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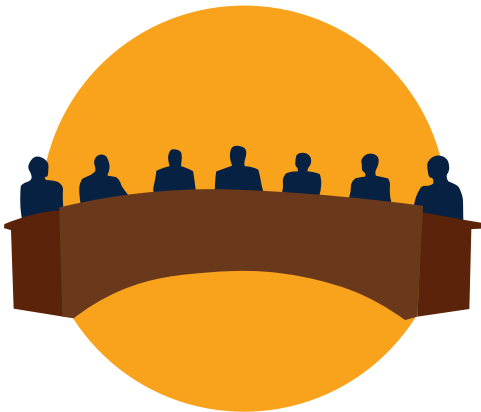
CITY COUNCIL MISSION

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, serves as an example of a vibrant, forward-thinking, knowledge-based community that promotes the highest quality of life.

CORE VALUES



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

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 that mark each initiative's progress and the plan's overall success.

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

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 its citizens' aspirations, goals, and expectations.
- Citizens are encouraged to serve on city boards, commissions, and in 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.
- The city will 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.
- The city will televise, 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.
- Council will ensure its funding partners remain wise stewards of tax funds.
- Council will adopt and adhere to a series of practices for conducting its meetings.
- The city will ensure that notices are posted and readily available to the public.
- The city will share information and communicate with citizens about city issues through owned, earned, and paid media.
- The city will implement strategies to engage with the public safely and effectively.

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

WHAT DOES THIS MEAN FOR CITIZENS?

- The city maintains diverse sources of revenue and a comparable 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?

- The city will have an annual balanced budget and a diversity of revenue sources.
- The city will endeavor to maintain or improve its current bond ratings.
- Enterprise operation rates will be set to meet service demands.
- The city will seek grants and other outside funding.
- The city will strive to maintain and rehabilitate equipment, facilities and infrastructure on a strategic schedule and establish reserve funds to enable replacement.
- The city will seek the efficient delivery of services and facilities.
- The city will maximize the transparency of expenditures, policies, and procedures.
- The city will conduct routine audits to ensure accountability and maximize efficiency.
- The city will set fees at appropriate levels to recover the costs of service delivery.

CORE SERVICES & INFRASTRUCTURE

GOAL

THE CITY'S CORE SERVICES AND INFRASTRUCTURE ARE EFFICIENTLY, EFFECTIVELY AND STRATEGICALLY DELIVERED TO ENABLE ECONOMIC GROWTH AND DEVELOPMENT, AND 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?

- The city will maintain program accreditations and certifications.
- The city will attract and retain professional staff and be an employer of choice.
- The city will guide private and public land use for business development.
- The city will plan for, maintain, and invest in the infrastructure, facilities, services, personnel, and equipment for projected needs and opportunities.
- The city will provide immersive learning experiences for citizens.
- The city will use technology to deliver services effectively and efficiently.
- The city will continue to support community development agencies that demonstrate good stewardship of public funds.
- The city will continue to support fair and workforce housing programs.
- The city will 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.
- Citizens are satisfied with the quality of life in their neighborhoods.
- The city strives to mitigate the negative impacts of neglected properties.
- Citizens have ample opportunities to actively engage in decisions that affect their neighborhoods.



ACTIONS

HOW WILL WE ACHIEVE SUCCESS?

- The city will have proactive code enforcement.
- Federal and state funds will be used to help provide workforce housing and address community development needs and opportunities.
- The city will use a geographic-based approach to deliver police services.
- The Police Department's Community Enhancement Unit will provide proactive neighborhood support.
- The city will continue to invest in the maintenance and rehabilitation of neighborhood infrastructure and facilities.
- The city will continue its partnerships with Texas A&M to educate renters.
- The city will expand mobile-ready technologies to inform citizens and engage them on city issues and concerns.
- The city will continue to plan with neighborhood residents to address concerns and capitalize on opportunities.
- The city will 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.

ACTIONS

HOW WILL WE ACHIEVE SUCCESS?

