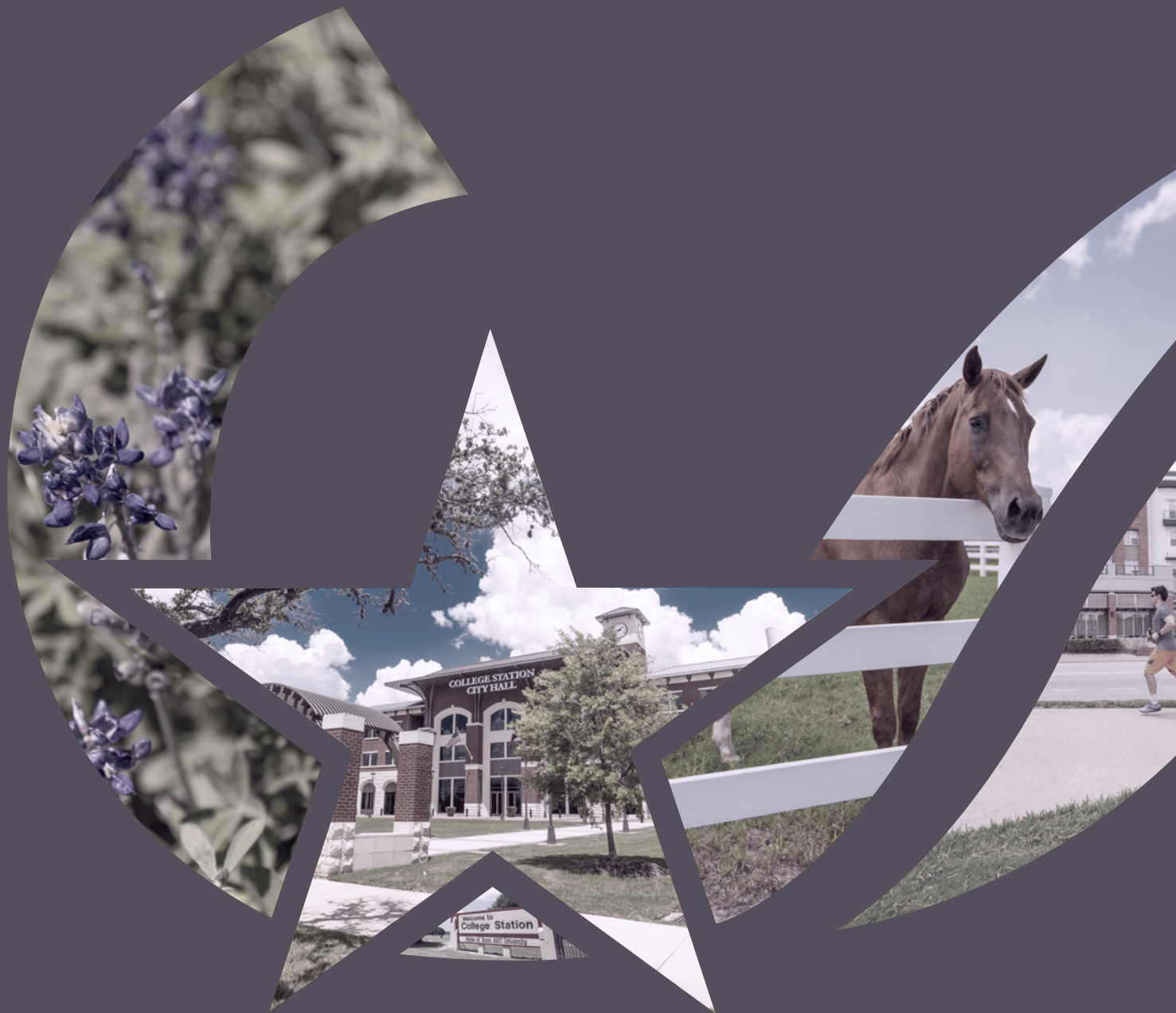




CITY OF COLLEGE STATION
Home of Texas A&M University®

COMPREHENSIVE PLAN

5-YEAR EVALUATION & APPRAISAL REPORT 2025

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1. OVERVIEW AND PURPOSE

College Station's Comprehensive Plan, adopted in May 2009 and updated in October 2021, serves as a statement of the community's vision for the future. It provides goals, policies, and actions on a broad range of topics and provides strategic direction to guide the City's physical growth while maintaining a high quality of life. As a long-range document with an anticipated life span of 20 years, the Comprehensive Plan calls for an Evaluation and Appraisal Report to be prepared every five years.

