to new businesses	1
lack of proactive welcoming attitude toward business expansion (current & new)	1
<b>restaurants</b>	<b>8</b>
restaurants	2

# Deficiencies

not enough dining options	2
lacking nice dining	1
lack of American restaurants	1
interior of current restaurants	1
lack of restaurants	1
<b>jobs</b>	<b>8</b>
lack of well paid jobs	3
lack of good jobs	2
high unemployment rates	1
unemployment	1
lack of available jobs	1
<b>services</b>	<b>7</b>
excess carwashes	1
services	1
overcrowded animal shelter	1
lack of contract workers (electrician, foundation specialist, inspector, gravel pit, fence builders)	1
too many stray cats	1
lack of high speed internet/phone	1
lack of weather information	1
<b>residents</b>	<b>7</b>
attract more retired	1
segregation	1
more residents, not enough businesses	1
intolerance with minorities	1
unwelcoming locals	1
lack of city pride	1
lack of desire to improve	1
<b>city politics</b>	<b>7</b>
"good ol' boy" politics & decision making	2
good ole boy attitude	1
county works on "good ole boy" system	1
"good ole boys" attitude needs to begone!	1
possible corruption in government	1
bureaucratic miscommunication, delays, changes, ineptitude	1
<b>city strategy</b>	<b>6</b>
long-term planning	1
utilize prior franchise market investment research already done	1
reactive, not proactive	1
lack of vision at all levels of govt/boards	1
lack of vision	1
lacking proactive & aggressive city management	1
<b>parks</b>	<b>5</b>
neglected trail upkeep	1
geese/ducks at park are trashy	1
parks	1



# Deficiencies

lack of park/trail maintenance	1
more parks needed	1
city progress	4
lack of technological adoption	1
lack of growth	1
hindered growth	1
inertia	1
other	4
start an overlay program	1
nothing	1
little things	1
none	1
perspective	3
mentality of old school residents	1
stubborn mindset	1
stubborn attitude of long-standing residents	1
lodging	3
excess hotels	1
motels	1
lack of lodging	1
city utilities	2
water rates	1
utility departments	1
marketing	2
newspaper exposure	1
horrible promotion of town events to nearby cities	1
YMCA	2
YMCA	1
lacking YMCA	1
public transportation	2
underutilized roads	1
underutilization of rail access	1
history	1
lack of acknowledgement of Tex Avery	1
city spending	1
someone is pocketing state money for highway upkeep	1
public facilities	1
parking by football field	1
city funding	1
undercutting businesses (tax dollars) with subsidizing of YMCA	1
energy efficiency	1
lack of green thinking/energy conservation efforts	1
city competence	1
inability of city to get anything done	1
city services	1
complete collapse of public services in Taylor	1

## Deficiencies

health	1
available physicians	1
<b>Grand Total</b>	<b>510</b>

Categories	Count
roads	83
jobs	59
education	39
entertainment	29
housing & property	28
downtown	25
taxes	22
town appearance	20
businesses	18
buildings	15
marketing	12
infrastructure	11
recreation	7
city strategy	6
city regulation	6
perspective	6
residents	5
law enforcement	5
YMCA	5
city members	5
parks	4
city progress	3
shopping	3
public transportation	3
history	3
atmosphere	2
cost of living	2
city support	2
other	2
city cooperation	2
city services	1
resources	1
city funding	1
city competence	1
arts	1
city utilities	1
city spending	1
location	1
public facilities	1
health	1
reputation	1
<b>Grand Total</b>	<b>443</b>

## Summary Attract and Retain Residents

# Attract & Retain Residents

Row Labels	Count
roads	83
fix roads	53
repair roads	25
continue improving roads	1
restore main street	1
well maintained roads	1
fix the roads! (Taylor is a vehicle-dependent town)	1
improve roads	1
jobs	59
better paying jobs	12
more job opportunities	10
offer better jobs	4
better job opportunities	3
offer higher paying jobs	3
better quality job offerings	2
jobs	2
availability of jobs	2
offer more jobs	2
bring in large employers	1
more manufacturing jobs	1
more jobs	1
more stable & well paid jobs	1
jobs for college grads	1
bring in businesses offering employment	1
more job options	1
bring employers in	1
more jobs for local folks	1
white collar	1
bring in new employers	1
bring in industry for jobs	1
bring in State jobs	1
offer higher paying local jobs	1
bring prominent employers to town	1
retain employers	1
enable full time employment	1
attract employers	1
higher paying jobs	1
education	39
improve schools	10
improve school academics	7
improve educational opportunities	4
improve school system	3
fix schools	2
female-only college	1
improve school performance	1

# Attract & Retain Residents

improve the school system	1
focus on improving academics	1
bring back the college (ACC)	1
improve education	1
improve school ranking	1
improve education system	1
clean up schools	1
adult education offerings	1
young adults - improve schools academics	1
improve educational standards in schools	1
improve school	1
<b>entertainment</b>	<b>29</b>
youth entertainment	3
more events	3
more entertainment options	3
more entertainment	3
family entertainment options	2
more entertainment/events	1
needs progressive adult entertainment	1
more festivals	1
keep and encourage activities/events/celebrations	1
Willie Nelson	1
middle aged - improve options for restaurants/entertainment	1
entertainment options	1
more children's entertainment	1
music entertainment options	1
better entertainment	1
offer more entertainment	1
more entertainment activities	1
hold music events	1
entertainment options for young people	1
entertainment	1
<b>housing &amp; property</b>	<b>28</b>
clean up properties	2
eliminate "slumlords"	2
encourage homeowners to keep property nice	2
recruit property developers	1
neglected homes & lawns	1
clean up yards, houses, trash	1
clean up homes & yards	1
provide better housing options	1
clean up appearance of houses & properties	1
upscale housing	1
lower rent rates for downtown properties	1
more housing	1
make homebuilding a more viable option for residents	1
encourage homeowners to repair run down homes	1
need more options for building custom homes	1

