

ENVISION ELGIN

Community Development Strategy 2004-2010

*To promote sustainable growth of Elgin,
through coordinated and cooperative
leadership in order to attract businesses,
encourage lifelong learning and maintain
the shared belief in Elgin's core values.*

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PLAN SUMMARY

Envision Elgin is an example of cooperative planning to address current and future community needs. It is intended to motivate and direct the community, to coordinate and focus on priority development projects, in order to meet existing and future social and economic needs of the community.

THE RESULTS

Focus Areas

Vision

1. Quality Education and Workforce Development	Elgin is a community that values education and lifelong learning. Every student in Elgin ISD has the opportunity to reach their potential and graduates can compete in the workforce. Elgin ISD attracts new residents to the community.
2. New Business Development and Creating Jobs	Elgin recruits and attracts desirable businesses that create jobs and provide employment for the existing and regional workforce.
3. Retention of Existing Businesses and Jobs	Elgin supports and recognizes the importance of existing businesses that provide both jobs and a stable tax base for the City.
4. Sustainable Growth and Planning	The City of Elgin grows in such a manner as to be consistent with the City's ability to serve existing and new development.
5. Preservation of Elgin's History and Downtown Development	Elgin preserves its historic character while at the same time accommodating continued development in downtown.
6. Maintain Elgin's Quality of Life	Elgin maintains and improves the community's cultural, recreation and essential facilities and services to meet the desired quality of life and wellness of all residents.
7. Promotion of Tourism	Elgin is a destination for leisure, cultural and business travelers.
8. Support Regionalism	Elgin supports regional infrastructure projects that improve access, attract industry and increase commerce.


PLANNING PROCESS

Phase I: Plan to Plan

In 1996, a Strategic Plan for Elgin was completed by the LCRA. By 2004, most of the actions prescribed in that plan were completed and the decision to develop a new community plan was begun. Community leaders were identified and asked to serve on the plan's Steering Committee. The purpose of the Steering Committee is to guide the overall direction of the plan and coordinate activities of their organizations in the development and implementation of the plan. The Steering Committee created the planning schedule and identified the initial areas to be considered for this plan, these areas of concern were: economic development, infrastructure, quality of life, education (later changed to workforce and education) and historic preservation.

Phase II: Community Assessment and Discovery

The discovery phase of a strategic plan is a critical look at the past, current and forecasted state of the community. An unstated goal of this planning process was to engage a high level of community input – both in terms of total participation and in the number of decision-makers from the community. This goal was met. In March 2004, Envision Elgin was kicked off with a community discussion where over 150 community leaders participated. Focus groups met and answered the following questions: why people love to live in Elgin? what is important to the community? and, where the community would like to see Elgin going?



CORE VALUES

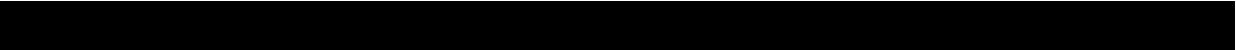
The information gathered during this initial public meeting formed the basis for this plan and described the five core values of the community. The Core Values of Elgin are the beliefs held most important and those which should be preserved. The Core Values serve as the balance to weigh the prescribed actions and strategies, to determine that the actions not only meet the needs of the community, but also fit within the fabric of the community.

Sense of Place. Elgin is home and is the generational home for their families. Maintaining Elgin's history, culture and uniqueness is a top priority of the community.

Innovation. Historically, an agricultural community, Elgin has grown significantly in the past decade. New people, businesses and needs have impacted this community; however, unlike some of the communities surrounding Austin, Elgin has embraced change and welcomes newcomers and their ideas to make the community the best it can be.

Family. Akin to a sense of place and home, the family is important to Elgin. Family, in this community, means more than blood relations, rather a shared belief that the family extends to your neighbors, local business owners, and schools.

Diversity. Elgin is a diverse community, not only in the traditional definition, but in terms of residency in the community, age, education, background and beliefs. Diversity is viewed as a positive aspect for Elgin.



Safety. Elgin is a safe community. People feel safe in their homes, work and schools. Continued vigilance to maintain the safety of Elgin is important to citizens.

Phase III: Action Planning

Over the next two months, the Steering Committee met weekly to develop the measurable objectives and strategies to address the identified focus areas. An initial draft of the vision statements and goals was presented to the public in May. These additional public comments and suggestions have been included in the plan.

Phase IV: Implementation

Completing the plan is an accomplishment in itself. Implementation is critical to the success of a strategic plan, and is often overlooked. The success of carrying forward any of these strategies is dependent on Elgin's ability to maintain focus to coordinate and cooperate in implementing activities.

Oversight of the plan implementation will be the responsibility of the Community Development Team. This group will initially meet quarterly and evaluate the progress of the strategies. It will be up to the lead agencies to coordinate the activities of the plan and report their progress and successes. Annually, the Community Development Team will host a public forum to detail the accomplishments and plan adjustments.

Steering Committee

Jimmy Ferguson, Chair
Eric Carlson, Mayor, City of Elgin
Gena Carter, President, Greater Elgin Chamber of Commerce
Mike Davis, President, Elgin Bank
Jim Dunaway, City Manager, City of Elgin
Eddie Ferguson, Are Manager, TXU
Brian Lundgren, Councilmember, City of Elgin
Gladys Markert, Councilmember, City of Elgin
Amy Miller, Economic Development, City of Elgin
Janie Simmons, Superintendent, Elgin ISD
Sara Wilson, LCRA

In addition to the participants in the focus groups and those citizens that attended the public meetings, the Steering Committee would like to thank the following organizations and individuals for their contribution and participation in this project:

Elgin Independent School District

Elgin Bank

LCRA

Facilitators

Gordon Baker, Texas Downtown Association
Lucy Buck, Capital Area Planning Council
Nan Mathews, Luling Mainstreet
Kim McKnight, Texas Historic Commission
Dianne Miller, Envision Central Texas
Dick Ryan, Retired, Texas Historic Commission
Bob Springer, Lower Colorado River Authority
Mike Tolleson, Lower Colorado River Authority
Rosa Rios Valdez, Cen-Tex CDC
Sara Wilson, Lower Colorado River Authority

1. Quality Education and Workforce Development

VISION STATEMENT

Elgin is a community that values education and lifelong learning. Every student in Elgin ISD has the opportunity to reach their potential and graduates compete in the workforce. Elgin ISD attracts new residents to the community.