This report was created by City staff with input from citizens, City leaders, various City departments, the Planning and Zoning Commission, and other appropriate boards and commissions. The purpose of this report is to serve as a "checkup" on the Comprehensive Plan by identifying the Plan's successes and shortcomings and recommending appropriate modifications in response to changing conditions.

This report and its associated appendices:

- Provides a review of the basic conditions and assumptions related to the City's growth.
- Evaluates implementation progress related to the Plan's goals, strategies, and action items.
- Summarizes the public engagement process and results used to inform the recommendations in this report.
- Provides recommendations for modifications to the Plan's policies, action items, and structure to ensure continued alignment with the community's vision.

2. PROCESS

This 5-year Evaluation and Appraisal process, branded the Five Years Forward project, began in February 2025 and concluded in September 2025.

A six-member group called the Comprehensive Plan Evaluation Committee (CPEC) met throughout the process to provide input and feedback to guide both the evaluation process and final recommendations. The CPEC was composed of three Planning and Zoning Commissioners and three City Councilmembers.

Public outreach activities:

- Community Planning Survey 2025 (135 responses)
- Focus Groups – Medical, Housing, and Business & Economy sectors
- Public Meetings & Workshops – Seminar Supper, Open House, City Council public hearing
- Informal Events – Three Food Truck Wednesdays
- Digital & Media Outreach – Blog, radio, podcast, website, social media, and public notices

Other community stakeholder input activities:

- Boards & Commissions Survey and feedback discussions
- City Councilmember structured interviews
- Staff implementation team discussions

Details of the community and stakeholder input processes can be found in Appendix C: Engagement Report.

3. CHANGING CONDITIONS

In 2024, City staff prepared an assessment of existing conditions to provide context for the Comprehensive Plan evaluation. This assessment, presented in Appendix A: 2024 Existing Conditions Report, analyzes population growth and projections, demographic and socioeconomic trends, existing land use, and other patterns of physical development. The report draws primarily on the latest estimates from the U.S. Census Bureau, along with data from various City databases.

As the City looks to the future, significant conditions and trends include:

Demographics & Growth

- The population of College Station reached 128,370 in 2023, reflecting a 7.9% increase since 2019.
- The Census Bureau estimated 48,615 College Station residents were enrolled in college or graduate school in 2023, representing about 38% of the city's total population (ACS 2023).

Economic Development

- The employment rate in the College Station-Bryan MSA has increased by 16.2% since 2018, outpacing state and national averages.
- The unemployment rate remains low at 3.2% (2023), reflecting a stable job market.
- The housing market has seen rising home prices, with the median home price of \$322,903 in 2023.

Land Use

- Residential land use dominates at 45.54%, with single-family homes making up the largest share of the residential category.
- Urban residential and mixed residential land uses account for 15.3% of future land use.
- Between 2019-2023, multi-family led in units constructed totaling 2,963 units.

Transportation & Mobility

- Currently, the city maintains 57.7 miles of bike lanes, 21.2 miles of bike routes, 387.7 miles of sidewalks, and 40.6 miles of multiuse paths, supporting active transportation options.
- Roadway improvements and infrastructure investments are planned to accommodate growth.

4. PLAN SUCCESSES

The Comprehensive Plan's Implementation chapter establishes a framework for ongoing reporting and evaluation. Each year, the City produces a summary report highlighting notable progress and development activity. Every five years, a more comprehensive evaluation (such as this report) is conducted and often results in amendments to the Plan. As part of this evaluation and appraisal process, a 5-Year Implementation Progress Report (Appendix B) was completed to assess the status of each action item in the Comprehensive Plan. Staff used status categories from the City's implementation tracking software, Achievelt, to classify each item as On Track, Off Track, At Risk, Not Started, or Achieved.

