



**City of Elgin, Texas
Strategic Planning Session
Final Report
March 29, 2025**

The City Council of the City of Elgin, Texas, held a strategic planning session on Saturday, March 29, 2025. The purpose of the strategic planning session was to establish priorities that they want to focus on as they move forward into the future, knowing that the city will be experiencing a lot of population growth in the next few years. The strategic planning session was attended by the Interim City Manager, Isaac Turner as well as the Mayor and each Council Member, except Council Member Dennis. It was facilitated by Dr. Mike Mowery, the President of Leadership Development for SGR. The Council was joined by Department Directors near the end of the planning session so that the Department Directors would have the opportunity to hear from the Council and ask any questions about the strategic priorities or milestones.

Below is a summary of the key discussion items as well as the City Council's strategic priorities and milestones.

H.A.R.D. Questions

The Council was asked to work in small groups to do an exercise called "Hard Questions." After discussing these questions, each group reported on their answers. Below is a summary of what was listed. Sometimes items are listed twice because they were listed by more than one group.

What are we **HOPEFUL** for?

- The Depot District works well.
- Downtown will continue to boom.
- Entertainment for kids and senior adult activities.
- That growth will be a positive thing for Elgin.
- Downtown Progress.
- School District Bonds.
- ACC.
- Parks.
- Cohesiveness.
- Community ownership.
- Communication.
- New City Manager.

What are we **AFRAID** of?

- Culture change.
- Residential will grow but we will not have more jobs, and we will be a bedroom community.
- The Texas Legislature.
- The Texas Legislature.

What do we need to **RETHINK**?

- MUDS.
- EDC—Communication and Plan.
- Communication with the public.
- Funding for future projects.
- EDC Initiatives.

What needs to **DIE**?

- MUDS.
- Thinking about our city as Old Elgin vs New Elgin.
- Old baggage from the past.

Strategic Priorities

The Council discussed their strategic priorities to work on over the next few years. They identified six key priorities to pursue in order to see their vision come to fruition. These are listed in alphabetical order below because the Council did not prioritize one over another.

- **Economic Development**
- **Elgin's Unique Identity**
- **Healthcare Services**
- **Industrial and Commercial Land**
- **Infrastructure**
- **Public Safety**

Strategic Priorities and Milestones

After the Council identified their strategic priorities, they worked in small groups to identify the milestones for each of the strategic priorities. Milestones tell the city that they are moving in the right direction toward the strategic priorities of the Council. The Council also labeled each milestone as either ST or MT for Short-term Priority or Mid-term Priority.

The strategic priorities and milestones are listed below in alphabetical order.

- **Economic Development**
 - (1) Business Retention Program. (MT)
 - (2) Business Recruitment. (ST)
 - (3) Focus on Hunting not Order Taking. (ST)
 - (4) Seek a Variety of Businesses. (MT)
- **Elgin's Unique Identity**
 - (1) Maintain Calendar Events. (MT)
 - (2) Encourage and Maintain Volunteerism. (MT)
 - (3) Rec Center/Library Programs. (ST)
 - (4) Welcoming Atmosphere. (ST)
- **Healthcare Services**
 - (1) Apply pressure to Seton. (ST)

- (2) Talk to other hospitals. (ST)
- (3) Be vocal and visible with Recruitment. (ST)

- **Industrial and Commercial Land**

- (1) Scout Land. (ST)
- (2) Find Land. (ST)
- (3) Buy Land. (ST)
- (4) Add infrastructure needed to attract industries. (MT)
- (5) Collaborate with developers who purchased land. (ST)
- (6) Finish current business park. (ST)

- **Infrastructure**

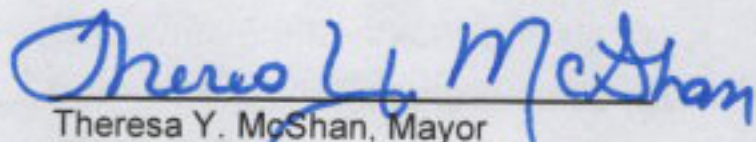
- (1) Roads
 - a. Continue yearly local road improvements. (ST, MT)
 - b. Create better transportation partnerships. (ST, MT)
 - c. Seek grant funds for sidewalks (ST, MT)
- (2) Pipes
 - a. Assessment of water and sewer infrastructure and make a schedule for improvements. (ST)
 - b. Expand Fiber/Broadband throughout city. (MT)
- (3) Intermodal Assessment. (MT)

- **Public Safety**

- (1) Properly staffed for Fire, PD, EMS. (ST)
- (2) Implement MG/BH training for First Responders. (ST)
- (3) Address and develop an action plan regarding homeless population. (ST)
- (4) Mass Communication Plan for emergencies. (ST)

ATTEST:


Peyton Standifer, City Secretary


Theresa Y. McShan, Mayor
City of Elgin