# Attract & Retain Residents

encourage homeowners to upkeep their properties	1
nicer homes	1
help residents repair their homes	1
provide more housing	1
improve rental housing options	1
remove slum residential areas	1
less restrictions on homeowners and businesses	1
welcome new subdivisions	1
lower commercial property rent	1
lower rent	1
<b>downtown</b>	<b>25</b>
revitalize downtown	9
fix up downtown	2
bring in downtown retailers	2
clean up downtown	2
restore downtown	2
improve center in downtown	1
more businesses in downtown	1
improve downtown	1
add public restrooms downtown	1
clean up/beautify downtown	1
continue improving downtown	1
develop downtown tourism	1
fix downtown	1
<b>taxes</b>	<b>22</b>
lower taxes	9
lower taxes (property)	1
lower property taxes	1
fair tax burden for homeowners	1
seniors - lower city & school taxes	1
freeze city taxes for senior citizens, as are school taxes	1
lower property taxes (seriously)	1
keep property taxes low	1
lower taxes - school, city	1
keep taxes low	1
reduce tax rate	1
keep taxes lowest in county	1
don't raise taxes	1
lower property tax	1
<b>town appearance</b>	<b>20</b>
clean up town	2
spruce up neighborhood appearance	1
add some aesthetic appeal	1
littered lawns - with cars	1
clean up alleyways	1
renovate town entrances	1
clean up lake	1
add small touches to create beauty (e.g., flower boxes, street lights)	1

# Attract & Retain Residents

clean up taylor	1
make town visually appealing	1
modernize	1
mow grass	1
plant trees on city square	1
fix up "ratty places"	1
spruce up appearance of town	1
fix up East side of town	1
trim trees	1
implement creative ideas for sprucing up town	1
improve aesthetic appeal of town entrances, roads, parks,	1
<b>businesses</b>	<b>18</b>
bring in more businesses	4
more businesses	3
attract new businesses	2
diverse, quality businesses	1
attract more businesses	1
bring in upscale businesses	1
big business	1
incentives for businesses	1
bring in businesses	1
variety of new small franchise brands	1
attract big business	1
bring in small businesses	1
<b>buildings</b>	<b>15</b>
tear down old buildings	2
repair buildings	2
fill available infrastructures	1
fill vacant buildings downtown	1
clean up buildings	1
remove old walmart	1
revitalize buildings	1
fill vacant buildings with businesses	1
spruce up worn down buildings	1
get rid of old abandoned buildings that cannot be revived	1
utilize abandoned buildings	1
improve neglected buildings	1
make use of abandoned buildings	1
<b>marketing</b>	<b>12</b>
marketing	2
promote taylor for businesses	1
more marketing for Taylor	1
advertise attributes (lake)	1
advertise attributes	1
billboard marketing	1
not advertising because they will find Taylor soon enough	1
build name recognition	1
sales/PR efforts should promote close-knit community	1

# Attract & Retain Residents

improve Taylor promotion to greater Austin area	1
include Taylor on Austin news coverage	1
<b>infrastructure</b>	<b>11</b>
add sidewalks	2
get rid of sewer smell	2
put in sidewalks	1
maintain town infrastructure	1
more business infrastructure	1
improve infrastructure	1
solid infrastructure	1
improve Main St. infrastructure	1
invest in infrastructure updates	1
<b>recreation</b>	<b>7</b>
rec center	2
youth sports	1
recreation center	1
more recreation options	1
marathons	1
need community/rec center	1
<b>city strategy</b>	<b>6</b>
fix deficiencies	2
improve commerce	1
focus on utilizing farmland	1
determine desired demographic, then strategize	1
create efficiency in city government	1
<b>city regulation</b>	<b>6</b>
lack of code enforcement	1
trains no horn blow zones	1
reduce business fees	1
allow yard sale signs	1
allow for easy development	1
deed restrictions	1
<b>perspective</b>	<b>6</b>
be open to change	1
stop being negative	1
embrace the need to grow	1
be more open minded	1
attracting residents not needed	1
be more open to change	1
<b>residents</b>	<b>5</b>
more cultural offerings	1
improve cultural opportunities	1
run off half the population	1
improve quality of life in Taylor	1
increase family friendliness	1
<b>law enforcement</b>	<b>5</b>
improve police force	1
combat drug problem	1



# Attract & Retain Residents

reduce drug presence	1
fix drug problems	1
fix drug/gang problems	1
YMCA	5
YMCA	4
retain YMCA	1
city members	5
replace EDC board	1
better city government	1
run off "chicken shit" government	1
change out city staff	1
reconsider city council and city planners members	1
parks	4
parks closer to homes	1
parks	1
improve parks	1
improve trails	1
city progress	3
adoption of a more progressive attitude by the school board and city council	1
suspend development	1
develop more progressive city government	1
shopping	3
add more unique shops	1
more stores	1
large hardware retailer	1
public transportation	3
clean up highway 79	1
repair transportation infrastructure	1
improve Rte. 79 entrance into town	1
history	3
emphasize history	1
revitalize historic neighborhoods	1
promote rich heritage	1
atmosphere	2
remain small	1
emphasize Taylor is small town near enough to cities	1
cost of living	2
lower water costs	1
keep cost of living down	1
city support	2
serve the needs of the community - social, medical, shopping, entertainment	1
more city support for residents	1
other	2
unsure	1
nothing	1
city cooperation	2
improve relationships within city management (disatisfaction flows to residents to overall view of Taylor)	1

# Attract & Retain Residents

be more respectful/appreciative of homeowners/renters who do not work in Taylor	1
city services	1
programs	1
resources	1
make water more available	1
city funding	1
upgrade services & amenities	1
city competence	1
improve city officials' interpersonal skills	1
arts	1
promote arts	1
city utilities	1
decrease utilize costs	1
city spending	1
use city funds more wisely	1
location	1
promote ideal proximity	1
public facilities	1
bigger event center with good parking	1
health	1
better medical facilities	1
reputation	1
improve Taylor reputation	1
(blank)	
0	
<b>Grand Total</b>	<b>443</b>