Over the past five years, the City celebrated several key programming achievements and capital project milestones. To encourage responsible growth and support community character, staff developed the Northeast Gateway Redevelopment Plan (2023) and the Wellborn District Plan (2023). To address the City's growing need for affordable housing, staff collaborated with a citizen steering committee to create the 2024 Housing Action Plan. In 2024, two major tree-planting projects added 117 trees in Bee Creek Park and Tarrow Park, helping to mitigate the urban heat island effect. Additionally, the City broke ground for Fire Station #7 in 2025, ensuring the continued provision of exceptional services.

5. INTERIM COMPREHENSIVE PLAN AMENDMENTS

a. Small Area Plans

ACTIVE PLANS			
Plan Name	Created	Planning Horizon	City Department
Northeast Gateway Redevelopment Plan	2023	2023-2023	Planning & Development Services
Wellborn District Plan	2023	2023-2023	Planning & Development Services
RETIRED PLANS			
Plan Name	Created	Planning Horizon	Retired
Central College Station Master Plan	2010	2010-2017	2022 Small Area Plan Audit
Eastgate Neighborhood Plan	2011	2011-2018	2022 Small Area Plan Audit
Southside Area Neighborhood Plan	2012	2012-2019	2022 Small Area Plan Audit
South Knoll Plan	2013	2013-2020	2022 Small Area Plan Audit
Wellborn Community Plan	2013	2013-2023	2023 Wellborn District Plan
Wolf Pen Creek Master Plan	1987	Unspecified	2024 Small Area Plan Audit
Northgate Redevelopment Plan	1996	Unspecified	2024 Small Area Plan Audit
Northgate Redevelopment Implementation Plan	2003	Unspecified	2024 Small Area Plan Audit
Medical District Master Plan	2012	2012-2022	2024 Small Area Plan Audit

b. Master Plans

Master Plan Name	Created	Last Update Adoption	City Department
Housing Action Plan	2024	September 2024	Planning & Development Services
Economic Development Master Plan	2013	May 2020*	Economic Development
Bicycle, Pedestrian, and Greenways Master Plan	2010	May 2018*	Planning & Development Services
Wastewater System Master Plan	2011	April 2017	CSU Water Services
Water System Master Plan	2010	April 2017	CSU Water Services
Parks, Recreation, and Open Spaces Master Plan	2011	July 2011*	Parks & Recreation

* Plan update in progress at the time of this report

c. Special Projects

Project Name	Created
Cooling College Station	2022
Small Area Plan Audit Phase I	2022
Small Area Plan Audit Phase II	2024
2024 Existing Conditions Report	2024
Greater Northgate Small Area Plan Engagement Report	2025

d. Text Amendments

- **Chapter 2.** Distinctive Places by amending the text regarding the Neighborhood Center future land use description, intent, and generally appropriate zoning districts – Ordinance 4351, dated April 28, 2022.
- **Chapter 2.** Distinctive Places by amending the text regarding the Planning Areas description to remove expired plans – Ordinance 4404, dated November 10, 2022.
- **Chapter 2.** Distinctive Places by amending the text regarding the Planning Areas description to rename the Texas Avenue & University Drive (FM 60) Redevelopment Area to the Northeast Gateway Redevelopment Plan – Ordinance 4470, dated September 28, 2023.
- **Chapter 2.** Distinctive Places by amending the text regarding the Planning Areas description to update it to the Wellborn District Plan, to revise the Future Land Use & Character descriptions to remove the Wellborn future land use and incorporate it and the Wellborn-specific zoning districts into the Neighborhood Commercial, Suburban Residential, and Estate Residential future land use descriptions and generally appropriate zoning districts – Ordinance 4474, dated October 12, 2023.

