

City of Taylor

Diagnostic Report | Envision Taylor Plan

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Introduction

The Diagnostic Report provides an initial evaluation of how well Taylor's existing Envision Taylor Plan aligns with current conditions, community priorities, and emerging needs in anticipation of a 5-year update. As the City continues to evolve, it is essential to understand where the current plan supports long-term goals and where refinements could offer clearer direction or stronger alignment with today's realities and opportunities.

The diagnostic phase brings together insights from a review of the Envision Taylor Plan, stakeholder and community input, demographic and development trends, and an evaluation of City planning and development processes. Collectively, these sources reveal the key opportunities and challenges that will shape Taylor's future.

This report identifies which elements of the current plan remain relevant, where additional clarity or updates may be needed, and which topics warrant greater focus in the next phase of work. The findings highlight both strengths and gaps in the existing plan resulting from changing circumstances in Taylor, and point to where adjustments could better support housing needs, mobility and safety, development processes, economic growth, quality-of-life amenities, and downtown vitality.

The intent of this document is to support informed decision-making as Taylor refines its long-term planning framework. The diagnostic findings will inform the structure and priorities for the next planning phase, including refining the vision and evaluating/updating goals, identifying topic areas for in-depth analysis, and recommending an approach for ongoing public and stakeholder engagement.

It is also recognized that Envision Taylor was developed and adopted during a unique time in global and local history: The COVID-19 pandemic was near its peak, affecting nearly everyone in significant ways from health to economic well-being to where they lived. Local governments experienced new service pressures, while projects related to community planning had to shift to virtual and socially-distant forms of engagement.

Community Engagement

Community-Wide Survey

A statistically-valid survey was conducted by ETC Institute in late 2025 that asked several questions about the future growth and identity of Taylor. While the statistically-valid survey was mailed directly to addresses within Taylor, an online survey that asked the same questions made available to anyone.

- **457 people responded to the statistically-valid survey and 193 responded to the online (non-statistical) survey.**
- Top 3 things that will keep people in Taylor:
 - Small city atmosphere
 - Level of taxation
 - Low crime rate
- 50% feel Taylor is growing too quickly
- 31% feel Taylor is not growing fast enough
- Street conditions rank as the top residential priority
- Infrastructure improvements (roads, utilities, sidewalks) rank highest among future investment priorities.
- Respondents were most enthusiastic about new restaurants, grocery stores, parks, and entertainment; they were less enthusiastic about bars, high-density housing expansion into single-family neighborhoods, and large business parks.
- Respondents wanted growth to maintain Taylor's family-oriented, affordable identity.

Core Themes



Safety



Stability



Affordability



Character

Summary and Feedback

Community Engagement Overview



As part of the diagnostic phase, the project team held individual and small-group interviews with representatives from local businesses, real estate professionals, developers, the school district, the Chamber of Commerce, the Economic Development Corporation, former civic leaders, community service organizations, representatives from Taylor's various boards and commissions, and community investors. These discussions aimed to gain a deeper understanding of the current challenges, opportunities, and perceptions of Taylor's development environment. The insights gathered provide valuable context for identifying where the existing Envision Taylor Plan and development code align with community needs and where updates may be necessary.

What We Heard: Key Themes from Stakeholder Conversations

- Taylor is a community with a strong identity and degree of pride, despite disruptive changes that have occurred in the last 5-15 years with the arrival of Samsung and growth pressures related to Taylor's proximity to Austin Metro and the IH-35 corridor. While little to no sentiment was detected among stakeholders that outright opposed growth – in general, the community recognizes that Taylor was historically one of the larger cities in Williamson County and embraces growth and change - there is strong desire to maintain elements of the city's traditional rural character and identity as Taylor grows in the future.
- Stakeholders, particularly those who measure their time in Taylor in decades, spoke of the feeling of everyone knowing each other, and and absence of individuals "self-selecting" into distinct cliques. Taylorites maintain connections and shared identity even when disagreeing in business issues or politics. Likewise, stakeholders spoke of Taylor being "an easy place to live" where people felt content, and a self-supporting local economy in which Taylor was not typically impacted by regional economics. This bootstrap nature carried to several referencing that residents of Taylor likely have the answers for future success, and that it needs to rediscover the social infrastructure to achieve those solutions.
- Community identity is a shared priority: Stakeholders expressed pride in Taylor's history, character, and cultural diversity. That social infrastructure is intertwined with the city's physical infrastructure as a rail-based community with a gridded street pattern and large downtown, and both the social and physical inform Taylor's strong identity. Consequently, there is interest in maintaining the street connectivity, walkability, and distinctive architectural fabric. At the same time, many believe the community needs a clearer and more unified vision to steer growth, especially in outlying areas to the

west, east, and south. Several noted the importance of aligning City leadership, staff, and external partners to communicate a consistent direction for Taylor's future.