# Summary Missing Business

Categories	Count
shopping	128
restaurants	88
entertainment	67
manufacturing	35
businesses	29
lodging	22
technology	20
jobs	17
services	15
recreation	12
grocery	11
health	10
public transportation	8
YMCA	8
arts	7
education	6
energy efficiency	2
financial	2
downtown	1
(blank)	
<b>Grand Total</b>	<b>488</b>

## Missing Business

Categories	Count
shopping	128
retail stores	42
retail	15
mall	8
shopping	6
bookstore	6
office supply store	4
craft store	4
large hardware supply store	3
large retailers	3
retailer	2
gift shops	2
pet store	2
bicycle shop	2
Target	2
retail (men's)	1
sporting good store	1
retailers	1
chain stores	1
flea markets	1
large retailer	1
retail stores - shoes	1
Dollar Store	1
small retail shops	1
larger retailer - Kohl's	1
religious store	1
tourist shops	1
retail - upscale	1
sporting goods store	1
florist	1
boutiques	1
furniture store	1
fabric shop	1
country store	1
outlet stores	1
specialty stores	1
parts store	1
home goods	1
fabric/sewing shop	1
Bass Pro Shop	1
mom & pop shops	1
mall (could be put in old Interkraft building)	1
restaurants	88
restaurants	45
starbucks	6

## Missing Business

coffee shop	4
restaurants - sit down	3
restaurants - family	2
pizza places	2
restaurants - fine dining	1
cafeteria dining	1
restaurants - Wendy's	1
downtown restaurants	1
restaurants - chain	1
fancy restaurants	1
coffee shop with wi-fi	1
food establishments	1
restaurants (quality)	1
Golden Corral	1
restaurants - bakery, specialty pizza	1
lhop	1
coffee shop	1
pancake house	1
restaurants - high end	1
Chik-fil-a	1
restaurants - upscale	1
tavern - casual, upscale	1
restaurants (good)	1
yogurt shop	1
coffee shops	1
restaurant variety	1
thai restaurant	1
restaurant - with pancakes, eggs, and steak	1
Arby's	1
restaurant selections	1
entertainment	67
entertainment	15
bowling alley	12
youth entertainment	7
family entertainment	3
music venues	3
movie theatre	3
children's entertainment	3
entertainment venues	2
arcade	2
live music	1
pool hall	1
bingo	1
dance clubs	1
centers	1
specialty venues	1
elderly entertainment	1
small evening music venues	1

## Missing Business

nightlife entertainment	1
gentlemen's club	1
quality evening entertainment	1
hangouts	1
larger movie theatre	1
zoo	1
family entertainment (live music)	1
activities for seniors	1
family entertainment	1
manufacturing	35
manufacturer	19
manufacturers	3
high tech manufacturing	2
gun manufacturer	2
large industrial manufacturing facility	2
big industrial factories	1
produce manufacturing	1
factory	1
factories	1
vehicle manufacturing	1
manufacturer (light)	1
manufacturer specializing in oilfield product line	1
businesses	29
none	3
industry	3
small businesses	3
white collar businesses	2
corporations	2
large companies	1
all	1
bio science	1
general lack of	1
bioengineering	1
high scale business	1
any viable business	1
any	1
architectural firm	1
unsure	1
distribution	1
warehouse	1
eclectic	1
wholesale company	1
ERCOT complimenting business	1
friendly businesses	1
lodging	22
hotels	7
hotel	5
motels	2

## Missing Business

traveler accomodations	1
hotels (quality)	1
hotel by sports fields	1
new multi-family lodging (duplexes)	1
hotel that facilitates business functions & serves travelers' needs, close to Taylor Regional Park	1
hotel - upscale	1
upscale hotels	1
business class hotel	1
<b>technology</b>	<b>20</b>
technology	3
high tech	2
high-tech	2
technology companies	2
tech company	1
tech business	1
IT disaster recovery center	1
large or high tech companies	1
tech businesses	1
high tech industries	1
technical	1
high tech distribution	1
software company	1
medical & information system technology provider	1
software	1
<b>jobs</b>	<b>17</b>
employers offering higher paid jobs	3
big employer	2
call center	2
any business generating clean jobs & tax base	1
any that pays well and attracts	1
high tech employer	1
higher paying businesses	1
higher paying service jobs	1
large employers	1
more jobs for local folks	1
technical trade employers	1
entry-level employers	1
good wage offering employers	1
<b>services</b>	<b>15</b>
radio station	2
small engine repair shop	1
in home upholstery/carpet cleaning service	1
car care	1
tattoo/body piercing	1
decent news source	1
major contractor	1
full service tire store (Discount Tire)	1
RV park	1

## Missing Business

good newspaper	1
tattoo	1
heavy equipment rental business	1
appliance repair	1
honest car repair	1
<b>recreation</b>	<b>12</b>
mini golf	2
recreation	1
off-leash dog park	1
youth recreation programs	1
gymnastics for children	1
rec center	1
indoor recreation	1
waterpark/themepark	1
kayak/conoe rental at lake	1
free family waterpark	1
affordable summer camps	1
<b>grocery</b>	<b>11</b>
organic grocery	4
grocery	3
natural foods	1
sam's club	1
Costco/Sams Club	1
more organic food farms	1
<b>health</b>	<b>10</b>
non-HMO medical office	1
medical birthing services	1
rehab centers	1
24 hr pharmacy	1
medical hospital	1
community gym	1
OBGYN	1
gym	1
24 hour fitness/gym	1
larger hospital	1
<b>public transportation</b>	<b>8</b>
taxi service	2
airport expansion	1
taxi	1
convention center	1
transit system	1
municipal auditorium	1
public transportation	1
<b>YMCA</b>	<b>8</b>
YMCA	7
Rec center/YMCA	1
<b>arts</b>	<b>7</b>
arts	2