BACKGROUND

Access to educated and skilled workforce is a primary factor in the decision to relocate a businesses or family, and critical for an existing business to remain or expand in a community. Additionally, education is the single factor that improves a person's individual wealth and future. According to the Census Bureau, in the US, the average annual earnings for those ages 18 and over who had completed high school only was \$24,572; for those with a bachelor's degree it was \$45,678.

Recently, the Elgin community has shown its support and response to the growth by improving its K-12 facilities. In addition to the new high school, EISD is implementing a \$27 million bond program that includes: a new elementary school, new athletic facilities, renovations at all campuses, and renovation of the original high school for administration and training offices.

Opportunities for higher education are available in Elgin. The community is within the service region of Austin Community College. Elgin ISD is working with ACC to improve quality and increase courses offered in the community and local companies have worked with ACC to conduct customized training for employees currently. ACC conducts courses for dual credit and typically offers one evening course per semester. Unfortunately, supply and demand limits the availability of some courses. Lack of students and demand for higher education has slowed the expansion and variety of courses offered in the community.

Despite these and other gains, Elgin faces a number of challenges and gaps in education infrastructure that may weaken Elgin's attractiveness to new businesses and residents seeking to relocate. Some of these identified challenges include:

- History of average performance on state standardized tests
- No state designated recognized level rated school
- Limited active parent-teacher organizations in the district
- 60 percent of teachers and 40 percent of all Elgin ISD employees live outside of Elgin's primary zip code
- Less than 50% of the community has a high school degree or higher
- High illiteracy rate
- Increasing Spanish only speaking population
- Large percentage of low income and minority students that historically have not performed well in standardized tests
- Lowered expectations of minority and low income student academic success
- Lack of understanding of ISD Board elections – resulting in voter apathy and limited participation
- Little student response to honors and advanced courses – resulting in cancellation for all students and limited advanced courses

DIRECTION

Elgin recognizes the need for improving its education system of both real and perceived problems. Improvements to the system can only be realized if the responsibilities for education are equally shared by all stakeholders: the EISD administration, teachers, parents, students and the community at large.

It is the desire and will of this community to heal its education problems through cooperative leadership and shared accountability, understanding of the barriers to the education system, and putting into place the necessary resources to improve the overall education of the community.

ACTION PLAN – EDUCATION

OBJECTIVE 1: STRENGTHEN PARTNERSHIP BETWEEN ELGIN ISD, PARENTS AND COMMUNITY

Strategy A: Establish an active parent organization in every school

Elgin ISD

Complete: December 2004

Support and Resources: Parents, Community Development Team, State Association, Texas Education Agency

Benchmark Community: Coupland ISD

Strategy B: Host parent friendly meetings and accommodate working families Elgin ISD

Complete: Activities and improvements reported annually

Strategy C: Welcome the community into all schools Elgin ISD

Complete: Activities and improvements reported annually

Strategy D: Establish Education Foundation – a community based organization to support school district Elgin ISD

Complete: December 2005

Support and Resources: Community Development Team

Benchmark Community: Hays CISD

Strategy E: Review EISD Board elections process and district requirements to increase participation and involvement in elections Elgin ISD

Complete: 2005-2006 Election

Support and Resources: Community Development Team

OBJECTIVE 2: RAISE EXPECTATIONS FOR ALL STUDENTS TO EXCEL IN EVERY ASPECT OF LEARNING AND SCHOOL EXPERIENCE

Strategy A: Mentoring programs for students Elgin ISD

Complete: September 2005

Support and Resources: Community Development Team, Chamber of Commerce, all civic organizations

Benchmark Community: Bastrop ISD

Strategy B: Instill the expectation that all students can excel in academics Parents

Complete: Activities and improvements reported annually

Support and Resources: Elgin ISD

OBJECTIVE 3: PROMOTE STUDENT SUCCESS ON STATE AND NATIONAL STANDARDIZED TESTS

Strategy A: Continue to support the delivery of ACT and SAT preparatory courses **Elgin ISD**

Complete: Report participation annually

Strategy B: Instill the expectation that all students can excel in academics **Parents**

Complete: Activities and improvements reported annually

Support and Resources: Elgin ISD

Strategy C: Encourage and increase professional development opportunities for all teachers in Elgin ISD **Elgin ISD**

Complete: Report participation annually

Support and Resources: Texas Education Agency, Region XIII Service Center

OBJECTIVE 4: INCREASE ACCESS TO HIGHER EDUCATION AND STRENGTHEN RELATIONSHIP WITH HIGHER EDUCATION PARTNERS

Strategy A: Educate EISD counselors on all higher education opportunities and benefits to students **Elgin ISD**

Complete: Activities and improvements reported annually

Support and Resources: Texas Education Agency, Austin Community College

Strategy B: Educate High school and middle school students on higher education opportunities and benefits **Elgin ISD**

Complete: Activities reported annually

Strategy C: Host regular meetings with higher education partners

**Elgin ISD
Community
Development Team**

Complete: Activities reported annually

Strategy D: Elect to be a part of the ACC district **Elgin ISD**

Complete: 2008

Support and Resources: Community Development Team
Benchmark Community: Leander, Manor

OBJECTIVE 5: INCREASE ACCESS TO ADULT AND COMMUNITY EDUCATION

Strategy A: Provide Basic Adult Education Advocacy Outreach Elgin ISD

Complete: Report participation annually

Support and Resources: Elgin ISD, Rural Capital Area WDB

Strategy B: Provide English as a Second Language courses Advocacy Outreach

Complete: Report participation annually

Support and Resources: Elgin ISD

Strategy C: Increase and provide basic computer training opportunities Elgin ISD

Complete: Report participation annually

Support and Resources: Rural Capital Area Workforce Development Board, Austin FreeNet

Benchmark Community: Taylor

Strategy D: Expand reading initiatives program to be available for adult learning Elgin ISD

Complete: Report participation annually

Strategy E: Increase use of distance learning facilities and opportunities Elgin ISD

Complete: Report participation annually

Strategy F: Increase community education opportunities for all residents Community Development Team

Complete: Activities and improvements reported annually

Support and Resources: Advocacy Outreach, churches

Benchmark Community: Taylor, Round Rock

Strategy G: Renovate old high school building for use as computer labs and community classrooms Elgin ISD

Complete: 2007

Strategy H: Develop a strategy for marketing community education programs Community Development Team

Complete: Activities and improvements reported annually

2. New Business Development and Creating New Jobs

VISION STATEMENT

Elgin recruits and attracts desirable businesses that create jobs and provide employment for the existing and regional workforce.