- Development processes lack predictability: As discussions turned to how Taylor should manage growth in the future, stakeholders consistently described the development review process as slow, unclear, and inconsistent. Many noted difficulty receiving timely responses, varying interpretations of standards, and a lack of clear points of contact. Several small and mid-sized projects stalled due to shifting requirements or delayed decisions. Stakeholders emphasized the need for transparency, timely communication, and straightforward guidelines that align with best practices.
- Housing needs are not being met across the market: The community lacks a full spectrum of housing options. Stakeholders highlighted unmet demand for workforce housing, senior cottages, missing middle formats, and higher-end executive homes. Teachers, public employees, and young families struggle to find affordable units, while industries and employers note that the lack of housing limits their recruitment efforts. Interest in the market is active and is reflected in the volume of zoning requests and entitlements initiated, but these proposals tend to stall following entitlement and developers face barriers tied to utilities, approvals, and uncertainty about what is permitted or buildable on a property or site.
- Infrastructure capacity creates barriers for growth: Water and wastewater limitations were repeatedly cited as obstacles for residential, commercial, and industrial projects. Several stakeholders reported difficulty obtaining clear commitments for service availability. These uncertainties discourage development and create additional financial risk. Improvements to utility planning, capacity forecasting, and coordinated infrastructure extensions will be crucial as the community expands.
- Safety and Mobility concerns affect daily life: Residents and school district staff noted safety issues near campuses and along corridors such as FM 973 and Chandler Road. Business owners, particularly downtown, cited congestion, signal timing inefficiencies, and limited multimodal options. Stakeholders expressed interest in improved walkability, safe crossings, and more consistent sidewalk networks. Some also emphasized the need for public transportation services, including improving Amtrak rail services.
- Downtown remains a strength but faces persistent challenges: Stakeholders value the historic character of downtown and see it as a differentiator for Taylor. Many view downtown as a major asset that requires consistent support, clear guidelines, and effective strategies to encourage reinvestment. At the same time, vacancies, building maintenance issues, and slow permitting processes hinder efforts to revitalize the area. Business owners noted difficulty navigating signage rules, fire suppression requirements, and the reuse of older buildings. Real estate professionals indicated that the process for making improvements to buildings without a tenant or Certificate of Occupancy led to confusion and delay.
- Desire for amenities and quality of life features: Stakeholders emphasized the need for parks, trails, pools, and everyday gathering spaces. Families and new residents expect a broader range of amenities than many new subdivisions currently provide. The limited availability of shaded, comfortable, and well-designed public spaces reduces opportunities for community interaction. Amenities are viewed as essential to attracting young families, supporting health and wellness, and maintaining competitiveness with neighboring communities. There is a perception that recent growth may not be resulting in quality of life enhancements that may have been expected, increasing anxiety about impacts of future growth on existing residents. With Samsung attracting greater resources than Taylor has enjoyed historically, an opportunity exists and should be taken to enhance public assets and services.

- Economic diversification requires stronger alignment: Economic development partners aim to foster a balanced economy that encompasses manufacturing, emerging industries, and locally oriented retail. Stakeholders noted the need to better align land use, infrastructure, and development policy to support employers and the workforce. Some see opportunities tied to the county's spaceport designation, while others stress the importance of strengthening local skills pipelines. Retail recruitment continues to face challenges due to demographic shifts, infrastructure limitations, and limited rooftops. There is interest in increased support for small and local businesses to complement recent job creation, turning towards place-based economic development and targeted efforts aligned with the skills of existing residents.
- The Plan needs to communicate well: Stakeholders mentioned the importance of making the Plan “sticky” and integrating it into everything the City and community organizations does. Those who arrived after the Plan or weren't engaged in the process indicated lack of awareness of the Plan's vision and priorities today.

Current State of the Envision Taylor Plan

Overview

The existing Envision Taylor Plan provides a strong foundation built around community character, walkability, traditional neighborhood structure, and the preservation of Taylor's historic identity. The Plan established a detailed place type framework and emphasized the value of infill development, downtown revitalization, and fiscally responsible growth. It also introduced concepts related to mobility, parks and trails, housing variety, and quality placemaking.

Several elements of the current plan remain relevant and are anticipated to continue guiding Taylor into the future. These include a focus on strengthening downtown, supporting a mix of housing types, encouraging

connectivity, emphasizing high-quality design, and promoting fiscally responsible development. The Plan emphasizes the importance of aligning land use decisions with infrastructure efficiency, a priority that should remain a key focus for the City.

However, the dynamics of growth since Samsung's announcement, changes in market conditions, demographic shifts, and evolving community expectations mean that some parts of the Plan may no longer reflect current needs. Some policies may not provide the flexibility or clarity required for development to respond to rising demand.

Key Issues/Topline Recommendations/Themes

General issues noticed in review:

- Plan structure is overly complex and difficult to navigate, which makes it challenging for users to quickly locate relevant guidance and requires significant cross-referencing across multiple sections.
- The Plan document is somewhat verbose, with elements like the community and demographic profile using a significant number of pages. In comprehensive planning, such information is rarely referenced in the future, and tends to describe the data in many cases rather than explaining what is different or important about it (let the graphics speak for themselves, and use text to explain why it matters). Likewise, the fiscal analysis includes a high level of detail. Both may be better suited to a summary or key themes and redirection to an appendix for details in order to turn the focus on the Plan towards the vision and big ideas, which should lead the Plan document to capture the reader's attention. An additional approach could be an online interactive Plan coupled with a performance dashboard.
- While the Big Ideas introduced by the Plan are sound, linking policies to one or more of the Big Ideas explicitly aligns specific policy direction with the broader vision.