## Missing Business

performing arts theatre	1
dance studio	1
theatre	1
artists' studio/gallery	1
dance hall	1
education	6
ACC campus	2
trade schools	1
true college campus	1
college campus	1
tech school (vocational)	1
energy efficiency	2
sustainable energy business	1
green companies	1
financial	2
Wells Fargo	1
banks	1
downtown	1
former downtown businesses	1
(blank)	
<b>Grand Total</b>	<b>488</b>

Categories	Count
city regulation	58
economic disadvantage	41
city members	36
education	34
roads	31
perspective	28
residents	24
taxes	20
housing & property	17
reputation	14
location	14
city cooperation	13
other	11
town appearance	10
city politics	10
shopping	10
infrastructure	7
city funding	6
entertainment	5
city strategy	5
downtown	4
city support	4
city competence	3
businesses	3
buildings	3
lodging	3
law enforcement	2
YMCA	2
services	2
atmosphere	2
recreation	2
restaurants	2
public transportation	1
city progress	1
resources	1
parks	1
history	1
city utilities	1
city spending	1
grocery	1
(blank)	
<b>Grand Total</b>	<b>434</b>

## Summary Preventing New Business

# Preventing New Business

Row Labels	Count
city regulation	58
over regulation	8
city regulations	5
excess city regulation	2
permit process	2
city regulators	2
excess rules & regulations	2
too much hassle for businesses	1
over regulation is restrictive	1
local regulations	1
city over regulation	1
slow process & response to zoning/development	1
city permitting process	1
lengthy time required to obtain permits	1
capricious building permit process	1
city government & permit laws	1
capricious code enforcement on old buildings (makes it unreasonable for businesses to move into them)	1
city of Taylor rules	1
difficult city ordinance	1
strict permitting	1
difficult city permit process	1
lack of city assistance in permitting and code enforcement	1
difficult city requirements	1
local government	1
difficult code inspectors	1
noncontradictory inspections	1
difficulties in attaining permits	1
over regulation	1
city government	1
permit acquisition time is too long	1
excess regulation	1
signage restrictions	1
too strict	1
strict building codes	1
too strict building codes	1
tight & unevenly distributed regulations	1
zoning board	1
city ordinances	1
big city regulation	1
zoning & building permits	1
fire department's over regulation	1
zoning department at city hall	1
Firechief's restrictions	1
inspectors are extremely difficult to please	1

# Preventing New Business

economic disadvantage	41
low income population	5
poor population	4
lack of ammentities	2
financial institutions not invested in bringing in new business	1
unmotivated workforce	1
farming community perception	1
Hutto wants/takes everything that fails in Taylor	1
expansion and development in nearby communities	1
low wages	1
market uncertainty	1
nearby competition	1
lack of customer base	1
Socio-economical situation	1
lack of discretionary income of residents	1
disadvantaged economical/education reputation of town	1
lack of economic base for increased prosperity	1
low income state	1
lack of growth	1
major employers pull employees from Taylor	1
lack of residents' available "spending money"	1
national economy	1
lack of residents' disposable income	1
perception of poverty	1
poor city	1
resident earnings, therefore spend less	1
lack of volume	1
slow population growth	1
large number of residents receiving public assistance	1
Taylor's economic state	1
limited opportunity	1
workers don't want to live in Taylor (ERCOT)	1
low city growth	1
low income opportunities	1
city members	36
city council	8
city inspectors	2
city hall	2
city board	2
community devlp. Dept.	2
city leaders	2
city staff	1
EDC not proactive	1
chamber of commerce	1
city	1
mayor	1
city permit officer	1
city staff - development dept	1

## Preventing New Business

mayor	1
dissatisfaction with city officials	1
members of city council and chamber	1
lack of interest from city council	1
unhelpful city employees	1
city government/city management	1
city staff	1
unfriendly local government	1
city officials	1
board members	1
city planners	1
<b>education</b>	<b>34</b>
lack of skilled/educated workforce	5
lack of educated workforce	3
poor schools	3
lack of qualified workforce	2
lack of breadth in available workforce	1
moving college out of town	1
low performing schools	1
lack of confidence in schools	1
lack of available, skilled workforce	1
lack of an educated workforce	1
dissatisfaction with school board	1
lack of female only college	1
majority population does not value education	1
lack of qualified employees	1
perceived or real lack of talent	1
poorly trained workforce	1
poorly trained & unmotivated workforce	1
redimentary public schools	1
unsatisfactory school	1
underachieving schools	1
lack of skilled workforce	1
unskilled labor	1
weak education system	1
bad school district	1
lack of workers	1
<b>roads</b>	<b>31</b>
poor roads	12
bad roads	11
roads	6
roads need improvement	1
deteriorating streets	1
<b>perspective</b>	<b>28</b>
lack of community support	3
apprehension to growth	2
unwanted	2
community resistance	2

# Preventing New Business

attitude	1
lack of vision	1
lacking desire to change	1
something! What is it?	1
fearful of change	1
apprehension to change	1
folks with old money	1
lack of willingness to change	1
it will happen in near future	1
no sense of community	1
old town mentality	1
resistance of some community members	1
resistance to growth	1
lack of good qualities awareness	1
unfriendly attitudes toward outsiders	1
lack of imagination	1
unwillingness to build in Taylor	1
lack of local support	1
lack of support	1
<b>residents</b>	<b>24</b>
small population	6
lack of residential support	2
need more people	1
set ways of older residents	1
population	1
high proportion of senior population	1
unsophisticated population	1
increase community awareness	1
old & poor population	1
lack of participation by residents	1
rude people	1
demographics - for some business types	1
diverse demographic	1
small size	1
the "obvious problem affecting all southern border states"	1
lack of visible cultural activities	1
demographics	1
lack of younger generation	1
<b>taxes</b>	<b>20</b>
high taxes	6
taxes	6
property taxes	2
tax incentives for non-big business	1
business taxes	1
tax rates maybe	1
"sidewalk tax"	1
lack of tax incentives	1
R/E taxes	1