OVERVIEW

In Elgin, job creation is just as much a quality issue as it is a quantity issue as it is important to note the difference between creating jobs and creating better jobs. A desired job created in this community should match the skills of the local workforce, provide opportunity for advancement, and the company is willing to become a real part of the Elgin community.

Over the past 14 years, Elgin has been successful in building an economic development program to attract and recruit needed businesses to the City. These accomplishments include: recruitment of HEB Grocery Company, Holiday Inn Express, Quantum Designworks, and Syncro Vac and development of Elgin Business Park – 30 acres with all utilities. This is the only vacant land in the community zoned for industrial use.

Currently, the targeted industries for Elgin include electronic components, food manufacturing, and suppliers to Applied Materials. With the nationwide trend of steady loss of manufacturing jobs to overseas outlets, business recruitment efforts in most all communities also now include businesses in the services and trade sectors. These include: professional and scientific services, corporate headquarters, healthcare, call centers and retail.

DIRECTION

Elgin's proximity to Austin is viewed as a strength for Elgin's business recruitment program for the community can build upon the regional workforce, Universities, and marketing initiatives partnering with the Greater Austin Chamber. In 2003, Elgin, and other communities in the region began working with Opportunity Austin to attract Toyota suppliers to Central Texas.

Elgin's proximity to Austin also improves its attraction to recruit support and technology based businesses and industries that otherwise have ignored communities the size of Elgin. Bastrop County has been successful in

attracting biotech industry with the recruitment of the following businesses:
 M.D. Anderson Cancer Research Center, The Coghlan Group - *Clinical research Organization*, University of Texas' Science Park - Department of Veterinary Sciences, BioCrest / Stratagene - *Innovative Supplier of Research Reagents*, Cenetron Diagnostics - *Molecular technology to support clinical trials*

ACTION PLAN – BUSINESS AND JOB CREATION

OBJECTIVE 1: INCREASE ELGIN'S DESIRABILITY AS A SITE LOCATION FOR NEW BUSINESS BY CAPITALIZING ON THE STRONG LOCATION FACTORS FOR THE CITY

Strategy A: Conduct a workforce survey to identify and market Elgin's workforce skills **EDC**
City

Complete: July 2005

Support and Resources: Rural Capital Area Workforce Development Board, Greater Austin Chamber of Commerce

Benchmark Community: Bastrop EDC

Strategy B: Maintain current existing site inventory **City**

Complete: Activities reported annually

Strategy C: Identify through the comprehensive planning process future industrial land **City**
EDC

Complete: December 2005

OBJECTIVE 2: PROMOTE A PRO-BUSINESS ENVIRONMENT TO ENCOURAGE CONTINUED GROWTH OF BUSINESS IN ELGIN

Strategy: Meet with political contacts, elected official and their staffs regarding development issues **City**

Complete: Activities reported annually

OBJECTIVE 3: EXPAND ELGIN’S TARGETED INDUSTRY LIST TO INCLUDE INDUSTRIES THAT MEET DESIRED INDUSTRY/ JOB CONSIDERATIONS AND SKILLS OF THE WORKFORCE

Strategy A: Research and consider expanding targeted industry list – food manufacturing, biotech, Toyota suppliers, furniture manufacturers, business services, telecommunications and call centers

EDC

Complete: September 2005

Strategy B: Participate in regional recruitment initiatives

**City
EDC**

Complete: Report participation annually

Support and Resources: Greater Austin Chamber of Commerce, Bastrop County, Austin-San Antonio Corridor Council, LCRA

3. Retention of Existing Businesses and Jobs

VISION STATEMENT

Elgin supports and recognizes the importance of existing businesses that provide both jobs and a stable tax base for the City.

OVERVIEW

Existing businesses form the economic foundation of a community. Supporting the businesses that have kept the community economically viable serves not only to retain jobs, but also enhances efforts toward job creation because most new jobs and economic growth come from existing businesses.

Historically, Elgin's economy was built upon agriculture, the railroad, and bricks. New technologies and a focus on downtown development have diversified the businesses in Elgin. In fact, during the past decade, more than \$8 million dollars have been invested in the Downtown Historic District.

DIRECTION

Support for and retention of local businesses is a concern for Elgin. As the community continues to grow, some residents want the type of retail and services available in Austin, while others want to retain only locally owned and operated businesses. For most communities, the large retailers will come without the active encouragement of the City once the specific market is met. In Elgin; this type of development is not desired at the expense of the smaller, local business.

A program to assist local businesses is proposed to strengthen their position, and possibly meet demands not currently being met. This program could include: business operation related topics, such as, management, accounting, customer service, and technical assistance to increase and grow business and marketing, depending on the desire of the business owner to participate. Ultimately, this program would serve to increase communication with the businesses, in a manner that is appropriate for businesses; from notification of tour buses, to conducting educational seminars, to providing information on business expansion funding. Last, both businesses and the community need to understand the impact of purchasing locally and the resources available in Elgin.

ACTION PLAN – BUSINESS RETENTION

OBJECTIVE: STRENGTHEN LOCAL BUSINESSES THROUGH COOPERATIVE MARKETING AND EDUCATION PROGRAMS

Strategy A: Establish educational business enhancement courses and materials to increase the competitiveness of local businesses

Complete: January 2006

**Chamber
EDC**

Strategy B: Establish a formal business visitation program as part of a business retention program

Complete: January 2005 – Pilot

Support and Resources: LCRA

Benchmark Community: Hutto

**Chamber
City**

Strategy C: Develop hospitality and customer service training course and make available for businesses and community organizations

Complete: January 2006

Chamber

Strategy D: Establish a Buy Local campaign program to increase business to business purchasing and to increase resident awareness of the impact of local spending

Complete: December 2006

Benchmark Community:

**Chamber
City**

Strategy E: Develop a Welcome to Elgin Fact Sheet to identify local goods and services. – post on website

Complete: August 2004

**Chamber
EDC**

4. Sustainable Growth and Planning

VISION STATEMENT

The City of Elgin grows in such a manner as to be consistent with the City's ability to serve existing and new development.

OVERVIEW

Elgin is one of the fastest growing communities in Texas. Over the past decade, the City's population grew 32 percent, and since the 2000 has continued to average over 7 percent annually. Bastrop County is the 8th fastest growing county in Texas and 36th fastest in the nation.

All of this growth is definitely felt by citizens, both long time residents and newcomers. People are concerned with the rate of growth and the ability of the City to maintain essential infrastructure and plan for additional growth. Another facet of these discussions is the need to increase requirements on developers to ensure continued and improved growth in the community.