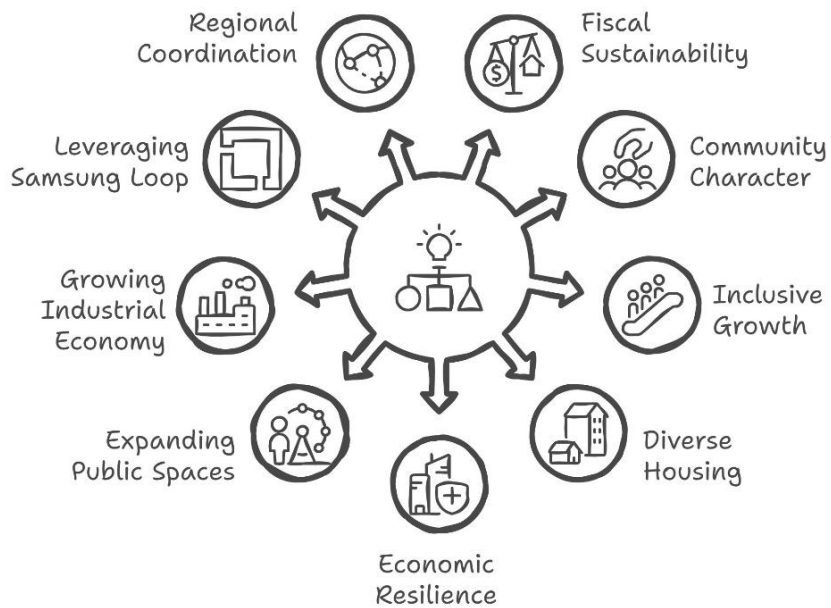
- The place type framework is not practical for everyday use because several categories are broad or difficult to interpret, resulting in inconsistent application and uncertainty during development review. In general, placetypes also tend to assume a form-based approach to development in an environment in Central Texas where form-based is not standard verancular and development financing infrastructure is not often specialized to this type of development. This approach is also replicated in the development code.
- There is a lack of nuance between older, historic core neighborhoods, midcentury neighborhoods and recent neighborhoods, with each having unique needs. Cores and corridors are not differentiated (Downtown, the 2nd Street corridor and the N. Main Street corridor and portions of the Carlos G. Parker Blvd. corridor are treated the same despite significant character and economic differences).
- The Plan does not clearly address growth sequencing, providing limited direction on which areas should be prioritized for future development or how land use decisions should align with long-term infrastructure planning. For example, an update could leverage long-range water and wastewater planning studies currently underway to identify areas easiest to serve with new infrastructure (such as logical sewer shed boundaries to avoid proliferation of lift stations, areas where development could prompt expensive infrastructure like elevated water storage, etc.). This could also form the basis for fiscal impact analysis to determine logical growth areas or sequences based on Taylor-specific service information.
- Since adoption of Envision Taylor, the City has developed and updated, or is in the process of updating at the time of this report, a variety of important planning documents, such as utility system master plans, facility master plans, etc. A housing study is being conducted concurrent to this comprehensive plan study, which will be critical in articulating housing affordability approaches as a key challenge that has emerged since adoption. Each of these provides new data to inform an update to the Envision Taylor Plan, which can then create a governing framework for a best practice integrated planning model.
- Implementation guidance is limited and challenging to interpret with the loss of institutional knowledge over time, as many recommended actions lack specificity and do not clearly connect policy intent to administrative steps or regulatory tools. A lack of market alignment with the goals of the Plan is also a hindrance to implementation, as there are no clear pathways for growth that wants to naturally occur in Taylor (such as attainable housing built in the form of tract subdivision development) to adapt to the Plan's broader vision without going through significant steps and design changes.
- The plan emphasizes infill and redevelopment, which remains important, but the current market and development pressures related to accelerated growth and major employers are not fully reflected in the plan's assumptions or policies. This is creating pressure on existing stable neighborhoods to accommodate the growth on their own, sometimes with results that emphasize ease of production or affordability over quality design and character, while limiting growth at the edges (where the major employers are currently developing or expanding), introducing risk of displacement.
- Infrastructure considerations are not fully integrated into land use guidance, limiting the City's ability to coordinate development decisions with existing utility capacity, transportation constraints, and cost-of-service implications. Because it is difficult to know what is entitled or can be permitted with the existing placetype model, infrastructure assumptions are challenged.
- Downtown guidance remains relevant but lacks emphasis, offering strong principles but with a need to increase actionable direction to

Current State of the Envision Taylor Plan

address vacancies, encourage building reuse, or support reinvestment activities.

- Several emerging topics are not addressed, including Samsung-related growth impacts, workforce and talent pipeline needs, housing affordability, and school district coordination, all of which have become more prominent since the Plan was adopted.

Big Ideas Guiding Taylor's Future



Detailed Review of Envision Taylor Plan

Chapter 1. Land Use

Analysis

The Envision Taylor Plan establishes a character-focused land use framework built around place types that describe intended development patterns across the City. The Plan emphasizes traditional neighborhood structure, walkable street networks, compact mixed-use centers, and reinvestment within the existing City footprint. It guides the location of housing, commercial areas, employment zones, and public spaces, and provides design expectations for the form and character of development.

Overall, the land use vision continues to reflect many of Taylor’s core values, including preserving community character, strengthening the downtown, supporting a mix of housing types and mixed use development generally, and promoting fiscally responsible growth. The place type map provides a broad foundation for directing development decisions, but the level of detail, limited nuance between different neighborhoods/areas of the city, and the complexity of categories create challenges for day-to-day use. Developers and real estate professionals reported not being able to determine what types of developments were allowed in each place type. Several emerging conditions, such as accelerated growth near Samsung, evolving market demands, and increasing infrastructure constraints and the need for clear identification and sequencing of capital investments, are not fully addressed or integrated within the land use framework.

