

Appendix B – Implementation Progress Report Evaluation & Appraisal Report

Every Strategy and Action item in the Comprehensive Plan was evaluated for relevance and current status. Each item received one of the following designations:

- C – Complete
- OG – Ongoing
- IP- In Progress
- F – Future
- N/A – No Longer Applicable

CHAPTER 2

The goal for College Station’s future land use and character is *to be a community with strong, unique neighborhoods, protected rural areas, special districts, distinct corridors, and a protected and enhanced natural environment*. Six strategies have been developed to progress toward this goal. Each strategy has a series of action recommendations designed to implement the strategy.

Strategy 1: Develop and maintain, through regular review, a land use plan that identifies, establishes, and enhances community character.

- **Land Use Plan Application.** Use the Concept Map and the Future Land Use & Character map in the development of planning studies, development review, capital improvements programming, and economic development efforts. **(OG)**
- **Further Planning.** Develop neighborhood, district, corridor and redevelopment plans to refine the Concept Map and Future Land Use & Character map. **(OG)**
- **Land Use Tracking.** Monitor the actual acreage in various land use and character types in comparison to the amounts presented on the Future Land Use & Character map. **(OG)**
- **Plan Adjustments.** Refine the Future Land Use & Character map through additional planning studies and periodic reviews as indicated in **Chapter 9: Implementation and Administration**. **(OG)**
- **UDO Amendments.** Amend the Unified Development Ordinance as appropriate to establish zoning classifications and related standards consistent with the guidance provided in this chapter. **(IP)**
- **Zoning Adjustments.** Amend the zoning map designations as appropriate for identified growth areas. **(F)**

Strategy 2: Establish and protect distinct boundaries between various character areas.

- **Zoning Adjustments.** Amend the zoning map designations as appropriate to reinforce the desired character areas. **(F)**
- **Unified Development Ordinance Amendments.** Amend the Unified Development Ordinance as appropriate to address scale and form issues for neighborhood commercial uses, such as buffering between uses. **(C)**

Strategy 3: Promote public and private development and design practices that ensure distinct neighborhoods, districts, and corridors.

- **Further Planning.** Develop neighborhood, district and corridor plans to refine the Concept Map and Future Land Use & Character map. **(OG)**
- **Unified Development Ordinance Amendments.** Amend the Unified Development Ordinance as appropriate to address design issues that arise through the neighborhood, district, and corridor planning process. **(OG)**
- **Context Sensitive Roadway Design.** Adopt the context sensitive design approach to thoroughfare planning and roadway design outlined in this Plan. Coordinate with the Texas Department of Transportation to implement these same provisions in State corridors. **(F)**
- **Public Facility Design.** Design and renovate municipal buildings to establish or reinforce the desired character. Coordinate with Texas A&M University and the College Station Independent School District to implement these same practices as they construct new facilities. **(N/A)**
- **Incentives.** Develop a variety of incentive mechanisms to promote the preferred design practices where market conditions or regulatory measures may not guarantee their implementation. **(F)**
- **Greening of the City.** Increase tree planting and preservation efforts along streets, in parks, and in private developments. **(OG)**

Strategy 4: Promote public and private development and design practices that encourage resource conservation and protection.

- **Conservation Design.** Encourage more extensive use of cluster design in portions of identified growth areas through mandatory open space conservation in exchange for more development options than currently entitled on properties. **(F)**
- **Preservation and Protection.** Amend the Unified Development Ordinance and other ordinances to protect significant natural features from development. This may include tree preservation and other ordinances to provide for riparian buffers and other environmental protections. **(N/A)**
- **Land Acquisition.** Acquire land that is valued for its natural features or open space through purchase or through conservation easements. **(OG)**
- **Green Building - Public Sector Leadership.** Continue the development and implementation of the "Green College Station" initiative. Coordinate with Texas A&M University and the College Station Independent School District in the implementation of similar efforts. **(N/A)**
- **Green Building - Private Sector Encouragement.** Develop a variety of incentive mechanisms to promote green building practices for private site and building design where market conditions or regulatory measures may not guarantee their implementation. **(N/A)**

Strategy 5: Focus community enhancement activities to promote a strong sense of community identity.