Examples of recent projects that alleviate pressures from growth:

- Annexed 1600 acres to the west and provided utilities
- Built new water tower
- \$6 million bond program for water service expansion
- Street repair program added \$70,000 in 2003-2004 budget

DIRECTION

Key growth and planning issues identified by the focus groups include: sustainable growth, housing, roads and connectivity within the City, road access and safety, major thoroughfares, water supply and quality, and wastewater. Direction and action plans for these Quality of Life factors are detailed separately below.

SUSTAINABLE GROWTH

The Envision Elgin project was inspired by the multi-county Envision Central Texas project. This comprehensive public input project identified preferred development in the region. Envision Central Texas and sustainable growth advocates proactive regulations to direct growth and that suburban communities can be less reliant on the center city for employment and goods and services. City staff participated in the Envision Elgin program and will continue to monitor the implementation.

ACTION PLAN - SUSTAINABLE GROWTH

OBJECTIVE: REGULARLY REVIEW ELGIN'S MASTER PLAN TO MAINTAIN PLAN RELEVANCE

Strategy A: Update Elgin's Master/Comprehensive Plan **City**
Complete: December 2008

Strategy B: Review land use plans to consider annexation for projected growth corridors, industrial development, and public cemetery **City**
Complete: December 2008

ACTION PLAN - TRANSPORTATION and MOBILITY

OBJECTIVE: DEVELOP A BALANCED TRANSPORTATION SYSTEM CAPABLE OF MOVING PEOPLE AND GOODS IN A SAFE, EFFICIENT AND ENVIRONMENTALLY RESPONSIBLE MANNER

Strategy A: Prepare a commercial corridor development plan to include a major arterial alternative south of Highway 290 **City**
Complete: December 2008

Strategy B: Limit driveway access on commercial corridors to improve safety of travel **City**
Complete: Activities and improvements reported annually
Support and Resources: Texas Department of Transportation

Strategy C: Develop a plan to build sidewalks and/or hike and bike trails to connect school campuses to each other and neighborhoods to downtown **City**
Complete: December 2005

ACTION PLAN - WATER AND WASTEWATER

OBJECTIVE: ENSURE RESIDENTS ARE SERVED BY WATER AND WASTEWATER SYSTEMS THAT PROMOTE HEALTH AND SAFETY AND CONTINUE TO MEET THE GROWTH OF NEW RESIDENTS AND BUSINESS OPPORTUNITIES

Strategy A: Continued improvements and maintenance of water and wastewater systems **City**

Complete: Improvements and maintenance reported annually

Strategy B: Actively communicate to the public regarding water and wastewater capacity and quality **City**

Complete: Activities reported annually

ACTION PLAN - HOUSING

OBJECTIVE: INCREASE THE AVAILABILITY OF HOUSING AT ALL INCOME LEVELS

Strategy A: Encourage the development of higher priced homes **City**

Complete: Activities reported annually

Strategy B: Encourage the development of high end multifamily developments – condominiums and apartments **City**

Complete: Activities reported annually

Strategy C: Encourage the development of assisted living facilities and senior housing **City**

Complete: Activities reported annually

Strategy D: Support mixed use development through the comprehensive planning process **City**

Complete: Activities reported annually

GROWTH AND COMMUNICATION

A real result of growth is the increased pressure on infrastructure, but also as discovered in the community meetings is the increased need for improved communication throughout the community. Information about City and infrastructure projects is not out in the community.

Elgin residents admit most of their information received is by word of mouth. The City needs to improve its communications with the citizens regarding projects to limit concern and increase the community's understanding of the City's projects.

ACTION PLAN - GROWTH AND COMMUNICATION

OBJECTIVE: INCREASE COMMUNITY AWARENESS OF INFRASTRUCTURE AND GROWTH ISSUES

Strategy: Schedule regular open forums to discuss the City's growth issues and status of Envision Elgin implementation

City

Complete: Biannual, beginning 2005

5. Preservation of Elgin's History and Downtown Development

VISION STATEMENT

Elgin preserves its historic character while at the same accommodating continued development in downtown.

OVERVIEW

Elgin's history is as diverse as the community. According to the focus groups, maintaining and preserving Elgin's history is important.

Elgin's commitment to preservation is evident by the considerable work that has been accomplished in its historic district and neighborhoods. Elgin's award winning downtown Main Street program has been recognized at the state and national levels. Over the past 10 years, this program has invested more than 8 million in downtown and created 265 jobs. In the past two years, numerous projects have improved the character and preserved the history of Elgin.

- Union Depot restoration with Museum by Elgin Historical Association, 2002
- H&TC Freight Depot restoration with Chamber office 2003
- Nofsinger House restoration, with City Hall 2003
- Elgin Public Library 2004
- Replaced downtown sidewalks to provide accessibility and connectivity
- Major private building renovations: Cornerstone, 14 North Main Street; Bassist Opera House, 11-15 North Main Street; Farmers and Merchants Bank building; dozens of others
- WC Estes recognized as Downtowner of the Year 2002 by Texas Downtown Association

DIRECTION

For this planning period, continued work and improvements to the downtown historical district to include: Christian House, Post Office, Log Cabin and Museum. This work could even result in expansion of downtown to look like the historical district. To do this, building owners should be encouraged to and in some cases offered incentives to maintain and renovate their buildings.

Preservation of buildings is a part of keeping Elgin's downtown viable; the second part of the equation is to increase traffic to downtown shops and retailers. Included in these efforts should be improvement of the facilities that will improve the experience for visitors: walk able sidewalks, parking, restrooms, and resting benches.

The direction for the community also discussed includes preserving the institutions that built Elgin: bricks, rail and agriculture. Suggested projects to meet this effort: erecting a brick clock tower in town, continued restoration of the depot, Steam Train tours, and protecting historical farmland.