e. Planning Areas Map Amendments

- Removing the Central College Station Neighborhood Plan, Eastgate Neighborhood Plan, Southside Area Neighborhood Plan, and South Knoll Neighborhood Plan – Ordinance 4404, dated November 10, 2022.
- Renaming the Texas Avenue & University Drive (FM 60) Redevelopment Area to the Northeast Gateway Redevelopment Plan – Ordinance 4470, dated September 28, 2023.
- Renaming the Wellborn Community Plan to the Wellborn District Plan – Ordinance 4474, dated October 12, 2023.

f. Future Land Use & Character Map Amendments

- Approximately 5 acres of land generally located at 2354 Barron Road from Suburban Residential to Neighborhood Commercial – Ordinance 4365, dated June 23, 2022.
- Approximately 17 acres of land generally located at 400 Double Mountain Road from Medical to Urban Residential – Ordinance 4378, dated August 11, 2022.
- Approximately 0.19 acres of land generally located at 106 Southland Street from Suburban Residential to Neighborhood Commercial – Ordinance 4388, dated September 8, 2022.
- Approximately 2.611 acres of land, generally located at 100 - 170 Graham Road from Business Center to Neighborhood Commercial – Ordinance 4435, dated May 15, 2023.
- Amended as shown in the Northeast Gateway Redevelopment Plan – Ordinance 4470, dated September 28, 2023.
- Amended as shown in the Wellborn District Plan – Ordinance 4474, dated October 12, 2023.

- Approximately 3.25 acres of land generally located west of the intersection of Nantucket Drive and State Highway 6 S from Suburban Residential and Natural and Open Areas to Neighborhood Commercial and Natural and Open Areas – Ordinance 4520, dated May 23, 2024.
- Approximately 3 acres of land generally located at 116 and 120 Morgans Lane from Urban Residential to General Commercial – Ordinance 4525, dated June 27, 2024.
- Approximately 11 acres of land generally located at 3182 Holleman Drive South from Mixed Residential and Natural & Open Areas to Urban Residential – Ordinance 4566, dated December 12, 2024.
- Approximately 1.047 acres of land generally located at 3423 Cain Road and 3197 Holleman Drive South from Mixed Residential to General Commercial – Ordinance 4571, dated January 23, 2025.
- Approximately 3.60 acres of land generally located at 3768 McCullough Road from Estate Residential to Neighborhood Commercial – Ordinance 4578, dated February 27, 2025
- Approximately 2.752 acres of land generally located at 2360 Harvey Mitchell Parkway South from General Commercial to Urban Residential – Ordinance 4596, dated June 12, 2025
- Approximately 2.5 acres generally located south of the intersection of University Drive East and East Crest Drive – Ordinance 4609, dated August 14, 2025.

g. Functional Classification & Context Class Map

- Amended as shown in the Northeast Gateway Redevelopment Plan – Ordinance 4470, dated September 28, 2023.
- Amended as shown in the Wellborn District Plan – Ordinance 4474, dated October 12, 2023.

5. UNIFIED DEVELOPMENT ORDINANCE (UDO) AMENDMENTS

Conditional Use Permits and Nonconforming Uses (2024)

Modifies conditional use permit requirements and the expiration of conditional use permits and nonconforming uses, and requires nightclubs, bars, and taverns in NG-1 and NG-2 to follow the conditional use permit process.

Ownership Certification (2024)

Removes the requirement for developers to dedicate ROW to the City in fee-simple.

Platting Authority (2024)

Delegates to City staff the ability to approve, approve with conditions, or disapprove a plat that meets all minimum subdivision requirements.

Flood Ordinance Amendment (2023)

Modifies the current ordinance to include requirements for replacement of manufactured homes in existing manufactured home developments.

Shared Housing (2023)

Modifies the current ordinance to permit Shared Housing uses in the MH Middle Housing zoning district only when there is also a HOO High Occupancy Overlay.

Middle Housing Zoning District Parking (2023)

Modifies the current ordinance to allow up to four vehicles to park in the front yard area of a lot that is zoned MH Middle Housing. Also, clarifies access requirements for parking in the rear yard area.