# Preventing New Business

housing & property	17
high rent	4
high commercial lease cost	1
tight landscapes	1
rent too high	1
high property taxes	1
lack of upscale homes or neighborhoods	1
lack of upscale housing	1
poor housing options	1
promote pride of home ownership	1
lack of available dwellings	1
rent/taxes too high	1
lack of housing for employees	1
deteriorating vintage housing stock	1
lack of room to expand	1
reputation	14
reputation	4
Taylor not on Austin's news weather maps	1
reputation of failing businesses	1
poor reputation	1
poor reputation (low income, drugs)	1
Taylor is unknown	1
poor reputation with investors	1
unaware	1
well-kept secret	1
misperception of older/poor community	1
reputation of being unfriendly to businesses	1
location	14
close proximity to austin	3
proximity to the city	3
proximity to austin	2
close proximity to cities	2
location	2
too far from austin	1
distance, geographically	1
city cooperation	13
difficulty in working with city	4
poor local govt cooperation	1
rumors that businesses have difficulty in reaching agreement with city development committee	1
city hall staff can't work with each other/businesses	1
negative perception of city employees being hard to work with and close minded	1
city of taylor creates difficulty	1
resistance of city	1
City of Taylor is difficult to work with	1
city difficult to work with	1
communication with Taylor is extremely difficult, even from residents	1
other	11
unsure	8

# Preventing New Business

nothing	2
no reason	1
<b>town appearance</b>	<b>10</b>
lack of concern for town appearance	1
impression upon entering town	1
unattractive appearance of town	1
appearance of town entrances	1
lack of appeal (aesthetically)	1
Austin is more appealing	1
town layout	1
city needs cleaning	1
appearance of town	1
detrimental appearance of town	1
<b>city politics</b>	<b>10</b>
politics	2
town politics	1
"good ole boy" way of dealing with things	1
bureaucracy	1
school & city too conservative	1
bureaucracy in community development	1
unfair & unequal treatment of new businesses as compared to existing, favorited businesses	1
city officials' attitudes	1
cronyism	1
<b>shopping</b>	<b>10</b>
residents shop elsewhere	2
pet store	1
lack of available retail shops	1
lack of major retailers	1
record store	1
lack of retail stores	1
residents work elsewhere	1
lack of shopping centers	1
office supply store	1
<b>infrastructure</b>	<b>7</b>
inadequate infrastructure	1
poor infrastructure	1
lack of infrastructure	1
infrastructure	1
state of roads and infrastructure	1
infrastructure needs work before businesses would be willing to occupy current buildings	1
insufficient water/sewer	1
<b>city funding</b>	<b>6</b>
lack of incentives	2
lack of incentives, tax breaks to businesses	1
lack of incentives	1
lack of financial incentives	1
lack of assistance for prospective businesses	1
<b>entertainment</b>	<b>5</b>



# Preventing New Business

lack of night life for young professionals	1
boring town	1
poor nightly entertainment	1
lack of attractions means lack of available customers	1
lack of entertainment	1
city strategy	5
planning commission	1
lack of promotion for current opportunities/assets	1
timing	1
lack of strategy with recruiting businesses	1
lacking a pro-business, "Here's How" package/guide for businesses	1
downtown	4
the appearance of downtown	1
neglected downtown	1
downtown	1
downtown dismay	1
city support	4
unsupportive planning department	1
not listening to citizens	1
lack of support for local businesses by City of Taylor	1
lacking focus on programs/services to serve community/businesses	1
city competence	3
incompetence in city's plan review process	1
unbelievably slow pace of getting anything accomplished	1
local ineptitude about business development	1
businesses	3
business types	1
the prospective businesses	1
hard to find retail space (few options)	1
buildings	3
downtown building conditions	1
neglected buildings	1
lack of upgraded facilities	1
lodging	3
available lodging	1
poor temporary lodging	1
lack of hotels	1
law enforcement	2
disatisfaction with PD	2
YMCA	2
lack of YMCA	2
services	2
lack of available services	1
commercial developer	1
atmosphere	2
wrong type of city atmosphere	1
rural illusion - too "country" for urban people/businesses	1
recreation	2

# Preventing New Business

lack of recreation facilities	1
lack of golf course	1
restaurants	2
too many fast food restaurants	1
starbucks	1
public transportation	1
no public transportation system	1
city progress	1
city development	1
resources	1
poor soil for foundation	1
parks	1
a dog park	1
history	1
historic part	1
city utilities	1
high water rates	1
city spending	1
poor use of tax money by city council	1
grocery	1
HEB & Wal-Mart	1
(blank)	
<b>Grand Total</b>	<b>434</b>

# Summary TEDC Actions

Row Labels	Count
businesses	40
marketing	36
roads	22
support	18
city members	18
taxes	12
city strategy	12
education	12
buildings	11
strategy	10
entertainment	10
downtown	9
residents	9
city regulation	9
city cooperation	9
infrastructure	9
housing & property	8
jobs	8
public transportation	7
town appearance	6
other	5
city spending	5
recreation	4
city competence	3
YMCA	3
city politics	3
city support	2
city progress	2
atmosphere	2
city funding	2
history	2
restaurants	1
health	1
energy efficiency	1
reputation	1
parks	1
(blank)	
<b>Grand Total</b>	<b>313</b>