ACTION PLAN – HISTORIC PRESERVATION AND DOWNTOWN DEVELOPMENT

OBJECTIVE 1: CONTINUE WORK TO PRESERVE AND DEVELOP THE HISTORICAL AND DOWNTOWN DISTRICTS OF ELGIN

Strategy A: Continue Main Street Program

City

Complete: Activities reported annually

OBJECTIVE 2: TELL ELGIN'S STORY TO RESIDENTS AND VISITORS

Strategy A: Develop a video for public display that tells Elgin's story

**Elgin Historical
Association**

Complete: December 2005

Support and Resources: Elgin Chamber of Commerce, Main Street, Texas
Historical Commission

Strategy B: Seek designation as Brick Capital of Texas

City

Complete: December 2006

Strategy C: Develop a heritage walking tour brochure

City

Complete: December 2004

Support and Resources: Elgin Chamber of Commerce, Elgin Historical Association

OBJECTIVE 3: DEVELOP RAILROAD PROPERTY

Strategy A: Continue development of the Union Depot Museum

Elgin Historical Association

Complete: Activities and improvements reported annually

Strategy B: Develop Railroad property – Avenue C extending south along the existing rail

City

Complete: December 2009

OBJECTIVE 4: CEMETERY CAPACITY

Strategy A: Encourage development of a new Elgin cemetery – the current cemetery has reached its capacity

Elgin Cemetery Association

City

Complete: Activities reported annually

6. Maintain Elgin's Quality of Life

VISION STATEMENT

Elgin maintains and improves the community's cultural, recreation and essential facilities and services to meet the desired quality of life and wellness of all residents.

OVERVIEW

As identified in the public meetings, the most important issue to Elgin citizens is the preservation of the quality of life in this community. Quality of life is what makes living, working and conducting business in Elgin worthwhile and encompasses many factors. Some of those factors include: quality schools, parks and recreation areas and programs, entertainment, and the availability of social services.

The importance of quality of life issues, and the continued and active development of the arts, cultural, recreational facilities in the mix of activities, should not be overlooked, for these activities serve not only for the enjoyment of residents, but also for people visiting the community and the expansion of tourism.

DIRECTION

In Elgin, quality of life improvements primarily focus on the community's ability to provide residents with opportunities for healthcare, recreation, and entertainment. Also included in this mix are beautification projects that will help improve the attractiveness of the community. Direction and action plans for these Quality of Life factors are detailed separately below.

RECREATION FACILITIES AND PARKS

Currently, Elgin has 4 public parks: Thomas Park, Morris Park, Veteran's Memorial Park and Shenandoah Park. These parks provide many amenities including a baseball/softball fields, picnic facilities and restrooms. At this time, the amount of parkland and open space is not a concern, rather the improvement and maintenance of the existing parks. Any expansion of recreation facilities by the City would be the inclusion of hike and bike trails connecting the schools to the residential areas and the residential areas to the downtown. It is now assumed that all other new facilities will be developed for new residential areas by their respective developers.

Other than the parks, there are no public recreation facilities. Below are some of the types of facilities suggested by the focus group:

- Bowling Alley
- Movie Theatre
- Fitness Center (for men)
- Trails and Bikeways
- Golf Course

These types of facilities, in most communities, are introduced as the market for these services is identified and validated. Currently, there are plans to convert to the former hospital, Morris Building, into a community center and to work with Elgin ISD to build a recreation center, focused on youth and sporting activities. This planning is being jointly developed by the EISD and the City and will provide recreation options for the community.

ACTION PLAN - RECREATION FACILITIES AND PARKS

OBJECTIVE: MAINTAIN AND IMPROVE EXISTING RECREATION FACILITIES AND OPEN SPACES

Strategy A: Develop and implement a park master plan **City**

Complete: December 2004

Support and Resources: Texas Parks and Wildlife, LCRA

Benchmark Community: Round Rock, Williamson County

Strategy B: Increase requirements for developer dedication by reviewing ordinance to require a fee and/or parkland dedication **City**

Complete: December 2004

Strategy C: Hike and bike trail development to connect school campuses to each other and neighborhoods to the downtown **City**

Complete: September 2007

Support and Resources: Elgin ISD, Park Master Plan

Strategy D: Jointly develop an indoor recreation facility **Elgin ISD**
City

Complete: September 2007

Benchmark Community: Bryan, Burnet

RECREATION PROGRAMS AND ENTERTAINMENT

Separate from the recreation facilities, Elgin wants to establish recreation programs and entertainment to meet the needs of all of its residents. Currently, youth sport participation is limited. Organized sports and other recreation options for adults do not exist. Identified services not in Elgin, and used elsewhere or desired:

- Community Education
- Youth Activities – music, art and dance
- Community Theater and Arts
- Entertainment
- Cooking Classes
- Racquetball
- Golf

A noted challenge to any program is the seemingly current lack of interest and use of existing facilities. Therefore, to bring in new ideas the community will establish advisory panels to identify and bring recreation recommendations to the City Parks Board.

ACTION PLAN - RECREATION PROGRAMS AND ENTERTAINMENT

OBJECTIVE: ESTABLISH RECREATION PROGRAMS FOR ALL ELGIN RESIDENTS

Strategy A: Establish a senior and a youth Recreation Advisory taskforce to report to and advise the Parks and Recreation Board on recreation needs

City

Complete: April 2005

Support and Resources: Parks and Recreation Board, Youth sports groups

Strategy B: Identify and coordinate desired community education and recreation programs

City

Complete: Activities reported annually

Support and Resources: Parks and Recreation Board, senior and youth taskforce

Strategy C: Create centralized registration and information for all youth sports

Complete: January 2007

Support and Resources: City of Elgin

Youth Sports Organizations

MEDICAL SERVICES

Over the past 6 years, the Community Development Team has successfully recruited healthcare professionals and medical services to Elgin. Continued efforts in this are desired to maintain and improve services. However, careful consideration should be taken not to dilute the customer base for these new healthcare professionals.

Additional requested services desired in the community include: lab services, optical, minor emergency and assisted living (included in the discussion on elderly services)

ACTION PLAN - MEDICAL SERVICES

OBJECTIVE: MAINTAIN AND IMPROVE ACCESS TO MEDICAL CARE

Strategy A: Continue efforts to recruit a major area hospital to establish a satellite in Elgin

Complete: Activities reported annually

Support and Resources: Community Development Team

Benchmark Community: Lockhart

City Chamber

Strategy B: Maintain open communication with existing medical community to encourage retention and expansion in Elgin

Complete: Activities reported annually

City Chamber

Strategy C: Encourage the establishment of a minor emergency clinic and additional lab facilities

Complete: Activities reported annually

City Chamber

Strategy D: Include healthcare services in the Buy Local program to market new medical services

Complete: December 2006

**City
Chamber**

ELDERLY SERVICES

Ensuring the well being of Elgin's seniors is important factor to the quality of life of the community. There are existing programs and organizations to assist the elderly. Improvement to facilities and services will increase capacity and access to services; and hopefully result in decreasing the number of seniors in Elgin that go without the basics for living.