High Occupancy Overlay (HOO) (2023)

Creates a new overlay zoning district that allows Shared Housing uses.

UDO Housekeeping (2023)

Provides amendments to the UDO for clarity and consistency. Edits include internal and external policy references, reorganization, capitalization, acronyms, numbers, tables, and images. No policy changes were made with this ordinance amendment.

Off-Street Parking Requirements (2023)

Amends Sections 5.8.B Northgate by adding tandem parking as a design option for structured parking garages. Amends Section 7.2.J Bicycle Facilities by removing bicycle requirements and placing them in Section 7.3. And finally amends Section 7.3 by adding in bicycle parking, updating minimum and maximum ratios, removing minimum parking requirements from redevelopment areas, and adding additional reductions to parking requirements.

Lot-by-Lot Grading (2023)

Creates a requirement that single family construction must account for, and provide, lot grading information to mitigate drainage issues between properties upon redeveloped and initial development.

Conditional Use Permit for Nightclubs, Bars, Taverns (2023)

Amends Conditional Use processing, specifically giving the UDO Administrator the ability to approve minor changes to a Conditional Use permit, stating the duration of a Conditional Use permit, giving the City the ability to temporarily suspend a Conditional Use for public health and safety reasons, clarifying how a violation of the terms of a Conditional Use permit is unlawful, and establishing a process to revoke a Conditional Use permit.

Sunsetting Small Area Plans (2022)

Amends the Dimensions, Access, and Location section of the Off-Street Parking Standards to be applicable to properties that are designated as Redevelopment Areas on the Comprehensive Plan Future Land Use and Character Map.

Sidewalks (2022)

Amends Sidewalks section of the Subdivision Regulations to reduce the number of zones for fee in lieu of sidewalk construction to four, adds an appeals process, allows staff to require fee in lieu, and requires sidewalks along thoroughfares in rural context areas.

Single-Family Overlay Amendment (ROO & NCO) (2022)

Amends the single-family overlay application process for the Restricted Occupancy Overlay (ROO) and Neighborhood Conservation Overlay (NCO) to allow multiple contiguous phases of original subdivisions to apply jointly, submit one application, and pay one application fee.

Middle Housing (2022)

Creates a new Middle Housing zoning district, which allows for a flexible mix of housing types between single-family homes and multiplexes and establishes development standards for each housing type.

Shared Housing (2022)

Creates a new use known as Shared Housing, which allows for more than four unrelated persons to occupy a single dwelling unit, establishes which zoning districts the use is allowed in, establishes development standards for the use, and eliminates the Northgate High Density Dwelling Unit use.

Cluster Subdivisions (2022)

Amends the Cluster Developments section of the Unified Development Ordinance to reduce the minimum lot width and depth of a residential lot and increase the amount of required open space.

Parkland Dedication (2022)

Eliminates the distinction between community and neighborhood parks for dedication purposes, reduces the number of parkland dedication zones to four, adds an appeals process, allows developers of private parks to receive up to a 25% credit, and updates the dedication and fee amounts.

Zoning Board of Adjustment Power, Duties, and Processes (2022)

Updates the processes involved with written interpretations, variances, and administrative appeals to align with H.B. 1475 and H.B. 2497 adopted in the 86th and 87th Texas Legislatures, respectively, and amends the Unified Development Ordinance's list of power and duties of the Board to reflect all power and duties that have been assigned to the Board throughout the Code of Ordinances.

Shared Mobility (2022)

Renames the ordinance from Dockless Bike Share Program to Shared Micromobility, allows shared electric micromobility devices (bicycles and scooters), includes an abandonment fee if an operator leaves the community without taking their devices and further defines geofence zones. It also now includes requirements for cyber liability insurance, a 15-mph speed limit for devices, rebalancing, parking hubs and devices must be locked to a bicycle rack or operator designated parking area.

