

City of College Station **CITY COUNCIL STRATEGIC PLAN** 2025 UPDATE

City Council Mission

On behalf of the citizens of College Station, home of Texas A&M University, we will continue to promote and advance the community's quality of life.

Community Vision

College Station, the proud home of Texas A&M University and the heart of Aggieland, will serve as an example of a vibrant, forward thinking, knowledge-based community, that promotes the highest quality of life.

Core Values

- The health, safety, and general well-being of the community.
- Excellence in customer service.
- Fiscal responsibility.
- Citizen involvement and participation.
- Collaboration and cooperation.
- Regionalism as an active member of the Brazos Valley community and beyond.
- Activities that promote local autonomy.
- Plan and collaborate with Texas A&M University.

Why have a plan?

To maintain and enhance College Station's high quality of life and unique community character, the College Station City Council works closely with residents and the city's experienced management team to plan for current and future needs. The Strategic Plan identifies shared priorities and goals and provides a cohesive framework for the annual budget process.

The Strategic Plan's seven initiatives include specific objectives and actions designed to meet the initiatives' goals. The plan also outlines performance measures to mark each initiative's progress and the plan's overall success.



Good Governance

1. Goal: The city is governed in a transparent, efficient, accountable, and responsive manner on behalf of its citizens that actively promotes citizen involvement.

Objectives:

What does this mean for citizens?

- The city conducts business in an open and inclusive fashion.
- The city delivers services in an efficient, practical manner.
- The city actively pursues the aspirations, goals, and expectations of its citizens.
- Citizens are encouraged to serve on city boards, commissions, and other volunteer capacities.
- Citizens are satisfied with city services and facilities.

Actions:

How will we achieve success?

- The council will annually review and implement the Strategic Plan.
- Ensure all agreements with external entities are fair and beneficial to the citizens of College Station.
- Conduct regular citizen surveys about city services and priorities.
- The council will conduct regular internal audits of city services, practices, and programs and report the results to the public.
- Televisе, livestream, and record council meetings.
- Critical governance information such as plans, budgets, ordinances, expenditures, etc., will be available on the city's website and in city offices.
- The council will ensure its funding partners remain wise stewards of tax funds.
- The council will adopt and adhere to a series of practices for conducting its meetings.
- The city will ensure notices are posted and readily available to the public.
- Information will be shared and communicated with citizens about city issues through owned, earned, and paid media.
- The city will implement strategies to safely and effectively engage with the public.



Financial Sustainability

1. Goal: Wise stewardship of financial resources results in the city's ability to meet service demands and obligations without compromising the ability of future generations to do the same.

Objectives:

What does this mean for citizens?

- The city maintains diverse sources of revenue and a competitive property tax rate for growing cities of comparable size.
- The city maintains adequate reserves to ease the impact of economic fluctuations.
- The city maintains economic competitiveness measured by comparable trends.
- Citizens know where city revenue comes from and how it is spent.
- Citizens are satisfied with city services and facilities.

Actions:

How will we achieve success?

- Staff will recommend an annual balanced budget and a diversity of revenue sources.
- Maintain or improve the city's bond ratings.
- Enterprise operation rates will be set to meet service demands.
- Seek grants and other outside funding.
- Maintain and rehabilitate equipment, facilities, and infrastructure on a strategic schedule and establish reserve funds to enable replacement.
- Staff will seek the efficient delivery of services and facilities.
- Maximize the transparency of expenditures, policies, and procedures.
- Conduct routine audits to ensure accountability and maximize efficiency.
- Set fees at appropriate levels to recover the costs of service delivery and new development.



Core Services & Infrastructure

1. Goal: The city's core services and infrastructure are efficiently, effectively and strategically delivered to enable economic growth and development, and to maintain citizens' health, safety and general welfare.

Objectives:

What does this mean for citizens?

- The city has few utility failures and outages.
- The city reduces crime and fear of crime, including risk of injury or property damage.
- The city protects life and property.
- City services and facilities are adequate in size, location, and timing.
- City services and utilities are safe and efficient.
- The city assists at-risk and low-income residents.
- Citizens are satisfied with city services and facilities.

Actions:

How will we achieve success?

- Maintain program accreditations and certifications.
- Attract and retain professional staff and be an employer of choice.
- Guide private and public land use for business development.
- Plan for, maintain, and invest in the infrastructure, facilities, services, personnel, and equipment needed to meet projected needs and opportunities.
- Provide immersive learning experiences for citizens.
- Use technology to deliver services effectively and efficiently.
- Continue to support community development agencies who demonstrate good stewardship of public funds.
- Continue to support fair and workforce housing programs.
- Explore potential partnerships to enhance core services.



Neighborhood Integrity

Goal: The city's neighborhoods are long-term, viable, safe, and appealing.

Objectives:

What does this mean for citizens?

- The city has diverse housing choices, and property values are stable or increasing.
- The city strives to ensure citizens are satisfied with the quality of life in their neighborhoods.
- The city strives to mitigate the negative impacts of neglected properties.

Actions:

How will we achieve success?

- The city will strive to have proactive code enforcement.
- Consider additional options for code enforcement practices related to behaviors in tandem with occupancy regulations.
- The city will strive to be an affordable place to live for all citizens.
- Continue partnerships with Texas A&M University's off-campus housing efforts.
- Federal and state funds will be used to help provide workforce housing and address community development needs and opportunities.
- Use a geographic-based approach to deliver police services.
- The Police Department's Community Enhancement Unit will provide proactive neighborhood support.
- Continue to invest in the maintenance and rehabilitation of neighborhood infrastructure and facilities.
- Expand mobile-ready technologies to inform citizens and engage them on city issues and concerns.
- Engage with neighborhood residents to address concerns and capitalize on opportunities.
- Continue to support and partner with homeowner and neighborhood associations to proactively address their priorities and interests.