Identified needs for seniors include: development of an adult day care center, assisted living facility, education and recreation programs, access to transportation, home repair assistance

ACTION PLAN - ELDERLY SERVICES

OBJECTIVE: IMPROVE ESSENTIAL HEALTH AND RECREATION FACILITIES AND SERVICES FOR SENIORS

Strategy A: Establish a senior recreation advisory taskforce to report to and advise the Parks and Recreation Board on recreation needs

Complete: April 2005

Support and Resources: Parks and Recreation Board

City

Strategy B: Expand to a new adult day care facility

Complete: December 2006

Support and Resources: City of Elgin, churches, Family Eldercare, Area Agency on Aging of the Capital Area

**Combined
Community Action**

Strategy C: Actively support and encourage the development of an assisted living facility in Elgin

Complete: Activities reported annually

City

Strategy D: Maintain and improve transportation access for seniors

City

Complete: Activities and improvements reported annually

Support and Resources: City of Elgin, Bastrop County, Area Agency on Aging of the Capital Area, CARTS, CAPCO

LIBRARY

The City of Elgin has completed construction of a new library. Though the City had a previous library, residents are now really appreciating the new space. Now that the new library is open, the recommendation from the community is to expand the hours of operation and to increase programming in the library.

ACTION PLAN - LIBRARY

OBJECTIVE: MATCH LIBRARY SERVICES AND USE TO DEMAND OF THE COMMUNITY

Strategy A: Increase the hours the library is open – over time expand hours to cover 7 days

City

Complete: October 2006

Strategy B: Identify additional funding and sponsor opportunities to expand the library resources

Friends of the Library

Complete: Activities reported annually

Support and Resources: City of Elgin

Strategy C: Integrate new library space with community education and recreation programs

City

Complete: December 2005

BEAUTIFICATION

Elgin does not have an organization or committee designated to beautification. City ordinances and individual efforts maintain and keep Elgin in order. The beautification efforts outlined in this plan are focused on improving the entryways into the City. Beautification would include, but

not be limited to code enforcement, landscaping, and regularly scheduled clean-up by the City or volunteer civic organizations. Specifically, these intersections are:

- Loop 109 and Highway 290
- Main Street and Highway 95 North
- Highway 95 South and Highway 290
- Highway 95 North and Highway 290
- Highway 95 North and Avenue C

ACTION PLAN - BEAUTIFICATION

OBJECTIVE: IMPROVE THE ATTRACTIVENESS OF THE ENTRYWAYS OF THE COMMUNITY

Strategy A: Prioritize and schedule entryway beautification program for the following intersections:

City

- Loop 109 and Highway 290
- Main Street and Highway 95 North
- Highway 95 South and Highway 290
- Highway 95 North and Highway 290
- Highway 95 North and Avenue C

Complete: December 2006

Support and Resources: Elgin Garden Club, civic organizations, Texas Department of Transportation

7. Promotion of Tourism

VISION STATEMENT

Elgin is a destination for leisure, cultural and business travelers

OVERVIEW

Tourism, now quantified and recognized as one of the world's major economic and social activities, is forecast to become the largest industry throughout the world in the next decade. Texas is among the top tourism states in the nation, ranking 2nd to California as a pleasure destination for US residents.

Elgin's tourism offerings are a mix of food, history and shopping attractions. Elgin sausage, downtown shopping and festivals draw visitors to the community. Annually, Elgin hosts Western Days, Juneteenth, Chilepepper Fiesta, Hogeye and Holiday by the Tracks. Bus tours are regularly scheduled to bring in visitors to the community.

DIRECTION

Over the next 6 years, Elgin will continue to attract visitors by improving and maintaining recreation facilities, historical attractions, marketing Elgin, encouraging day trips from Austin and building on established events and festivals. Again, the proximity to Austin lends opportunities to increased traffic to Elgin for both business and leisure travelers. An example is inviting the legislators' wives for day shopping and lunch.

During the development of this plan, a Farmer's Market, coordinated by the City and the Chamber began operating weekly. It has long been a hope of the organizers that these activities will serve to attract and keep people downtown and for the Farmer Market to succeed will require the continued vigilance to maintain quality vendors and entertainment.

ACTION PLAN - TOURISM

OBJECTIVE 1: IMPROVE AND EXPAND PROGRAMS AND ACTIVITIES THAT PROMOTE ELGIN AS A TOURIST DESTINATION

Strategy A: Nurture the Farmers Market for Elgin measured by an increase vendors and attendance **City Chamber**

Complete: Activities and improvements reported annually

Benchmark Communities: Westlake, Bastrop

Strategy B: Increase the number of scheduled tours **Chamber**

Complete: Activities and improvements reported annually

Strategy C: Continued development and improvement of annual events and festivals measured by an increase in attendance and revenues for the sponsor organization **Chamber**

Complete: Activities and improvements reported annually

Support and Resources: City of Elgin, community and civic organizations

Strategy D: Participate in regional tourism and marketing with corridor and trails organizations – Brazos Trail, Presidential Corridor, and Independence Trail **City Chamber**

Complete: Participation reported annually

Support and Resources: Historic Preservation Commission, LCRA, Office of the Governor Economic Development and Tourism

OBJECTIVE 2: IMPROVE FACILITIES AND ATTRACTIONS THAT PROMOTE ELGIN AS A TOURIST DESTINATION

Strategy A: Improve park and recreation facilities to compete for and attract organized events and sports tournaments **City Elgin ISD**

Complete: 2006-2007

Benchmark Communities: Round Rock

Strategy B: Prepare a study to identify the need for downtown parking and restrooms **City**

Complete: 2006-2007

Benchmark Communities: Fredericksburg

8. Support Regionalism

VISION STATEMENT

Regional infrastructure projects are developed and supported by Elgin that improve access, attract industry and increase commerce

OVERVIEW

As previously stated, Elgin, Bastrop and the Austin – Round Rock MSA, which includes Bastrop, Caldwell, Hays, Travis and Williamson counties, experienced significant population growth during the 90's and though this rate has slowed, the region continues to attract new residents annually. During the 1990's the Austin –Round Rock MSA's population increased over 47 percent from 846,227 people in 1990 to 1,249,763 in 2000. Today, the region's population is estimated to be 1,349,291 according to the Texas State Data Center.

Regional issues stemming from growth are a concern to every community in the region. These issues include: transportation and mobility, air quality, water planning. Added, with the increased competition for economic development projects, regions are cooperating and sharing the costs of economic development and workforce development in order to maximize local resources and benefit from their regional competitiveness.

