City of College Station

CITY COUNCIL STRATEGIC PLAN

2026 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 will be the nation's most vibrant university community, a place where businesses thrive, innovation is embraced, and quality of life is unmatched, resulting in sustained prosperity and economic competitiveness.

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.
- Local autonomy.
- Collaboration with Texas A&M University
- Being an employer of choice.

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 objectives are worded as visions which the City Council seeks to obtain, for example "The City will be a place where opportunities are available for starting and operating businesses." Each object then has one or more action statements specifying how the objective will be achieved.



Good Governance

Goal:

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

Objectives and Actions:

1. **The City will conduct business in an open and inclusive fashion.**
   - 1.1 Adopt and adhere to a series of practices for conducting its meetings.
     - 1.1.1 Ensure notices are posted and readily available to the public.
     - 1.1.2 Televise, livestream, and record council meetings.
   - 1.2 Critical governance information such as plans, budgets, ordinances, expenditures, etc., will be available on the City's website and in city offices.
   - 1.3 Information will be shared and communicated with citizens about city issues through owned, earned, and paid media.
2. **The City will conduct business in an open and inclusive fashion.**
   - 2.1 The council will conduct regular internal audits of city services, practices, and programs and report the results to the public.
   - 2.2 Explore potential partnerships to enhance core services.
     - 2.2.1 Ensure funding partners remain wise stewards of tax funds.
3. **The City will actively pursue the aspirations, goals, and expectations of citizens.**
   - 3.1 The council will annually review and implement the Strategic Plan.
   - 3.2 Encourage citizens to serve on city boards, commissions, and other volunteer capacities.
   - 3.3 Expand mobile-ready technologies to inform citizens and engage them on city issues and concerns.
4. **The City will ensure citizens are satisfied with city services and facilities**
   - 4.1 Implement strategies to effectively engage with the public.
   - 4.2 Conduct regular citizen surveys about city services and priorities.
5. **The City will actively engage with the legislature on matters relating to home rule authority.**
   - 5.1 Develop and approve a legislative platform for each legislative session.



Financial Sustainability

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 and Actions:

1. **The City will secure diverse sources of revenue and a property tax rate and fee structure which is competitive with other growing cities of comparable size.**
   - 1.1 Pursue methods of diversifying the City's sources of revenue.
     - 1.1.1 Seek grants and other outside funding.
   - 1.2 Ensure the property tax rate and fee structure are competitive with benchmark cities.
     - 1.2.1 Set enterprise operation rates to meet service demands.
     - 1.2.2 Set fees at appropriate levels to recover the costs of service delivery and new development.
     - 1.2.3 Review impact fees as a component of financing growth-related capital investments.
   - 1.3 Staff will recommend a balanced annual budget.
     - 1.3.1 Consider alternative infrastructure funding opportunities.
     - 1.3.2 Maintain or improve the City's bond ratings.
     - 1.3.3 Monitor or seek legislation to support financial sustainability.
     - 1.3.4 Ensure all agreements with external entities are fair and beneficial to the citizens of College Station.
2. **The City will maintain adequate reserves to ease the impact of economic fluctuations.**
   - 2.1 Manage equipment, facilities, and infrastructure on a strategic schedule and maintain reserve funds to enable replacement.
3. **Citizens will know where city revenue comes from and how it is spent.**
   - 3.1 Maximize the transparency of expenditures, policies, and procedures.
   - 3.2 Conduct routine audits to ensure accountability and maximize efficiency.



Core Services & Infrastructure

Goal:

The City's core services and infrastructure are efficiently, effectively and strategically delivered to promote economic growth and development, and to maintain citizens' health, safety and general welfare.