Feedback

- There is difficulty interpreting place types, as several categories are broad or overlapping, which makes them challenging for property owners, developers, and staff to apply consistently during zoning review and development discussions.

- There is a need for nuance and interpretive language to help with site-specific application. For example, the percentages of different uses broken down in each category do not describe relationships and adjacencies, or recognize that the same place type in different areas of the city may naturally have different compositions.
- The terms “land use” and “building types” are used together interchangeably, creating further confusion. At a minimum, these should be provided as ranges but should also recognize that highway-oriented development will “behave” differently than infill development. This locational guidance should accompany the uses to understand in which circumstances within the place type they are most appropriate. Likewise, Neighborhood Infill would be expected to perform differently based on neighborhood-level differences in challenges and opportunities whether located near Mallard Lane, the near west neighborhood near Old Taylor High, eastern Taylor, the area between the railroad tracks and Battleground Creek, or out near Samsung.
- Unclear relationships exist between land use policy in the Plan and zoning in the Land Development Code, because the Plan does not clearly articulate how place types correspond to zoning districts, allowed uses, or development pathways, resulting in confusion during early stages of project evaluation. The place type approach of the Plan seems to have predestined an exclusive pathway to use a form-based code, when the same goals and outcomes can be accomplished using a wide variety of regulatory tools beyond form-based codes.
- Limited guidance exists in the Plan for growth corridors and emerging areas broadly identified as areas of minimal change, including major corridors such as Highway 79 and F.M. 973 or for areas experiencing rapid change related to major employers, leaving stakeholders without clear strategies for future development.

- Challenges exist implementing infill development, as stakeholders noted that although the Plan supports infill and gentle density, projects often encounter inconsistent requirements or process barriers that hinder the feasibility of small-scale redevelopment.
- There is need for clearer sequencing of outward growth, because the Plan emphasizes infill but does not provide detailed guidance on when or how outward expansion should occur, creating uncertainty for both infrastructure planning and private development decisions.
- There is insufficient integration of infrastructure considerations, as water and wastewater capacity constraints significantly influence development feasibility, yet the land use chapter does not fully address these limitations or provide direction for coordinating land use decisions with infrastructure capacity.
- Growth assumptions reflect incremental change, as much of the land use analysis is based on gradual development patterns and does not fully account for the scale or pace of recent employment-driven growth now influencing land use decisions.

Recommendations

1. Clearly distinguish between land use intent, building types, and development form to reduce confusion during development review and implementation.
2. Provide clearer land use guidance for major corridors and areas experiencing rapid change, including Highway 79, F.M. 973, and areas influenced by major employers.
3. Strengthen the integration of infrastructure capacity considerations, including water, wastewater, and transportation, into land use decision-making.
4. Clarify the sequencing and phasing of growth to better balance infill, redevelopment, and outward expansion in a fiscally responsible manner.

5. Strengthen downtown land use direction with more actionable guidance to support reinvestment, adaptive reuse, and long-term vitality.
6. Improve and refine the existing land-use and place-type framework to improve clarity and usability for staff, address relationships between uses and where uses are appropriate, address common scenarios such as highway development and single-use development, and anticipate common issues and needs important to property owners and decision-makers in evaluating investment in development such as financing, capital costs, and land use predictability.

Chapter 2. Mobility and Transportation

Analysis

The Envision Taylor Plan emphasizes a multimodal transportation network that prioritizes connectivity, safety, and the reinforcement of Taylor's traditional street grid. The Plan supports a balanced network that accommodates vehicles, pedestrians, bicycles, and transit, and emphasizes the importance of enhancing walkability within neighborhoods and improving connections between key destinations. The plan also identifies opportunities for corridor enhancements, improved intersection safety, and expanded sidewalk and trail facilities. Its overall vision aligns with community goals of creating safer routes to schools, reducing conflicts along major corridors, and supporting an active transportation environment.

However, the Plan predates significant growth along Highway 79, FM 973, and the Samsung development area, and these emerging pressures were not fully anticipated. Traffic conditions, safety concerns, and infrastructure constraints have since intensified, prompting the need for clearer direction on corridor planning, regional mobility coordination, and prioritization of transportation investments. While the Plan's mobility principles remain relevant, the scale and pace of growth require updated analysis and expanded strategies.

Feedback

- Increasing safety concerns along major corridors, as stakeholders highlighted congestion, signal timing issues, truck conflicts, and limited pedestrian protections on Highway 79, F.M. 973, Chandler Road, and routes near schools.
- Traffic volume assumptions appear to have changed significantly in the intervening years since adoption of the Plan.
- Gaps in sidewalk and bicycle network connectivity, particularly in older neighborhoods and around school campuses, where parents, bus drivers, and school district staff cited ongoing challenges to safe walking and biking. Likewise, the Plan does not discuss benefits to motorists that can be achieved through effective multimodal design.
- Limited guidance for rapidly changing corridors, since the current plan does not fully address the scale of development and traffic impacts occurring along Highway 79, FM 973, or the Samsung-adjacent area.
- Insufficient consideration of regional mobility partnerships, as growth pressures extend beyond City limits and require stronger coordination with TxDOT, Williamson County, and nearby cities. Aspects of the thoroughfare plan do not appear to align with other regional transportation plans. Some street sections indicate a disconnect between realistic availability of high capacity mass transit (multiway boulevard, for example).
- Low public awareness and utilization of passenger rail service, suggesting opportunities for improved wayfinding, station improvements, or multimodal integration.
- Stakeholders value the grid and connected street network, but the Plan could provide clearer direction for applying these principles in new growth areas while balancing neighborhood concerns and local

context/available right of way, and adjusting for geographic conditions.