Diverse & Growing Economy

Goal: The city's diverse economy generates high-quality, stable jobs that strengthen the sales and property tax base and contribute to an exceptional quality of life.

Objectives:

What does this mean for citizens?

- The city's annual taxable value increases.
- The city's annual sales tax and hotel occupancy tax receipts increase.
- The number of high-paying, full-time private sector jobs increases.
- Adequate, serviceable land is available for economic development opportunities.
- Opportunities are available for starting and operating businesses.
- There will be an environment supportive of entrepreneurship.

Actions:

How will we achieve success?

- Support, expand, and diversify a consumer-oriented economy.
- Expand and diversify efforts to generate job growth.
- Pursue workforce development to support economic development initiatives.
- Seek to increase weekday tourism.
- Protect major economic assets from incompatible encroachments.
- Support potential efforts to expand Easterwood Airport.
- Facilitate efforts to expand and enhance broadband internet services.
- Encourage diverse, business-to-business services.
- Plan and invest in infrastructure, facilities, services, personnel, and equipment needed to meet projected needs and opportunities.
- Consider business impacts when developing regulations and standards.
- Ensure adequate, serviceable land is available for economic needs.
- Maintain and increase relationships with local, regional, and public/private economic partners.
- Promote the College Station brand through business recruitment and destination marketing efforts.
- Continue to develop and promote signature events, features, and venues for residents and visitors.



Improving Mobility

Goal: The city has a safe, efficient, sustainable and well-connected multimodal and innovative transportation system which contributes to a high quality of life and is sensitive to surrounding uses.

Objectives:

What does this mean for citizens?

- The city increases the number of safe and complete ways to travel in town.
- The city increases the enforcement of traffic offenses in an effort to decrease vehicle accidents.
- City streets are not heavily congested for extended periods of time.
- City streets, sidewalks, bike lanes, and multimodal paths are well-maintained and free of hazards.

Actions:

How will we achieve success?

- Provide streets which safely accommodate multimodal transportation.
- Ensure streets and sidewalks have features which promote pedestrian and bicycle safety.
- Seek transit opportunities through partnerships.
- Provide for land uses which support multimodal opportunities.
- Plan for infrastructure which meets projected growth and development.
- Identify and apply for federal and state funds to construct facilities.
- Make investments to help avoid long periods of traffic congestion.
- Promote a well-connected system of residential streets and collector avenues to ease the strain on expensive arterial boulevards.
- Create and fund a multi-year capital improvements program.
- Maintain and rehabilitate the system to avoid costly replacement.
- Maximize the system's efficiency, including intersection improvements, traffic signal timing, and signage.



Sustainable City

Goal: The city's conservation and environmental awareness is fiscally responsible and results in a real and tangible return on investment.

Objectives:

What does this mean for citizens?

- The city utilizes and purchases power from renewable energy sources.
- The city reduces energy and water consumption.
- The city reduces the volume of waste generated.
- The city uses land efficiently, effectively, and equitably.
- The city protects vulnerable environmental features.
- The city reduces the risk associated with flooding and other natural hazards.

Actions:

How will we achieve success?

- Enhance conservation and recycling efforts.
- Utilize renewable energy.
- Purchase renewable energy.
- Protect potable water supply and its ability to meet projected demands.
- Conduct sound land use planning guided by the Comprehensive Plan.
- Increase participation in FEMA's Community Rating System program.
- Acquire flood-prone areas and their associated riparian areas through the Greenway Acquisition program.
- Seek grants and other sources of outside funding to support sustainability efforts.
- Encourage education about city conservation efforts and programs.
- Invest in co-production in service delivery where applicable.
- Identify strategies to utilize publicly owned land for future investments. FY25 Strategies



Good Governance

- Maintain transparency and improve the public's ability to participate in government.
- Explore annexation opportunities.

Financial Sustainability

- Explore and pursue methods of diversifying the city's sources of revenue.
- Review impact fees as a component of financing growth-related capital investments.
- Consider alternative infrastructure funding opportunities.

Core Services & Infrastructure

- Evaluate options for a community recreation center.
- Consider the construction of a new Public Works facility.
- Increase and expand programming in our parks system.
- Begin planning and design of Southwest Park.
- Increase the number of baseball fields, including a championship field.
- Make infrastructure improvements in aging areas.

Neighborhood Integrity

- Provide options for affordable, dense housing options in Northgate, Wolf Pen Creek, and other targeted areas to relieve housing pressure in existing neighborhoods.
- Pursue strategies to maintain housing affordability.
- Complete the Greater Northgate Small Area Plan.
- Reexamine plans for Midtown development.
- Explore additional behavior-related code enforcement practices.

Diverse & Growing Economy

- Expand and diversify efforts to attract high-quality, stable jobs.
- Encourage workforce development to support economic development initiatives.
- Find opportunities to connect Century Square with Hensel Park.
- Initiate options for redevelopment of Wolf Pen Creek corridor and Post Oak Mall.
- Explore opportunities for a convention center.
- Identify options for future development or redevelopment areas.
- Expand efforts to attract weekday tourism.
- Consider methods of attracting tourism through investment in creative arts and performances.
- Expand Christmas in College Station.
- Engage Easterwood Airport to identify improved service opportunities.
- Improve infrastructure, programming, and opportunities in the Northgate area.
- Add gateway signage at every major entrance to College Station.

Improving Mobility

- Expand public transit options and increase multimodal infrastructure.
- Work with contractors to ensure multimodal infrastructure is included in project design.
- Develop a new, broader relationship with Brazos Transit based on federal direction, including the need for local representation.

Sustainable City

- Examine ways to utilize co-production for service delivery.