- The city will support, expand, and diversify a consumer-oriented economy.
- The city will protect major economic assets from incompatible encroachments.
- The city will support efforts to expand and enhance broadband internet services.
- The city will support diverse, business-to-business services.
- The city will expand and diversify efforts that focus on job growth.
- The city will plan and invest in infrastructure, facilities, services, personnel, and equipment for projected needs and opportunities.
- The city will ensure that business impacts are considered in the development of regulations and standards.
- The city will ensure adequate, serviceable land is available for economic needs.
- The city will maintain and increase relationships with local, regional, and public/private economic partners.
- The city will promote the College Station brand through business recruitment and destination marketing efforts.
- The city will continue to develop and promote signature events, features, and venues for residents and visitors.

IMPROVING MOBILITY

GOAL

THE CITY HAS A SAFE, EFFICIENT, SUSTAINABLE, INNOVATIVE AND WELL-CONNECTED MULTIMODAL TRANSPORTATION SYSTEM THAT 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 to decrease vehicle accidents.
- City streets are not heavily congested for extended periods of time.
- City streets, sidewalks, bike lanes, and multi-modal paths are well-maintained and free of hazards.



ACTIONS

HOW WILL WE ACHIEVE SUCCESS?

- The city will provide streets that safely accommodate multimodal transportation.
- The city will ensure that streets have features that promote pedestrian and bicycle safety.
- The city will seek transit opportunities through partnerships.
- The city will provide for land uses that support multimodal opportunities.
- The city will plan for infrastructure that meets projected growth and development.
- The city will seek federal and state funds to construct facilities.
- The city will make investments to help avoid long periods of traffic congestion.
- The city will promote a well-connected system of residential streets and collector avenues to ease the strain on expensive arterial boulevards.
- The city will identify and fund a multi-year capital improvements program.
- The city will maintain and rehabilitate the system to avoid costly replacement.
- The city will 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 purchases and uses 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?

- The city will enhance its conservation and recycling efforts.
- The city will purchase and use renewable energy.
- The city will protect its potable water supply and its ability to meet projected demands.
- The city will conduct sound land use planning guided by its Comprehensive Plan.
- The city will increase participation in FEMA's Community Rating System program.
- The city will acquire flood-prone areas and their associated riparian areas through its Greenway Acquisition program.
- The city will seek grants and other sources of outside funding to support its sustainability efforts.
- The city will encourage education about city conservation efforts and programs.
- The city will invest in co-production in service delivery where applicable.
- The city will identify strategies to use publicly owned land for future investments.

FY23 STRATEGIES

GOOD GOVERNANCE

- Increase transparency and improve the public's ability to participate in government by continuing to offer virtual options for public meetings, providing a centralized calendar for public meetings and events, allowing citizens to book city facilities through the city website.
- Work with College Station ISD to form a joint legislative committee.
- Explore annexation opportunities.
- Assist in completing transitional housing on Anderson.

FINANCIAL SUSTAINABILITY

- Explore and pursue methods of diversifying sources of city revenue.
- Consider alternative infrastructure funding opportunities.

CORE SERVICES & INFRASTRUCTURE

- Explore options for a community recreation center.
- Identify a site and begin the design of Fire Station No. 7.
- Increase and expand programming in the parks system.
- Partner with local agencies to build a medical examiner's office, a coroner's facility in Brazos County, and a mental health facility.
- Begin the planning and design of Southwest Park.
- Contribute to the HOME Revitalization Project.
- Evaluate library services.
- Make infrastructure improvements in aging areas of the community (e.g., McCulloch).
- Improve parks facilities, including tennis courts, baseball storage at Bachmann Park, and the construction of outdoor restrooms at the Lincoln Recreation Center.
- Explore options for expanded museums.

NEIGHBORHOOD INTEGRITY

- Advance the next phase of Mabel Clare Thomas Park improvements.
- Plan and design a downtown concept at Midtown.

DIVERSE & GROWING ECONOMY

- Begin Phase 2 of the Texas Independence Ballpark.
- Explore options for an indoor sports facility.
- Find opportunities to connect Century Square with Hensel Park.
- Pursue options for redeveloping Post Oak Mall and Wolf Pen Creek Park.
- Expand Christmas in College Station.
- Improve infrastructure, programming, and opportunities in Northgate.
- Add gateway signage at major entrances into College Station.

IMPROVING MOBILITY

- Expand public transit options and increase multimodal infrastructure.
- Improve cooperation with Brazos Transit, including possible board representation.

SUSTAINABLE CITY

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