Comprehensive Plan Notifications (2021)

Requires mailed notices for property-specific Comprehensive Plan Amendments to the Future Land Use & Character Map, as well as neighborhood meetings for these proposed amendments. Limits the timeframe in which Comprehensive Plan Amendment applications may be submitted during major Comprehensive Plan updates and evaluations.

Restricted Occupancy Overlay (ROO) (2021)

Creates a new overlay zoning option for single-family subdivisions to restrict occupancy to no more than two unrelated persons. An application for a ROO requires a majority (50% + one) of a subdivision's property owners to sign a petition supporting the application. A legacy (grandfather) clause allows existing occupancy levels up to four unrelated persons to continue under certain conditions. The city's existing restrictions of no more than four unrelated persons remain for all areas without the overlay.

Related and Family Definition (2020)

Addresses public concern regarding the restrictive nature of the definitions of "family" and "related" and modernize the ordinance in accordance with legal precedent. The proposed amendment creates a more permissive definition of "family" that removes language referring to degrees of consanguinity (blood relation) and affinity (marriage relation), clarifies specific familial types, and codifies a new method of counting relationships to ensure a maximum of one family unit and three unrelated individuals will be allowed per dwelling unit.

Replat Notification Requirements (2020)

Adds the option to Specific Notice Requirements for the City to notify neighboring property owners of the Planning & Zoning Commission's approval of certain replats in lieu of holding public hearings for the replats. This option was adopted by the 86th Texas Legislature in response to concerns that public hearings were required for replats that state statute requires the Planning & Zoning Commission to approve.

PART II: GENERAL RECOMMENDATIONS

A. Stronger emphasis on sustainability and environmental resilience.

Goals and action items related to sustainability, environmental resilience, and natural resource stewardship are incorporated in most chapters of the Plan. However, while some chapters include strong contextual narrative detailing the City's specific strategies and actions in these areas, others do not.

- Chapter 2 (Distinctive Places) and Chapter 8 (Managed Growth) should include more detailed narrative on the City's efforts to promote environmental stewardship and resilience, particularly in the context of growth and ongoing development/redevelopment.

B. Add an "as of" date to all maps.

While most maps in the Comprehensive Plan remain unchanged after the Plan is adopted, certain maps are updated on a rolling basis. Maps that are regularly updated, such as Map 2.2 Future Land Use and Character, are available on the City's website and may differ from the version included in the adopted Plan document.

- To avoid potential confusion, all maps in the adopted Plan should include a clearly visible "as of" date.

C. Remove repeated or redundant narrative throughout the Plan.

Some content is unnecessarily repeated across chapters, which reduces the Plan's overall clarity and conciseness. To improve readability, duplicated narrative should be removed where it does not add distinct value.

- Example: Chapter 8, pp. 138–141. This section repeats content directly from Chapter 7: Exceptional Services. The intended purpose of its use in Chapter 8 is to emphasize that infrastructure to support high-quality City services must keep pace with growth. This point can be effectively conveyed in a brief summary, rather than repeating several pages of identical text from the previous chapter.

D. Incorporate strategies to ensure rapid response to changes in technology.

Stakeholders did not express concern that the City was lagging in response to technological changes, and they did not call for specific changes to the Plan to address this recommendation. Stakeholders simply emphasized that rapid changes in technology should be considered as the City plans for the future, particularly in terms of municipal service delivery and transportation/micro-mobility options.

PART III: RECOMMENDATIONS BY CHAPTER

CHAPTER 1: PLAN FOUNDATION

Recommendations for Chapter 1 are administrative in nature and primarily related to updating contextual narrative and outdated data.

- Update Background Section.
- Update Planning Process and Public Participation.
 - Shorten and summarize text related to 10-Year Update and add information on the current 5-Year Evaluation Process.
- Update Figure 1.2 - Replace "District & Neighborhood Plans" with "Small Area Plans."
- Update the summary of existing conditions with current data.
- Update Chapter 10 description to explain the difference between ongoing action items and strategic action items.