TRANSPORTATION and MOBILITY

As Central Texas continues to draw new residents, areas traffic and mobility in and around Austin will continue to grow. The Austin based mass transit system, the Capital Metropolitan Transit Authority does not extend to Elgin and Bastrop County; however, the Capital Area Rural Transportation System (CARTS) provides some intercity transportation to regional communities. CARTS is primarily used by and viewed as a service for the elderly and those unable to drive. The limitations on this service – limited funding, sporadic scheduling and large coverage area – makes it difficult to envision this system providing a level of service to meet the needs of commuters.

Commuter rail remains a possibility for addressing some intercity transit problems in the region. In 1997, Texas Legislature authorized the creation of a commuter rail district. The Texas Department of Transportation, in conjunction with the Austin-San Antonio Corridor Council and several corridor cities, conducted a feasibility study of a commuter rail system

linking Austin to San Antonio. The report found the project technically and financially feasible at a cost of \$475 million. It is projected that commuter rail would carry 11,000 passengers per day by 2020.

Regional transportation issues are not limited to ground traffic. Air transportation, both passenger and cargo, has been affected by the region's growth. Loss of general aviation services with the closing of Mueller and the airfield in Pflugerville. Taylor and Georgetown are limited by new residents and desire of those communities not to expand existing facilities and services.

AIR QUALITY

Hand and hand with the transportation issue facing the region is air quality. In 1998, the Austin region exceeded the maximum amount of ground level ozone allowed under the Federal Clean Air Act, primarily caused by the increased traffic. The regional plan now includes reduction in vehicle miles traveled and inspections on cars to lower.

WATER

The State of Texas is divided into 16 water planning regions. Bastrop County is region K, the Lower Colorado Regional Water Planning Group. The initial plans, under Senate Bill 1 outlined regional water needs/demands and proposed solutions to meet the regional demands. Continued regional planning is occurring to adjust and develop conservation and infrastructure to meet the needs of all communities in the region.

ECONOMIC DEVELOPMENT

As stated previously, regionally economic development has never been stronger, sparked by the announcement of the Toyota Plant in San Antonio and the leadership and commitment to true regionalism by the Greater Austin Chamber. Currently, these efforts are focused on marketing the region for Toyota suppliers.

WORKFORCE DEVELOPMENT

Elgin is part of the regional workforce – people in Elgin work throughout the region. Building and keeping a skilled workforce enhances economic development efforts and is a regional issue. Workforce development starts with the local ISD, but also includes training organizations, higher education and the regional workforce entity, the Rural Capital Area Workforce Board.

ACTION PLAN - REGIONALISM

OBJECTIVE: COMMUNICATE ELGIN'S NEEDS AND CONCERNS TO REGIONAL PARTNERS ON ALL REGIONAL PROJECTS

Strategy A: Stay involved in regional forums and workgroups

**City
EDC
Chamber**

Complete: Activities reported annually

Support and Resources: Envision Central Texas, Greater Austin Chamber of Commerce, CapMetro, Capital Area Planning Council, Austin-San Antonio Corridor Council, LCRA, Capital Area Metropolitan Planning Organization, Rural Capital Area Workforce Development Board

Strategy B: Host and schedule frequent and regular meetings with state and elected officials and their staffs

City

Complete: Activities reported annually

Strategy C: Coordinate Bastrop County Day at State Legislature

**City
Bastrop County**

Complete: January 2005, January 2007, January 2009

Support and Resources: Bastrop County, City of Bastrop, City of Smithville

Strategy D: Host and schedule frequent meetings with state agency officials

City

Complete: Activities reported annually

PLAN TIMELINE

Focus Area	Strategy	Lead Organization	Date Complete
Business and Job Retention	Develop a Welcome to Elgin Fact Sheet to identify local goods and services. – post on website	Chamber EDC	August 2004
Business and Job Retention	Establish a formal business visitation program as part of a business retention program	Chamber City	January 2005 – Pilot
Business and Job Retention	Establish educational business enhancement courses and materials to increase the competitiveness of local businesses	Chamber EDC	January 2006
Business and Job Retention	Develop hospitality and customer service training course and make available for businesses and community organizations	Chamber	January 2006
Business and Job Retention	Establish a Buy Local campaign program to increase business to business purchasing and to increase resident awareness of the impact of local spending	Chamber City	December 2006
Education	Host parent friendly meetings and accommodate working families	Elgin ISD	Activities and improvements reported annually
Education	Welcome the community into all schools	Elgin ISD	Activities and improvements reported annually
Education	Review EISD Board elections process and district requirements to increase participation and involvement in elections	Elgin ISD	2005-2006 Election
Education	Instill the expectation that all students can excel in academics	Parents	Activities and improvements reported annually
Education	Continue to support the delivery of ACT and SAT preparatory courses	Elgin ISD	Participation reported annually
Education	Encourage and increase professional development opportunities for all teachers in Elgin ISD	Elgin ISD	Participation reported annually
Education	Educate EISD counselors on all higher education opportunities and benefits to students	Elgin ISD	Activities and improvements reported annually

Focus Area	Strategy	Lead Organization	Date Complete
Education	Educate High school and middle school students on higher education opportunities and benefits	Elgin ISD	Activities and improvements reported annually
Education	Host regular meetings with higher education partners	Elgin ISD	Activities and improvements reported annually
Education	Provide Basic Adult Education	Advocacy Outreach Elgin ISD	Participation reported annually
Education	Provide English as a Second Language courses	Advocacy Outreach	Participation reported annually
Education	Increase and provide basic computer training opportunities	Elgin ISD	Participation reported annually
Education	Expand reading initiatives program to be available for adult learning	Elgin ISD	Participation reported annually
Education	Increase use of distance learning facilities and opportunities	Elgin ISD	Participation reported annually
Education	Increase community education opportunities for all residents	Community Development Team	Activities and improvements reported annually
Education	Develop a strategy for marketing community education programs	Community Development Team	Activities and improvements reported annually
Education	Establish an active parent organization in every school	Elgin ISD	December 2004
Education	Establish mentoring programs for students	Elgin ISD	September 2005
Education	Establish Education Foundation – a community based organization to support school district	Elgin ISD	December 2005
Education	Renovate old high school building for use as computer labs and community classrooms	Elgin ISD	September 2007
Education	Elect to be a part of the ACC district	Elgin ISD	December 2008
Historic Preservation and Downtown Development	Continue Main Street Program	City	Activities reported annually