- **Right-of-Way Enhancements.** Add design features and beautification enhancements within road rights-of-way and at key highway intersections to further a common identity at important gateways and along image corridors. **(F)**
- **Unified Wayfinding.** Implement a formal, City-wide wayfinding system, providing a unifying and consistent design element that assists residents and visitors in locating community attractions. **(C)**

Strategy 6: Identify, protect, and enhance unique community assets in our natural and built environment.

- **Community Assets Mapping.** Continue to refine and amend, as appropriate, the Community Assets Map contained in this Plan to provide a visual portrayal of the City's unique natural and man-made assets. **(OG)**
- **Further Planning.** Develop neighborhood, district, corridor and redevelopment plans to refine the Concept Map and Future Land Use & Character map. **(OG)**
- **Unified Development Ordinance Amendments.** Amend the Unified Development Ordinance as appropriate to address explicitly the protection and enhancement of unique community assets. **(F)**
- **Texas A&M University Coordination.** Continue to coordinate with Texas A&M University regarding the benefits and impacts of University sponsored development projects, and support ongoing efforts to implement the Campus Master Plan. **(OG)**

CHAPTER 3

College Station residents have been clear in their desire to promote strong and sustainable neighborhoods. The Comprehensive Plan Advisory Committee has addressed neighborhood integrity through establishing the goal for the Comprehensive Plan *to protect the long-term viability and appeal of established neighborhoods*. The associated strategies and actions outline the steps the City will take in meeting this goal.

Strategy 1: Identify, protect, and enhance elements that contribute positively to neighborhood identity.

- **Asset Mapping.** Identify and map community wide assets that contribute to College Station's identity as exhibited in **Chapter 2: Community Character**. **(OG)**
- **Neighborhood Specific Planning.** Utilize neighborhood plans to further identify and outline protection options for neighborhood-specific elements that contribute to neighborhood integrity. **(OG)**
- **Strategic Long-Range Planning.** Adopt recommendations from the Comprehensive Plan that help establish and protect neighborhood identity. **(OG)**
- **Sustainability.** Promote sustainable design of developing neighborhoods by utilizing concepts such as those included in **LEED ND™** requirements. **(N/A)**
- **Historic Preservation.** Establish a historic preservation program that includes preservation ordinances, design guidelines, and educational and promotional programs. **(C)**
- **Neighborhood Associations.** Encourage establishment of homeowner, neighborhood, and tenant associations for all residential developments to ensure a direct, cooperative means for residents of an area to maintain neighborhood standards. **(OG)**
- **Predictable Infill.** Continue to utilize and adapt Single-Family Overlay regulations to protect neighborhood development patterns. **(OG)**
- **Environmental Protection.** Develop regulations and incentives that protect and preserve the natural environment in and around College Station including tree preservation, floodplain and greenway management, design flexibility, and growth management policies. **(OG)**
- **Transportation Options.** Promote multi-modal, context sensitive transportation connectivity to improve safety on neighborhood streets through the adoption of the Thoroughfare Plan; the Bicycle, Pedestrian, and Greenways Master Plan; development regulations; and capital improvement plans that insure these facilities are constructed in accordance with adopted plans. **(OG)**
- **Enhanced Aesthetics.** Develop standards for streetscaping, perimeter treatment, and signage for new residential subdivisions. **(F)**
- **Neighborhood Funding Support.** Continue to fund and expand the Neighborhood Grants program for neighborhood activities such as gateways, landscaping, and other permit application fees. **(OG)**
- **Attractive Public Facilities.** Enhance the standards for maintenance of public facilities such as streets and parks to ensure that these facilities are attractive assets for a neighborhood. **(N/A)**

Strategy 2: Identify and minimize elements that detract from community identity.