- Lack of prioritization among transportation investments, as numerous mobility improvements are identified without clear direction on which corridors, projects, or modes should be addressed first as growth accelerates.

Recommendations

1. Update transportation assumptions and analysis to reflect current traffic volumes, safety concerns, and growth patterns, particularly along Highway 79, FM 973, Chandler Road, and school-adjacent corridors.
2. Provide clearer, corridor-specific guidance for major roadways undergoing rapid change, recognizing their evolving roles in freight, commuting, local access, and placemaking.
3. Strengthen the integration between transportation planning and land use decisions to better align roadway investments with growth areas, employment centers, and development timing.
4. Prioritize safety improvements for all users, with a focus on safer routes to schools, improved crossings, signal timing, and conflict reduction along high-risk corridors.
5. Improve connectivity and continuity of the sidewalk, bicycle, and trail network, particularly in older neighborhoods, near schools, and between key destinations.
6. Clarify transportation project priorities by identifying near-term focus areas and investments that address current growth pressures and community safety concerns.
7. Strengthen coordination with regional partners, including TxDOT, Williamson County, and neighboring jurisdictions, to address transportation impacts that extend beyond City limits.

Chapter 3. Housing and Neighborhoods

2026 Rental Housing Analysis

A study was conducted by CDS in early 2026 to examine key data indicators related to housing in Taylor, including median rent, existing affordable units as well as units in the pipeline. This study is meant to form a data-driven foundation for future development of housing strategies as part of the comprehensive plan update.

Analysis

The Envision Taylor Plan promotes a diverse mix of housing types, supports reinvestment in existing neighborhoods, and encourages high-quality residential design that aligns with Taylor's character. It highlights the importance of offering a range of housing choices, including small-lot homes, townhomes, accessory dwelling units, and multifamily opportunities. The Plan also reinforces the role of complete neighborhoods with access to parks, schools, and supporting amenities. In many cases, the Plan pulls directly from local housing precedents. These principles remain aligned with community and market needs.

Since adoption, however, the supply of units has remained low compared to housing demand and regional growth and employment expansion, while new housing units remain slow to deliver. The current plan does not fully address newer pressures related to workforce and subsidized housing shortages, executive housing demand, affordability challenges, or coordination with the school district on future enrollment patterns and school site needs. The Plan's emphasis on infill remains valid, but it does not fully address the volume and speed of current housing needs and supply shortages or provide adequate policy guidance for assessing subsidized housing proposals.

As Taylor and the greater Austin region continue to grow, the local housing market will see increasing pricing pressure on existing housing even with the construction of new housing. A variety of options are available and recommended to assist with increasing affordability pressures. The new

housing market's ability to directly and independently address deep affordability concerns is limited. The increased construction of homes in general in response to growing demand would help limit broad price increases. Additionally, allowing the construction of smaller houses on smaller lots will directly reduce costs while also allowing an increase in total eventual supply per any given land area. This applies even more powerfully with the allowance of multifamily units, from duplexes to quadplexes, and small garden apartments to larger mid-rise complexes.

Market rate construction can help with affordability in general but will not be able to directly and completely serve those with the lowest incomes and suffering under the deepest unaffordability, many of whom may have already moved out of Taylor based on conversations with area real estate professionals. Working with the Housing Authority to maintain a proportional supply of affordable units in Taylor will be critical to meeting the needs of both existing and future residents. There are many available policy tools and strategies for providing subsidized housing for these individuals, many of which have been utilized by Taylor. While all options should continually be explored to meet Taylor's housing needs, future efforts to subsidize housing in Taylor would be best-served by using methods that keep properties on the tax rolls and reduce reliance on methods such as HFCs and PFCs. The City should also focus on growing its inventory of market-rate housing and maintaining existing subsidized housing for those who rely on it, rather than an additional source of housing for workforce and market-rate renters.

As the effects of Samsung unfold and bring higher income jobs into Taylor, demand for market rate housing will likely grow. Along with this growth in jobs and housing will come secondary growth in services, retail, medical, and related jobs, which will provide a wide range of additional jobs. Housing supply should be coordinated and fostered to avoid downward pressure on existing and future subsidized and workforce housing (defined as housing that is considered affordable at wages that do not qualify for subsidized housing or vouchers but cannot afford market rate housing).

A full market analysis can be used to determine the prevailing demand for both owner-occupied and rental housing at various price points based on

anticipated future employment and wage growth. The market study should be undertaken and considered as an integral or related effort with the larger Comprehensive Plan update.

Feedback

- Severe shortage of attainable housing options, as teachers, public employees, young families, and service workers struggle to find housing within Taylor, contributing to workforce retention challenges. Several remarked that housing affordability attracted them to Taylor in the first place, particularly the “small town urban amenity” characteristics, but that they are concerned others will not have that opportunity and local families may be displaced.
- Strong demand for a broader mix of housing types, including missing middle housing, townhomes, senior cottages, modern apartments with amenities, and executive-level homes, which the current plan does not fully address sufficiently for both lot-by-lot infill and larger scale new development. This may be placing naturally-occurring affordable housing at risk.
- Stakeholders noted barriers to housing development, including complex processes, discretionary approvals involving greater up-front costs, and unclear expectations, which can delay or discourage both infill projects and larger residential developments.
- Concerns were noted about neighborhood connectivity and amenities, with residents and school leaders highlighting limited access to parks, trails, youth facilities, and safe walking routes in several areas.
- School district coordination needs stronger integration, as enrollment patterns, school site planning, and housing development trends are closely linked but not fully reflected in the plan’s housing framework.
- Affordability pressures have intensified, driven by rising land values and limited supply, and stakeholders emphasized the importance of

maintaining housing choices that allow long-time residents and families to remain in Taylor.