CHAPTER 2: DISTINCTIVE PLACES

- Update Table 2.1 Summary of Future Land Use Acreages.
- Update the Planning Areas section to remove retired small area plans and update descriptions to reflect planning activities since the adoption of the Plan.
- Update Map 2.1 to reflect changes to the Planning Areas.
 - Remove retired Plans (Medical District).
 - Expand Harvey Road Redevelopment planning area to set northern boundary at Dominik Drive.
 - Update Lick Creek Corridor Planning Area to remove the small portion that projects to the southwest.
- Update to Map 2.2 - Future Land Use & Character.
 - Incorporate any Future Land Use changes since the last Plan update.
 - Convert the Future Land Use designation to Parks & Greenways for any parkland dedicated to the City since the last Plan update.
 - Remove the Future Land Use designation from any thoroughfares constructed since the last Plan update.
- Continue to enhance City outreach and communication efforts to help residents and property owners better understand land use vs. zoning and how the Comprehensive Plan shapes development decisions.

CHAPTER 3: STRONG NEIGHBORHOODS

- Update and consolidate existing conditions data to highlight housing demand, availability, affordability, and quality.
- Edit references to obsolete zoning tool: Restricted Occupancy Overlay (ROO).
 - Incorporate narrative on the City's efforts to meet the community's diverse housing needs through the adoption of the Middle Housing MH zoning district. This section should also provide background on the development of ROOs and Housing Occupancy Overlays (HOOs), as well as state legislation that eliminated the City's authority to use these tools.
- Incorporate narrative on the development and adoption of the Housing Action Plan (2024), as well as its ongoing implementation guided by the Housing Plan Advisory Committee.
- Include the term student housing or make it clear that housing for students should be a significant consideration in the housing needs of the community.
- Continue to explore new tools for neighborhood conservation and density management to balance growth pressures with community character.

CHAPTER 4: PROSPEROUS ECONOMY

The recommendations related to Chapter 4 stem from stakeholder concerns that the City's economic development strategies are either hidden or appear to be deprioritized within the Comprehensive Plan. Rather than drafting separate goals and strategies that may not align precisely with the Economic Development Master Plan, it is recommended that additional narrative and action items from the master plan be incorporated directly into the body of Chapter 4.

- Following the adoption of the updated Economic Development Master Plan (anticipated in late 2025), incorporate its goals, strategies, and action items into the body of Chapter 4, include strategies to:
 - Attract businesses that add value to the community and clarity around the types of businesses the City is pursuing.
 - Address changing workforce development needs with an emphasis on local talent retention and jobs that do not necessarily require a four-year degree.

CHAPTER 5: ENGAGING SPACES

Feedback related to parks, recreational spaces, and natural areas was generally positive, with stakeholders expressing a strong desire to see continued prioritization of efforts that support these valued community spaces and programs.

- Update Map 5.1
 - Include new parks and areas of parkland dedication.
- Edit section "Coordination, Collaboration, and Adequate Funding" to include the City's approach to maintaining high quality parks through micro-capital investments.
- Continue to ensure planning efforts consider ways to support the park system with a focus on connectivity to parks, trail expansions, and preservation of natural areas in growth areas.

CHAPTER 6: INTEGRATED MOBILITY

- Remove Map 6.1
 - This map is intended to illustrate how the City's transportation network could evolve by 2045; however, it does not dictate how roads must be built as development occurs—that is determined by the functional classification of roads (Map 6.3). This distinction has caused confusion among developers and residents. As a result, it is recommended that the map be removed.
- Evaluate appropriateness of the Thoroughfare Plan and recommend any necessary amendments in the following areas:
 - Pebble Creek Parkway – During the evaluation process, residents of the Pebble Creek neighborhood expressed concerns regarding the proposed extension and expansion of Pebble Creek Parkway, as shown in the adopted Thoroughfare Plan. Residents stated that any extension or expansion of Pebble Creek Parkway would negatively impact their neighborhood and overall quality of life. The Comprehensive Plan Evaluation Committee recommended that the appropriateness of this segment of the Thoroughfare Plan be evaluated.
- Continue to expand pedestrian and bicycle infrastructure, transit service, and regional mobility improvements.
 - Micromobility trends that include e-scooters and related electric personal transportation devices should be addressed in the Active Transportation Master Plan (Update to the Bicycle, Pedestrian, and Greenways Master Plan, May 2018).