Categories	Count
<b>businesses</b>	<b>40</b>
recruit businesses	5
bring in new businesses	3
provide incentives to businesses	2
recruit missing business types	2
provide incentives to draw businesses	1
work on filling available space	1
be proactive in attracting businesses	1
attract professional service companies downtown (not dependent on Taylor for customer base)	1
provide better opportunities for businesses	1
focus on bringing in new businesses	1
provide opportunities for new businesses	1
focus on bringing quality companies to downtown area	1
bring in high scale business	1
focus on developing "bedroom community" characteristics - full service gas stations, delivery dry cleaners, etc.	1
provide better industry incentives	1
help city attract housing developers	1
attract small businesses	1
highlight long-term, successful businesses	1
provide incentives to move into downtown buildings	1
hustle to bring business to Taylor	1
recruit big businesses	1
recruit manufacturers	1
recruit industries	1
subsidize rent for small businesses	1
use money more wisely - for local business improvement	1
improve businesses	1
support/retain current businesses in town	1
let businesses run free	1
visitors to the sports complex need ammentities such as convenience stores, strategically located eateries, lodging	1
more incentives for current businesses to expand	1
attract businesses	1
poll CEO's, sole proprietors, partnerships about needs	1
<b>marketing</b>	<b>36</b>
marketing efforts	2
sports exposure in austin news	1
promote existing opportunities	1
online marketing	1
assist/push/goose the public relations work to build awareness of Taylor's advantageous characteristics	1
promote Taylor for its strengths	1
brag about Taylor	1

## TEDC Actions

marketing for Taylor	1
continue with current mktg efforts	1
promote benefits of small town	1
create more visibility for Taylor in surrounding cities	1
promote success of Taylor	1
develop better reputation	1
reach out broadly (beyond Texas)	1
draw in visitors to shop downtown	1
advertise in newspapers	1
advertise in austin papers	1
emphasize/promote quality of life in Taylor	1
marketing luncheons for businesses	1
find a niche	1
promote assets	1
focus on marketing for Taylor once improvements are made	1
promote downtown area	1
include on news weather maps	1
promote small community atmosphere	1
market available space	1
promote Taylor as the "face of Texas: diverse thinking and diverse looking city"	1
market Taylor as "Happy, healthy family town"	1
provide marketing education for existing businesses	1
market to Austin	1
regional marketing coordination	1
market to bring in more qualified workforce	1
spread the word about Taylor	1
market to fill available space	1
marketing	1
<b>roads</b>	<b>22</b>
fix roads	10
repair roads	5
start with fixing the roads	1
fix neglected roads	1
start from the ground up: roads then facilities	1
focus on improving roads	1
start with the ROADS management plan	1
help to fix streets	1
pave roads	1
<b>support</b>	<b>18</b>
stay out of Taylor	1
keep working to find out what people want/need and to get them involved	1
generate community support and involvement	1
be accountable	1
provide housing for needy	1
be dependable	1
work to bridge cultural & communication gaps that exist	1
be inclusive of all in creating a better Taylor	1
help people understand the benefit of growth	1

do more than give "lip service" to diversity	1
listen to feedback	1
encourage a positive attitude for new business	1
refer to public for guidance in improving town	1
Encourage activities to improve perception of Taylor	1
strive to be more representative of the community	1
encourage growth	1
appreciate those who live in Taylor but commute to work	1
entice teamwork wholly within the community	1
<b>city members</b>	<b>18</b>
eliminate Taylor EDC	4
EDC can do no good until Planning Dept. is overhauled	1
TEDC leadership and those that have influence over TEDC	1
put younger people on city council	1
elect other officials	1
cut staff & salaries at EDC	1
not a fan of EDC	1
overhaul the system, council, board members, and city employees	1
place in top positions someone who knows how to draw in retail businesses/restaurants	1
fire those who do not have the city's best interests at heart	1
retrain city staff or completely replace	1
hire new city manager	1
TEDC's president didn't even live in Taylor	1
hire new young people with fresh perspective	1
hold election for new city manager	1
<b>taxes</b>	<b>12</b>
offer tax incentives to businesses	3
lower taxes	2
help to provide tax breaks	1
help to lower taxes	1
provide tax incentives for small businesses	1
in city limits against personal will, a widow on fixed income. High taxes are really hard on 'me'.	
Taxes are paid to benefit city workers, not community	1
redistribute tax incentives to small businesses	1
keep taxes low	1
lower property taxes	1
<b>city strategy</b>	<b>12</b>
leave everything alone	1
work with city to reduce regulation and promote cooperative attitude toward development and new businesses	1
stop outsourcing services	1
focus on cooperative projects with City of Taylor	1
keeping current focus	1
focus on utilizing natural resources	1
quit outsourcing responsibilities	1
help fix all the aforementioned problems	1
utilize the good community & leadership	1
help with plan to build & clean up city	1

## TEDC Actions

coordinate plans & activities with city council and school	1
immediately drop support of "old" high school project on 7th st. (solely political & self serving)	1
<b>education</b>	<b>12</b>
offer adult education (technical, mfg. training)	1
work with TISD to train students/motivate them to work locally	1
provide customer service training for city management & employees	1
apply pressure to TISD to improve academics	1
more adult education options	1
bring college back to Taylor	1
promote Temple College or equivalent	1
educate adults	1
work with schools, educators, collaborators like YMCA	1
help schools reach exemplary standards	1
align focus of efforts toward education	1
improve schools	1
<b>buildings</b>	<b>11</b>
fill empty buildings	3
clean up neglected buildings	1
repair buildings	1
offer financial assistance in bringing buildings up to code	1
remove/clean up run-down vacant buildings	1
fill the old Intercraft building	1
work to eliminate blighted structures owned by out-of-town landlords	1
fix up neglected buildings	1
lower rent for empty buildings	1
<b>strategy</b>	<b>10</b>
use citydata.com	1
obtain meaningful results	1
work on issues	1
long-term strategy	1
set goals	1
make a plan to utilize opportunities	1
utilize existing assets	1
moving towards having a competitive advantage and using it towards the advantage of the community	1
focus on expanding	1
no competitive advantage	1
<b>entertainment</b>	<b>10</b>
music venue	1
more community-wide functions	1
use event center	1
annual city wide flea market	1
more festivals and the like, focus on family entertainment	1
bring in visitors for a couple big events a year	1
reopen Old Chive Inn Theatre	1
hold events - marathons	1
add entertainment options	1
improve entertainment options	1