Objectives and Actions:

1. **The City will protect life and property.**
   - 1.1 Reduce crime and fear of crime, including risk of injury or property damage.
   - 1.2 Work with neighboring entities to ensure coordinated countywide emergency response can be conducted, when necessary.
   - 1.3 Use a geographic-based approach to deliver police services.
2. **The City will provide services and facilities which are adequate in size, location, and timing.**
   - 2.1 Plan for, maintain, and invest in the infrastructure, facilities, services, personnel, and equipment needed to meet projected needs and opportunities.
     - 2.1.1 Consider the construction of a new Public Works facility.
     - 2.1.2 Evaluate options for a community recreation center.
     - 2.1.3 Increase and expand programming in our parks system.
     - 2.1.4 Plan and development of Hensel Park in partnership with Texas A&M University.
     - 2.1.5 Plan and design Southwest Park.
     - 2.1.6 Increase the number of baseball fields, including a championship field.
   - 2.2 Make infrastructure improvements in aging areas.
3. **The City will provide services and utilities which are safe and efficient.**
   - 3.1 Provide reliable utility service with few failures and outages.
   - 3.2 Use technology to deliver services effectively and efficiently.
4. **The City will attract and retain professional staff and be an employer of choice.**
   - 4.1 Maintain program accreditations and certifications.
5. **The City will assist at-risk and low-income residents.**
   - 5.1 Support community development agencies who demonstrate good stewardship of public funds.
   - 5.2 Support fair and workforce housing programs.
6. **The City will ensure citizens are satisfied with city services and facilities.**
   - 6.1 Provide immersive learning experiences for citizens.



Neighborhood Integrity

Goal:

The city's current and future neighborhoods are long-term, viable, safe, and appealing.

Objectives and Actions:

1. **The City will have diverse housing choices, in which property values are stable or increasing.**
   - 1.1 Strive to be an affordable place to live for all citizens.
     - 1.1.1 Pursue strategies to achieve housing affordability.
   - 1.2 Provide options for more density and affordable housing in Northgate, Wolf Pen Creek, and other targeted areas to relieve housing pressure in existing neighborhoods.
   - 1.3 Utilize federal and state funds to help provide workforce housing and address community development needs and opportunities.
2. **The City will ensure citizens are satisfied with the quality of life in their neighborhoods.**
   - 2.1 Have proactive code enforcement.
     - 2.1.1 Consider additional options for code enforcement practices related to behaviors.
     - 2.1.2 Consider policy options beyond familial-based occupancy regulations which can help mitigate occupancy issues in single-family neighborhoods.
   - 2.2 Continue partnerships with Texas A&M University's off-campus housing efforts.
   - 2.3 Engage with neighborhood residents to address concerns and capitalize on opportunities.
     - 2.3.1 Continue to support and partner with homeowner and neighborhood associations to proactively address their priorities and interests.
     - 2.3.2 Utilize the Police Department's Community Enhancement Unit to provide proactive neighborhood support.
3. **The City will encourage redevelopment and infill of vacant or underutilized properties within existing urban areas.**
   - 3.1 Identify options for future development or redevelopment areas.
   - 3.2 Continue to invest in the maintenance and rehabilitation of neighborhood infrastructure and facilities.
   - 3.3 Reexamine plans for Midtown development.



Diverse & Growing Economy

Goal:

The City's core services and infrastructure are efficiently, effectively and strategically delivered to promote economic growth and development, and to maintain citizens' health, safety and general welfare.

Objectives and Actions:

1. **The City's annual taxable value will increase.**
   - 1.1 Create a diversified tax base.
   - 1.2 Protect quality of life and ensure demand for housing, business, and industry in the community remain strong.
   - 1.3 Maintain an environment supportive of entrepreneurship, innovation, and business growth.
   - 1.4 Position the City as a partner with Texas A&M University and other local, regional, and public/private economic partners.
   - 1.5 Explore annexation opportunities.
2. **The City's annual sales tax and hotel occupancy tax receipts will increase.**
   - 2.1 Support, expand, and diversify a consumer-oriented economy.
   - 2.2 Promote the College Station brand through business recruitment and destination marketing.
     - 2.2.1 Increase weekday tourism.
     - 2.2.2 Consider methods of attracting tourism through investment in creative arts and performances.
   - 2.3 Continue to develop and promote signature events, features, and venues for residents and visitors.
     - 2.3.1 Add gateway signage at every major entrance to College Station.
     - 2.3.2 Initiate options for redevelopment of Wolf Pen Creek corridor and Post Oak Mall.
     - 2.3.3 Improve infrastructure, programming, and opportunities in the Northgate area.
     - 2.3.4 Find opportunities to connect Century Square with Hensel Park.
     - 2.3.5 Explore opportunities for a convention center.
     - 2.3.6 Expand Christmas in College Station.
3. **The City's number of high-paying, full-time, private sector jobs will increase.**
   - 3.1 Expand and diversify efforts to generate job growth.
     - 3.1.1 Increase the number of high-quality, stable jobs.
   - 3.2 Pursue workforce development to support economic development initiatives.
4. **The City will have adequate, serviceable land available for economic development opportunities.**
   - 4.1 Plan and invest in infrastructure, facilities, services, personnel, and equipment needed to meet projected needs and opportunities.
   - 4.2 Guide private and public land use for business development.
   - 4.3 Protect major economic assets from incompatible encroachments.
   - 4.4 Facilitate efforts to expand and enhance broadband internet services.
   - 4.5 Support potential efforts to improve service opportunities at Easterwood Airport.
5. **The City will be a place where opportunities are available for starting and operating businesses.**
   - 5.1 Create an environment supportive of entrepreneurship and innovation.
   - 5.2 Encourage diverse, business-to-business services.
   - 5.3 Consider business impacts when developing regulations and standards.

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 and Actions:

1. **The City will increase the number of safe and complete ways to travel in College Station.**
   - 1.1 Enact policies to enhance and promote micromobility in a safe and inclusive manner.
     - 1.1.1 Work with contractors to ensure multimodal infrastructure is included in project design.
   - 1.2 Provide land uses which support multimodal opportunities.
   - 1.3 Provide streets which safely accommodate multimodal transportation.
2. **The City will decrease traffic related accidents across all modes of transportation.**
   - 2.1 Design streets and sidewalks to include features promoting pedestrian and bicycle safety.
   - 2.2 Ensure streets, sidewalks, bike lanes, and multimodal paths are well-maintained and free of hazards.
   - 2.3 Increase the enforcement of traffic offenses.
3. **The City will provide streets which are not heavily congested for extended periods of time.**
   - 3.1 Plan for infrastructure which meets projected growth and development needs.
     - 3.1.1 Create and fund a multi-year capital improvements program.
   - 3.2 Maximize the transportation network's efficiency, including intersection improvements, traffic signal timing, and signage.
   - 3.3 Promote a well-connected system of residential streets and collector avenues to ease the strain on expensive arterial boulevards.
   - 3.4 Seek transit opportunities through partnerships.
     - 3.4.1 Develop a new, broader relationship with Brazos Transit based on federal direction, including the need for local representation.
   - 3.5 Identify and apply for federal and state funds to construct facilities.



Sustainable City

Goal:

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

Objectives and Actions:

1. **The City will protect vulnerable environmental features and support sustainability efforts.**
   - 1.1 Utilize power from renewable energy sources.
   - 1.2 Seek grants and other sources of outside funding to support sustainability.
2. **The City will reduce energy and water consumption.**
   - 2.1 Protect potable water supply and its ability to meet projected demands.
   - 2.2 Encourage education about city conservation efforts and programs.
   - 2.3 Examine ways to utilize co-production in service delivery.
3. **The City will reduce the volume of waste generated.**
   - 3.1 Enhance conservation and recycling efforts.
4. **The City will use land efficiently, effectively, and equitably.**
   - 4.1 Conduct sound land use planning guided by the Comprehensive Plan.
   - 4.2 Identify strategies to utilize publicly owned land for future investments
5. **The City will reduce the risk associated with flooding and other natural hazards**
   - 5.1 Increase participation in FEMA's Community Rating System program.
   - 5.2 Protect flood-prone areas and associated riparian areas through appropriate zoning policies.
   - 5.3 Explore options to create a more aesthetically pleasing and effective stormwater management system.