CHAPTER 7: EXCEPTIONAL SERVICES

Stakeholders expressed overall satisfaction with City services and did not recommend specific changes to this chapter of the Plan. However, across most stakeholder groups, there was strong emphasis on the City remaining vigilant in maintaining high service levels as the population grows, as well as ensuring the long-term availability of water and reliable electricity.

- Continue to ensure the Plan and associated Master Plans accurately project out future service level adjustments to keep pace with growth and available resources, particularly for electric and water services.

CHAPTER 8: MANAGED GROWTH

Recommendations for Chapter 8 primarily address state legislation that has further limited Texas municipalities' ability to manage orderly growth and development in areas surrounding the community.

- Update the chapter to reflect legislative changes (SB 2038, 88th Legislative Session) that allow property owners to petition for release from the ETJ.
 - Include discussion of the potential for future annexation of substandard developments.
 - Include discussion on the impact new ETJ development may have on existing ETJ residents.
- Remove Map 8.1 & Table 8.1
 - Due to several state legislative changes since 2019, this map and table are obsolete and no longer reflective of the City's approach to managing and anticipating growth.
- Clarify how the 11 criteria for annexation (listed under Table 8.1) would be used to evaluate a request for voluntary annexation.

CHAPTER 9: COLLABORATIVE PARTNERSHIPS

While no changes to the City's current strategy or approach to partnerships were recommended, stakeholders across multiple feedback channels emphasized that maintaining collaborative relationships should remain a high priority, particularly with Texas A&M University.

- Continue to maintain strong intergovernmental partnerships and stay agile to legislative changes impacting planning tools.

CHAPTER 10: PLAN IMPLEMENTATION

- Clearly outline in the Comprehensive Plan and UDO Annual Review which action items have dedicated funding sources and specify their funding timeframes.
- Update Table 10.1 Action Plan & Funding Sources
 - Re-evaluate the category each action item is sorted into: (1) Ongoing and (2) Strategic; add text that explains the difference between the two categories
 - Action Item 3.12 is repeated in the Implementation Plan; replace second entry with action item 3.13.
 - Rewrite action items:
 - To combine items that are essentially the same in terms of desired outcome and implementation.
 - Example: Action Item 9.3 & 9.5 are assigned to the City Manager's Office and both focus on maintaining a consistent relationship with the university through ongoing meetings and committees. In each reporting update, staff provide almost identical information for both items, indicating that they are essentially the same in implementation.
 - To clarify the item's intent and align with specific staff responsibilities for implementation.
 - Example: Action Item 5.1 is carried out by City Parks & Recreation staff through sports and special events programming. However, the current wording includes three parts, also involving Economic Development & Tourism and promoting special districts as places to live, work, and play. Staff consider this action item to represent two distinct tasks that should be separated and assigned to the appropriate City departments.

- Reassign action items:
 - To align with updates to the organizational structure or naming conventions.
 - Dissolution of the Community Services Department: Action items previously assigned to the Community Services Department should be redistributed to Planning & Development Services, the Fire Department, and Economic Development.
 - To accurately reflect the department leading implementation of the action item
 - Example: Action Item 2.7 - Reassign this action item to the Planning & Development Services Department. In practice, the planning department reviews development plans to ensure required parks and mobility connections are incorporated during development. The implementation plan should be updated to reflect this practice.
 - Example: Action Item 9.6 – Reassign this action item to Neighborhood Services. In the implementation plan, this action item is assigned to both Community Services and Neighborhood Services, while in the project management software it is assigned solely to Community Services. However, both departments agree that this initiative is led and managed by Neighborhood Services.

ACKNOWLEDGEMENTS

Thank you to the citizens, civic organizations, and community leaders who participated in this evaluation and appraisal process. This report would not be possible without your input and support.

A special thanks to the following contributors for their many hours of service in preparing this report.

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