- Housing policy lacks clear prioritization, as the Plan supports a wide range of housing types but does not identify where or when specific housing forms should be emphasized to respond to changing market conditions. There is a lack of specificity in how Taylor should implement housing policies, and a lack of Taylor-specific market analysis, both of which should be remedied by the housing study ongoing.
- Neighborhood transition guidance remains general, as the Plan emphasizes compatibility but provides limited direction on how transitions between different housing types should be implemented in practice. In particular, the Plan does not recognize how to best achieve incremental change versus transformative/disruptive change in a nuanced way specific to individual neighborhood conditions and character.
- Market rate construction can help with affordability in general but may fail to directly and completely serve those with the lowest incomes and suffering under the deepest unaffordability without increases in higher-wage employment or reduction in other cost factors such as time spent commuting..
- Emerging market data is projecting increases in housing stock, high skill job growth, higher salaries and income levels that will have a positive impact on cost-burdened households.

Recommendations

1. Due to the prevalence of existing HFCs and PFCs, consider housing incentives and strategies that do not remove properties from the tax rolls while providing meaningful reduction in cost burden compared to market-rate units.
2. Focus on increasing housing supply as a key component of housing affordability, as additional housing supply at all price levels will

reduce pressure on existing affordable units to accommodate prospective buyers or renters who could afford higher-priced units.

3. The City should continue to work with Taylor Housing Authority to help serve those with the lowest incomes and suffering under the deepest unaffordability.
4. Further public input with long term updates to comp plan and code will help define affordability and workforce housing needs.
5. A holistic view is needed to address any subsidies for affordable housing as Taylor grapples with aging infrastructure and meeting increase service level expectations from high growth.
6. Update housing policies to reflect current market conditions, including increased demand driven by regional growth and major employers.
7. Reduce regulatory and process-related barriers that limit the feasibility of both infill housing and larger residential developments.
8. Strengthen guidance to support a broader mix of housing types, including missing middle housing, townhomes, senior-oriented housing, multifamily options, and executive-level homes.
9. Integrate data from the 2026 rental housing analysis into the Plan update to provide Taylor-specific analysis and implementation strategies.
10. Strengthen coordination with the school district to better align housing growth, enrollment patterns, and future school site planning.
11. Provide clearer guidance to support housing affordability and reduce displacement pressures as growth accelerates.

Chapter 4. Implementation

Analysis

The current Envision Taylor Plan includes an implementation framework designed to guide the execution of the plan's vision through coordinated actions, policies, and investments. It identifies recommended strategies across multiple plan elements and emphasizes alignment between land use, transportation, housing, infrastructure, and economic development decisions. The Plan assigns general responsibilities and timeframes and highlights the importance of coordination among City departments, partner agencies, and decision-making bodies to support implementation.

Overall, the implementation framework provides a comprehensive roadmap for advancing the plan's goals. However, many actions remain high-level and lack clear prioritization or sequencing. At a minimum, it would benefit from identifying fast/critical actions. Ideally, the action plan would frame around momentum building, amplification of impact through concurrent actions, and performance measurement. The current plan does not fully reflect the scale and pace of recent growth or translate policy direction into consistent operational guidance for staff and elected officials. As a result, implementation can be difficult to apply uniformly in day-to-day decision-making, and the framework offers limited tools for tracking progress or adjusting strategies as conditions change.

Feedback

- Taylor preferred growth dashboard: The Preferred Growth Dashboard remains a conceptually strong tool intended to support holistic evaluation of development decisions. However, the current plan does not clearly define when, how, or by whom the dashboard should be applied, which limits its practical effectiveness. As a result, the tool is underutilized and not fully scaled to current growth conditions. An update to the Plan could take the form of an online interactive plan with dashboard integration from the start.