downtown	9
fix up downtown	3
revitalize downtown	1
renovate downtown	1
focus on downtown	1
support downtown revitalization	1
keep improving charming downtown	1
rebuild downtown Taylor while preserving history	1
residents	9
listen to the people of the community	2
focus on residents' needs	1
make an effort to understand citizens' desires, opinions, needs	1
bring necessities here so residents don't have to go to Austin	1
focus on what's good for the families	1
celebrate existing diversity of Taylor	1
attempt to refrain from crowding out Taylor	1
focus on keeping people from being required to drive to nearby cities for needs	1
city regulation	9
loosen regulation for businesses	1
get city to cooperate more with businesses for permits, processing time, etc.	1
code enforcement (on rental property owners)	1
cut all permit fees	1
lessen permit requirements	1
ease up on permitting regulations	1
streamline licensing & inspection processes	1
enforce the right codes (grass maintenance, littering)	1
fix the permitting process	1
city cooperation	9
work with city	1
meet quarterly (at least) with all major employers in Taylor	1
biggest problem is attitudes of city officials - not friendly, not helpful	1
chamber, EDC, and city need to partner together	1
more help for EDC	1
cooperation between TEDC & city development	1
work with city leadership to bring in businesses	1
enable collaboration between school, chamber, and city	1
ensure city is more cooperative with new businesses	1
infrastructure	9
support funding for infrastructure	1
make improvements	1
fix sewer smell	1
focus on improving infrastructure	1
prioritize to repair roads & infrastructure	1
improve infrastructure	1
upgrade signs for town and roads	1
improve water systems	1
invest in infrastructure, THEN market	1
housing & property	8



## TEDC Actions

utilize space for development	1
more affordable housing	1
improving residential living options - nicer homes	1
focus on improving the worst residential areas and drug houses	1
more senior living apartments	1
housing facelift	1
educate & inspire people to care for their homes and properties	1
improve housing	1
<b>jobs</b>	<b>8</b>
work on bringing in employers to provide more available jobs	1
more jobs, more businesses	1
more jobs	1
create job opportunities	1
recruit businesses with well paid positions	1
create local jobs	1
attract more white collar employers	1
help us get better paying jobs	1
<b>public transportation</b>	<b>7</b>
airport expansion	1
utilize highways	1
utilize 130	1
capitalize on access to Taylor (highways, rail, tollway)	1
utilize rail system for passenger travel to austin	1
develop rail spur	1
public transportation	1
<b>town appearance</b>	<b>6</b>
help city clean up	1
restore main street	1
invest in creating aesthetic appeal	1
clean up city	1
add more appeal to town entrances	1
clean up old section of town	1
<b>other</b>	<b>5</b>
unsure	4
not sure	1
<b>city spending</b>	<b>5</b>
stewardship of public funds	1
budget efforts	1
stop wasting money	1
control spending	1
more money	1
<b>recreation</b>	<b>4</b>
take advantage of great parks	1
take advantage of Granger Lake	1
need golf course	1
open rec center	1
<b>city competence</b>	<b>3</b>
get the competitive advantage first	1

## TEDC Actions

it's EDC's job to know what to do	1
has no competitive advantage	1
YMCA	3
bring back YMCA	1
stop advocating anti-business stipends to YMCA board	1
get off YMCA board	1
city politics	3
less bureaucracy in city hall	1
quit catering to "old guard" concerning future growth issues	1
promote a more accepting bureaucracy	1
city support	2
make it easier for businesses to locate	1
city needs to be more respectful of local businesss	1
city progress	2
keep up the good work	1
get city council moving	1
atmosphere	2
leave it small	1
keep Taylor's small town charm	1
city funding	2
commit to find businesses to locate in Taylor, communicating with residents, and being more upfront with intentions especially when dealing with the city	1
civic effort/rebate for preservation of old, historic homes	1
history	2
preserve historical & architectural nature of buildings	1
embrace town's unique history	1
restaurants	1
no more fast food	1
health	1
implement a wellness campaign	1
energy efficiency	1
promote school's solar & wind system	1
reputation	1
fix perception/reputation of Taylor	1
parks	1
more parks	1
(blank)	
<b>Grand Total</b>	<b>313</b>

## Summary Other

Row Labels	Count
entertainment	12
support	11
city members	9
other	8
strategy	8
education	8
law enforcement	7
city spending	6
roads	6
perspective	6
infrastructure	6
businesses	4
city regulation	4
YMCA	4
taxes	3
public transportation	3
marketing	3
city cooperation	3
city funding	2
recreation	2
town appearance	2
housing & property	2
city support	2
buildings	2
energy efficiency	2
public facilities	2
city politics	1
history	1
city utilities	1
city competence	1
atmosphere	1
residents	1
city strategy	1
grocery	1
health	1
(blank)	
<b>Grand Total</b>	<b>136</b>

Categories	Count
entertainment	12
more consistent activity opportunities on the weekends	1
turn old walmart into community center for kids	1
seems like a waste that mini golf course is not being used	1
county fair	1
more activities for young people	1
dire need of more fun	1
Planning to move due to lack of entertainment for children	1
kite flying contest for kids	1
turn old walmart into bowling alley	1
like all the community and church events that draw the citizens together	1
allow night life/dancehalls on Main Street	1
market days	1
support	11
strengthen families	1
demographic - Taylor homeowner but does not reside there; would love to see hometown thrive and do well	1
too many negative comments end up in the newspapers	1
explore/determine possible existence/effect of local cultural bias against growth & progress	1
separation between race is a problem	1
getting the people involved in the community	1
teen awareness	1
outreach for underprivileged	1
wheel chair access	1
programs to attract young families needed	1
promote networking, memberships (new blood) in groups	1
city members	9
who are the EDC board members, and how are they appointed?	1
new city hall employees needed in order to run town correctly	1
"In My Honest Opinion (IMHO), a total waste of time & \$\$\$\$. TEDC is basically a self-serving "club". It is not focuses on local business development but on spending tax \$'s on surveys like this whose results will be filed away."	1
city leaders & staff do not view their roles as supportive of business or answerable to the community	1
replace Judge Mobbs	1
concerns with city council, chamber	1
why does city management need assistances with high salaries?	1
delighted with new EDC director and new direction	1
get rid of city leaders	1
other	8
really wants yard sales	1
formerly agricultural power	1
dad was validictorian of A&M in 50's -- listen to reason	1
* more comments in #237	1
need top schools, upscale housing, recreation facilities	1