Focus Area	Strategy	Lead Organization	Date Complete
Historic Preservation and Downtown Development	Continue development of the Union Depot Museum	Elgin Historical Association	Activities and improvements reported annually
Historic Preservation and Downtown Development	Encourage development of a new Elgin cemetery – the current cemetery has reached its capacity	Elgin Cemetery Association City	Activities and improvements reported annually
Historic Preservation and Downtown Development	Develop a heritage walking tour brochure	City	December 2004
Historic Preservation and Downtown Development	Develop a video for public display that tells Elgin's story	Elgin Historical Association	December 2005
Historic Preservation and Downtown Development	Seek designation as Brick Capital of Texas	City	December 2006
Historic Preservation and Downtown Development	Develop Railroad property – Avenue C extending south along the existing rail	City	December 2009
New Business and Jobs	Maintain current existing site inventory	City	Activities reported annually
New Business and Jobs	Meet with political contacts, elected official and their staffs regarding development issues	City	Activities reported annually
New Business and Jobs	Participate in regional recruitment initiatives	City EDC	Participation reported annually
New Business and Jobs	Conduct a workforce survey to identify and market Elgin's workforce skills	EDC City	July 2005
New Business and Jobs	Research and consider expanding targeted industry list – food manufacturing, biotech, Toyota suppliers, furniture manufacturers, business services, telecommunications and call centers	EDC	September 2005
New Business and Jobs	Identify through the comprehensive planning process future industrial land	City EDC	December 2005
Quality of Life	Identify and coordinate desired community education and recreation programs	City	Activities reported annually

Focus Area	Strategy	Lead Organization	Date Complete
Quality of Life	Continue efforts to recruit a major area hospital to establish a satellite in Elgin	City Chamber	Activities reported annually
Quality of Life	Maintain open communication with existing medical community to encourage retention and expansion in Elgin	City Chamber	Activities reported annually
Quality of Life	Encourage the establishment of a minor emergency clinic and additional lab facilities	City Chamber	Activities reported annually
Quality of Life	Actively support and encourage the development of an assisted living facility in Elgin	City	Activities and improvements reported annually
Quality of Life	Maintain and improve transportation access for seniors	City	Activities and improvements reported annually
Quality of Life	Identify additional funding and sponsor opportunities to expand the library resources	Friends of the Library	Activities reported annually
Quality of Life	Develop and implement a park master plan	City	December 2004
Quality of Life	Increase requirements for developer dedication by reviewing ordinance to require a fee and/or parkland dedication	City	December 2004
Quality of Life	Establish a senior and a youth Recreation Advisory taskforce to report to and advise the Parks and Recreation Board on recreation needs	City	April 2005
Quality of Life	Establish a senior recreation advisory taskforce to report to and advise the Parks and Recreation Board on recreation needs	City	April 2005
Quality of Life	Integrate new library space with community education and recreation programs	City	December 2005
Quality of Life	Increase the hours the library is open – over time expand hours to cover 7 days	City	October 2006
Quality of Life	Include healthcare services in the Buy Local program to market new medical services	City Chamber	December 2006

Focus Area	Strategy	Lead Organization	Date Complete
Quality of Life	Expand to a new adult day care facility	Combined Community Action	December 2006
Quality of Life	Prioritize and schedule entryway beautification program for the following intersections: <ul style="list-style-type: none"> o Loop 109 and Highway 290 o Main Street and Highway 95 North o Highway 95 South and Highway 290 o Highway 95 North and Highway 290 Highway 95 North and Avenue C	City	December 2006
Quality of Life	Create centralized registration and information for all youth sports	Youth Sports Organizations	January 2007
Quality of Life	Hike and bike trail development to connect school campuses to each other and neighborhoods to the downtown	City	September 2007
Quality of Life	Jointly develop an indoor recreation facility	Elgin ISD City	September 2007
Regionalism	Stay involved in regional forums and workgroups	City EDC Chamber	Activities reported annually
Regionalism	Host and schedule frequent and regular meetings with state and elected officials and their staffs	City	Activities reported annually
Regionalism	Coordinate Bastrop County Day at State Legislature	City Bastrop County	January 2005, January 2007, January 2009
Regionalism	Host and schedule frequent meetings with state agency officials	City	Activities reported annually
Sustainable Growth and Planning	Limit driveway access on commercial corridors to improve safety of travel	City	Activities and improvements reported annually
Sustainable Growth and Planning	Continued improvements and maintenance of water and wastewater systems	City	Improvements and maintenance reported annually
Sustainable Growth and Planning	Actively communicate to the public regarding water and wastewater capacity and quality	City	Activities reported annually

Focus Area	Strategy	Lead Organization	Date Complete
Sustainable Growth and Planning	Encourage the development of higher priced homes	City	Activities reported annually
Sustainable Growth and Planning	Encourage the development of high end multifamily developments – condominiums and apartments	City	Activities reported annually
Sustainable Growth and Planning	Encourage the development of assisted living facilities and senior housing	City	Activities reported annually
Sustainable Growth and Planning	Support mixed use development through the comprehensive planning process	City	Activities reported annually
Sustainable Growth and Planning	Schedule regular open forums to discuss the City's growth issues and status of Envision Elgin implementation	City	Biannual, beginning 2005
Sustainable Growth and Planning	Develop a plan to build sidewalks and/or hike and bike trails to connect school campuses to each other and neighborhoods to downtown	City	December 2005
Sustainable Growth and Planning	Update Elgin's Master/Comprehensive Plan	City	December 2008
Sustainable Growth and Planning	Review land use plans to consider annexation for projected growth corridors, industrial development, and public cemetery	City	December 2008
Sustainable Growth and Planning	Prepare a commercial corridor development plan to include a major arterial alternative south of Highway 290	City	December 2008
Tourism	Nurture the Farmers Market for Elgin measured by an increase vendors and attendance	City Chamber	Activities and improvements reported annually
Tourism	Increase the number of scheduled tours	Chamber	Activities and improvements reported annually
Tourism	Continued development and improvement of annual events and festivals measured by an increase in attendance and revenues for the sponsor organization	Chamber	Activities and improvements reported annually

Focus Area	Strategy	Lead Organization	Date Complete
Tourism	Participate in regional tourism and marketing with corridor and trails organizations – Brazos Trail, Presidential Corridor, and Independence Trail	City Chamber	Participation reported annually
Tourism	Improve park and recreation facilities to compete for and attract organized events and sports tournaments	City Elgin ISD	2006-2007
Tourism	Prepare a study to identify the need for downtown parking and restrooms	City	2006 -2007