- **Land use evaluation tool:** The Land Use Evaluation Tool reflects a continued desire for consistent and transparent development review aligned with the Plan's land use vision. However, the current plan does not clearly connect the tool to zoning districts, development standards, or formal review processes, limiting its effectiveness in guiding real-time decision-making. As a result, the tool remains conceptually useful but is not consistently applied in practice. An improved approach could be a fiscal impact analysis tool paired with an equity impact analysis tool, providing both the objectivity of fiscal analysis and community considerations.
- **Direct growth to centers:** Directing growth toward identified centers remains aligned with goals related to fiscal efficiency, placemaking, and infrastructure utilization. Since adoption, however, market demand and employment-driven growth have expanded beyond these areas, and the Plan does not fully address how to balance center-focused development with emerging growth pressures elsewhere. These would also benefit from greater differentiation, with a plan update potentially taking the form of a series of small area plans (a "city of villages" concept). Additional clarity is needed to reflect current development patterns and infrastructure constraints.
- **Update development standards to support centers and infill:** Updating development standards to support centers and infill remains a relevant and necessary strategy. Stakeholder feedback, however, indicates that existing standards and review processes are often complex or inconsistently applied, which limits the feasibility of infill projects. This suggests a gap between policy intent and implementation that warrants refinement.
- **Strategically manage extension of streets and utilities:** Strategic management of street and utility extensions remains critical to supporting fiscally responsible growth. While the Plan emphasizes this objective, it does not clearly establish thresholds or decision-making criteria tied to infrastructure capacity, development timing, or cost implications. As a result, infrastructure decisions may be more reactive than intended.
- **Implement the Transportation Master Plan:** Implementing the Transportation Master Plan remains an important strategy for coordinating mobility investments with land use decisions. However, growth has accelerated since adoption, and traffic conditions and corridor demands have intensified beyond original assumptions. Stronger alignment with current development activity and regional coordination is needed.
- **Plan for non-vehicular trips:** Planning for walking and bicycling continues to align with community health, safety, and quality-of-life goals. While the Plan emphasizes these modes, implementation has not kept pace with growth, particularly in areas near schools, major corridors, and newer development areas. Greater prioritization and integration with capital planning are needed.
- **Adopt a Vision Zero Policy:** The intent to reduce serious injuries and fatalities through a Vision Zero approach remains appropriate. However, the current plan does not clearly define performance measures, responsibilities, or implementation steps associated with this policy. Without these elements, the strategy remains aspirational rather than actionable.
- **Prioritize infill areas and centers for street improvements:** Prioritizing infill areas and centers for street improvements continues to support reinvestment and efficient use of infrastructure. Competing demands along major corridors and in growth areas, however, have diluted this focus. Clearer prioritization and sequencing would improve alignment with current needs.
- **Enhance crosstown corridors:** Enhancing crosstown corridors remains important for connectivity and mobility. Since adoption, however, several corridors now serve different functions, including freight movement, commuter traffic, and access to major

employment centers. More place-specific guidance is needed to address these evolving roles.

- **Encourage missing middle housing:** Encouraging missing middle housing remains highly relevant and aligns with current housing demand. Despite this, regulatory complexity and process barriers have limited the delivery of these housing types. Increased guidance is needed to carry implementation of this flexibly into development of new neighborhoods in addition to infill scenarios. The strategy remains valid but under-implemented.
- **Discourage displacement:** Discouraging displacement continues to reflect community priorities, particularly as growth accelerates. The Plan articulates this intent but provides limited tools or mechanisms to address displacement pressures associated with rising land values and redevelopment activity. Additional clarity is needed to translate intent into action.
- **Encourage accessory dwelling units:** Accessory dwelling units remain a viable tool for expanding housing choice and supporting affordability. Adoption has been limited, however, due to regulatory complexity and uncertainty regarding standards and approval processes. Some have reported unexpected outcomes where they have been successfully deployed. Simplification and clearer guidance would improve effectiveness.
- **Maintain small-town character in new neighborhoods:** Maintaining Taylor's small-town character remains a core value expressed throughout the Plan. As development scales up, however, the Plan does not clearly define how character expectations should be achieved in larger or more complex projects. Clearer translation into standards and expectations is needed.
- **Expand and connect the park and trail system:** Expanding and connecting the park and trail system remains central to quality of life and community health. Growth has outpaced the delivery of new amenities, and stronger alignment with development timing

and funding mechanisms is needed to ensure equitable access. This is viewed as a key differentiator opportunity for Taylor.

- **Special employment district small area plan:** Targeted planning for employment districts remains relevant and has become increasingly important given recent economic activity. The scale and location of employment growth have evolved since adoption, suggesting this strategy requires updating to reflect current conditions and infrastructure needs.
- **Support living and working in the City of Taylor:** Supporting the ability to live and work in Taylor remains aligned with economic development and workforce retention goals. Housing supply, amenities, and mobility options, however, have not kept pace with employment growth, limiting the effectiveness of this strategy under current conditions. Future economic opportunities should closely examine benefit to existing Taylor residents.
- **Create policies and rules for special utility and financing districts:** These districts are still useful tools, but the current plan doesn't explain when to use them, what criteria should apply, or how they should be governed. Without this guidance, they can't be used effectively to support and manage growth.

Recommendations

1. Strengthen the implementation framework to provide clearer priorities, sequencing, and near-term actions that reflect the current pace and scale of growth.
2. Clarify how implementation tools, including evaluation frameworks and dashboards, should be used, when they should be applied, and who is responsible for their use.
3. Improve alignment between land use, transportation, housing, infrastructure, and capital planning to support coordinated and fiscally responsible growth.

4. Introduce measurable performance indicators to track progress, evaluate outcomes, and adjust strategies over time.
5. Improve transparency and predictability in development review processes to support consistent implementation of plan goals.
6. Ensure the implementation framework remains flexible and responsive to changing conditions, including market shifts, funding availability, and community priorities.

Phase 2 Engagement Approach

Purpose and Role of the Diagnostic Phase

Public engagement during the diagnostic phase is intended to support listening, validation, and issue identification rather than decision-making or plan drafting. Engagement activities are designed to confirm existing conditions, understand community priorities, and identify gaps in the current Envision Taylor Plan and Development Code. This approach ensures that diagnostic findings reflect both technical analysis and lived experience before advancing into plan refinement.

The engagement approach focuses on gathering targeted, actionable input that informs recommendations for Phase 2, including plan structure, policy direction, and future engagement strategies.