**#229 includes ideas for locating new businesses (hotels)	1
"Quality of life means more to a business than parks and a YMCA. It means safe streets to live and travel on. It means good schools for children. I'm not sure TEDC can affect these needs and city government isn't inclined to do so. This company is a small business that moved into this town about 15 years ago for one reason only - cheap rent.	1
**read more comments on survey #225	1
<b>strategy</b>	<b>8</b>
utilize available space	1
promote Taylor's unique attributes	1
needs to destroy city plan	1
aim higher	1
stop shotgun approach	1
learn from Belton, Spring	1
"keep moving forwards"	1
make growth & development a priority	1
<b>education</b>	<b>8</b>
Taylor ISD "sucks"	1
GED/tutoring program for adults	1
focus on improving education	1
align ISD's vocational programs for targeted employment areas in town	1
recruit & retain good teachers - Important!	1
attract families with disposable income - improve qualities of schools	1
after school program needed	1
consider adding an elementary school to South side of town so that non English-speaking children can be prepared for combined schooling (& freeing up teachers' time)	1
<b>law enforcement</b>	<b>7</b>
ban smoking in public	1
speeding	1
remove drug dealers & drinkers from Murphy Park	1
crackhouses near mansions	1
Taylor PD staff needs replacing	1
drug prevention	1
improve Taylor Police Department	1
<b>city spending</b>	<b>6</b>
stop overpaying people like Casey Sledge	1
until city council can responsibly use citizen's money, support won't come	1
stop wasting money on special projects that go no where	1
don't need a \$7 million football stadium	1
address the perception of squandered funds	1
Prioritize spending more appropriately (too much investment in one road when others are in more dire need)	1
<b>roads</b>	<b>6</b>
Special attn: Sams St. to Hosack St.	1
street patching isn't working	1
start an overlay program to maintain the streets	1
incorporate bike paths into road improvement efforts	1
fix roads	1
road conditions are embarrassing	1

perspective	6
people have given up on the community because there is still a presence of prejudice	1
resident for 50 yrs +	1
represents an opportunity for creativity, innovation, and dedications	1
many residents grew up in Taylor, left, and returned by desire - good thing!!	1
Love Taylor	1
noisy church on 6th & 7th	1
infrastructure	6
mosquitos - caused by standing water, caused by potholes	1
turn off lights at athletic facilities when not in use	1
sidewalk safety	1
add sign on 79 @ loop for the Sports Complex	1
add sidewalks - Jones St. - for walking	1
ensure underlying infrastructure (water/sewer) are remidiated as roads are fixed	1
businesses	4
there are enough car washes and mexican food joints	1
remove wal mart	1
need one more nursing home	1
provide assistance with start-ups	1
city regulation	4
zoning enforcement	1
simplify liquor licensing	1
govt. stay out of the way of free enterprise	1
resolve issues quicker	1
YMCA	4
very frustrating to lose YMCA & East Williamson Higher Education	1
no YMCA - unless it's paid for by YMCA ?	1
former TEDC president left following YMCA fiasco - YMCA voted down by taxpayers twice, while city officials and TEDC persisted in attempts to provide funding for YMCA, causing a divided city. YMCA matter should be dropped until "wounds heal". Until YMCA is gone, city will have trouble passing new bonds	1
losing Temple College, YMCA to Hutto is a "disgrace"	1
taxes	3
expansion of commercial tax base is most feasible way to generate the tax revenue required to upgrade infrastructure within Taylor	1
tax breaks for non-contributing businesses	1
lower property taxes	1
public transportation	3
Amtrak station development (add water fountains, restrooms, benches, covered waiting area for travelers)	1
if jobs aren't going to be brought in, create mass transit system to Austin such as rail	1
cease stoplight functions on loop at night	1
marketing	3
focus on marketing	1
Taylor needs a new motto. Suggestion: "Turn of the century charm with turn of the millenium convenience"	1
market as an alternative to the Austin area	1
city cooperation	3

city council has totally lost creditability	1
partner with Hutto on staff	1
cooperate with community members	1
city funding	2
Taylor needs to quit relying on state grants and begin focusing on bringing in its own revenue	1
continue to provide assistance to local businesses	1
recreation	2
need a large "play scape" for children so parents aren't spending so much money trying to entertain their children	1
build skatepark	1
town appearance	2
people are great; downtown appearance shows that "we don't care" about our town	1
if Taylor doesn't look good, people won't move here	1
housing & property	2
why so many empty spaces?	1
no more low income housing - there's plenty	1
city support	2
city won't help	1
any program that assists citizens to turn good ideas into good businesses	1
buildings	2
fill empty buildings	1
demolish old police station	1
energy efficiency	2
utilize opportunity to keep Taylor "green" with energy conservation	1
recycling	1
public facilities	2
ISD building on prime commercial real estate is taking from tax base	1
designate new area for football stadium towards new school	1
city politics	1
get rid of "good ole boy" attitudes and actions	1
history	1
put historical preservation as a priority	1
city utilities	1
"No one has been able to answer my question on why my water bill has tripled!"	1
city competence	1
constantly "pushing back" road improvements	1
atmosphere	1
keep small; limit expansion	1
residents	1
quality of life issues	1
city strategy	1
Sports Complex is the only investmade made by city in the last decade	1
grocery	1
wal mart is way understaffed and undersupplied	1
health	1
reduce health insurance expenses by requiring employees to pass physical fitness exams	1
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0	
Grand Total	136



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