Engagement Framework

The recommended engagement framework combines targeted outreach, broad-based community input, and transparent communication to ensure effective participation. Engagement methods are structured to reach diverse audiences while remaining efficient and aligned with the project schedule and scope.

Key principles guiding the approach include:

- Meeting people where they already are
- Offering multiple ways to participate
- Using clear, accessible language and visuals
- Documenting and reporting input consistently
- Demonstrating how feedback informs diagnostic findings

Stakeholder Engagement

Targeted stakeholder engagement remains a core component of the diagnostic phase, and should continue as a strategy for idea generation and verification. One-on-one and small-group conversations with key stakeholders enable in-depth discussions of growth-related issues, infrastructure constraints, housing needs, mobility challenges, and quality-of-life priorities.

Stakeholder groups may include:

- City departments and advisory boards
- School district
- Major employers and business representatives
- Developers and real estate professionals
- Nonprofit and community organizations

Input from these conversations should be synthesized to identify recurring themes, implementation challenges, and areas where the current plan no longer aligns with conditions on the ground.

Targeted and Strategic Events

Targeted and strategic engagement events are recommended to supplement traditional meetings and ensure participation from groups that may not attend formal planning sessions. These events focus on specific audiences or geographies and are designed to capture focused feedback related to growth, neighborhood conditions, or service needs.

Examples include:

- Meetings with business associations or industry groups
- Workshops focused on specific topics such as housing, mobility, or economic development
- Focused sessions with youth, seniors, or workforce populations

These events allow the project team to tailor engagement tools and questions to the audience, resulting in more meaningful and relevant input.

Neighborhood-Level Meetings

Neighborhood-level meetings offer an opportunity to understand localized conditions, concerns, and priorities that may not be apparent through citywide engagement alone. These meetings can be hosted in existing community spaces such as schools, community centers, libraries, or neighborhood parks.

Neighborhood meetings are particularly valuable for:

- Identifying infrastructure or mobility challenges
- Understanding perceptions of growth and redevelopment
- Discussing housing compatibility and neighborhood character
- Gathering input on access to parks, trails, and everyday amenities

Feedback from neighborhood-level meetings should inform both diagnostic findings and future engagement strategies.

Community Event Tabling

Community event tabling is recommended to engage residents in informal, accessible settings where participation barriers are low. Tabling at existing events allows the project team to reach individuals who may not attend traditional meetings.

Potential venues include:

- Community festivals and local events
- Farmers markets
- School or youth-related events
- Library or civic gatherings

Tabling activities should utilize simple, visual tools such as quick surveys, interactive boards, or maps to efficiently collect high-level feedback.

Public Engagement Tools and Communication

Public-facing engagement tools should complement in-person outreach and provide ongoing opportunities for participation.

Recommended tools include:

- A project website serving as a central hub for information, updates, and engagement opportunities
- Online surveys to gather broader community input
- Interactive mapping or comment tools to collect location-specific feedback
- Email updates and social media coordination to promote engagement activities

Materials should be clear, concise, and accessible, with bilingual content provided as appropriate.

Advisory Committee and Ongoing Coordination

An advisory or steering committee can provide continuity and guidance throughout the planning process. Committee meetings should align with key milestones, allowing members to review findings, provide feedback, and help communicate information back to the community.

Regular coordination with City staff and elected or appointed officials ensures alignment between engagement activities, diagnostic findings, and project goals.

Documentation and Transparency

All engagement activities should be documented through meeting summaries, visual records, and synthesized feedback reports. Documentation should clearly distinguish between stakeholder input,

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public feedback, and technical analysis, while identifying key themes and areas of alignment or divergence.

This documentation supports transparency and builds trust by demonstrating how engagement informs the diagnostic and subsequent phases of work.

Transition to Phase 2

Findings from the diagnostic phase engagement will directly inform the scope, priorities, and engagement strategy for Phase 2. Lessons learned regarding participation levels, effective tools, and outreach gaps will help future engagement efforts and ensure that plan updates are grounded in community input and current conditions.

Conclusion

The Envision Taylor Plan continues to provide a strong foundation rooted in community character, walkability, and fiscally responsible growth. Many of the Plan's core principles remain relevant and aligned with Taylor's values and long-term aspirations. At the same time, accelerated growth, infrastructure constraints, and evolving market conditions have revealed gaps that require additional clarity, flexibility, and coordination.

This Diagnostic Report identifies both the elements of the current Plan that continue to perform well and those that would benefit from refinement or updating. Together, these findings help clarify how the Plan can be strengthened to better guide growth, support implementation, and remain responsive to current and future conditions in Taylor.

Five Plan Elements That Continue to Perform Well

- A strong emphasis on community character, walkability, and traditional neighborhood patterns.
- Continued focus on downtown as a civic, cultural, and economic anchor for the City.
- Support for a mix of housing types and the concept of complete neighborhoods.
- Recognition of the importance of aligning land use decisions with infrastructure efficiency.
- A comprehensive, integrated planning framework that connects land use, mobility, housing, and quality-of-life considerations.

Five Key Areas for Improvement and Refinement

- Simplify and clarify the land use and place type framework to improve usability, predictability, and day-to-day application.
- Better integrate infrastructure capacity, growth sequencing, and capital planning into policy guidance.
- Update assumptions and strategies to reflect accelerated, employment-driven growth and current market conditions.
- Strengthen implementation guidance so plan policies translate clearly into everyday administrative and regulatory decision-making.
- Improve clarity, prioritization, and communication to ensure the Plan is accessible, actionable, and widely understood.