- **Neighborhood Specific Planning.** Utilize neighborhood plans to help identify neighborhood-specific issues that detract from neighborhood identity and integrity, and develop options to minimize those issues. **(OG)**
- **Housing Maintenance Trends.** Maintain inventories of housing conditions by neighborhood to monitor trends in housing maintenance and upgrades, as well as signs of deterioration. **(OG)**
- **University Growth.** Monitor student enrollment and student housing trends to track impacts on the local housing market, including pressure for additional student-focused housing in new locations. **(OG)**
- **Code Enforcement.** Create an effective code enforcement program that expediently and efficiently resolves code violations, including:
 - Develop methods to address noise violations – including working with Texas A&M University police – to establish weekend patrols for noise, as well as public intoxication and other violations. **(C)**
 - Create a system for the public to monitor enforcement complaints and track their resolution. **(C)**
 - Prioritization of enforcement activities based on input from neighborhood plans. **(OG)**
- **Property Maintenance Standards.** Increase enforcement resources to ensure that minimum property standards are being upheld. **(IP)**
- **Public Maintenance Standards.** Enhance the standards for maintenance of public facilities such as streets and parks to ensure that these facilities are attractive assets for a neighborhood. **(N/A)**
- **Absentee-Owner Housing Policies.** Adopt the strategies found in the Strong and Sustainable Neighborhoods Report for managing the impacts of rental and absentee-owner housing. **(C)**
- **Parking Standards.** Develop programs and policies to better manage on-street parking such as:
 - Coordinate with Texas A&M University regarding construction activities and/or special events to prevent excessive on-street parking in adjacent neighborhoods. **(IP)**
 - Consider options to streamline neighborhood traffic management processes to address traffic calming and parking concerns in established neighborhoods. **(C)**

Strategy 3: Identify and implement tools to ensure that infill or redevelopment adjacent to or within a neighborhood is sensitive to its surroundings.

- **Asset Mapping.** Identify and map areas for redevelopment as outlined in **Chapter 2: Community Character.** **(OG)**
- **Redevelopment.** Utilize neighborhood plans to further identify appropriate infill and redevelopment options, as well as to develop appropriate protection options for redevelopment that is incompatible with neighborhood plans. **(IP)**
- **Gentrification.** Create methods to identify, track, and minimize the undesirable effects of gentrification in established neighborhoods. **(N/A)**
- **Compatible Infill.** Establish development regulations to address the compatibility of infill or redevelopment in established neighborhoods and the transition of land uses around

the fringes of such neighborhoods, including regulations relating to height, setback, buffering, architectural style, lot coverage, landscape protection, and other development standards. **(F)**

- **Regulatory Obstacles.** Evaluate City codes to identify and remove regulatory obstacles to desired, compatible infill development and revitalization activity. **(F)**

Strategy 4: Develop, implement and maintain, through regular review, neighborhood plans.

- **Neighborhood Programming.** Establish a neighborhood program that provides a single point of entry into the City organization oriented to addressing neighborhood issues and coordination of all City programs. **(C)**
- **Public Engagement.** Create communication, education, and training programs for neighborhood representatives to encourage stability, cross-communication, and development of skills to help neighborhoods make the best use of the resources available to them. Develop programs to increase public engagement in the planning process to keep citizens aware of development issues as they arise so that there is adequate time for review and understanding by the citizens before construction occurs. **(C)**
- **Data Monitoring.** Improve data collection and mapping regarding neighborhood opportunities and challenges. **(IP)**
- **Market Analysis.** Monitor nationwide trends in private development of student-oriented housing, as well as strategies used by other cities with major universities to address compatibility concerns associated with the location and design of such development. **(F)**
- **Neighborhood Specific Planning.** Establish neighborhood-specific plans which provide clear guidance for evaluating the appropriateness and compatibility of individual developments and their particular intensities and impacts within the context of the existing, desired community identity and conditions. **(OG)**
- **Character-Based Development.** Adopt a character-based approach to development regulation as outlined in **Chapter 2: Community Character** to increase flexibility and ease and encourage the implementation of planned developments which feature mixing of housing types and integration of other supportive uses and neighborhood amenities in a well-designed setting. **(N/A)**

CHAPTER 4

The goal for economic development in College Station is *a diversified economy generating quality, stable, full-time jobs; bolstering the sales and property tax base; and contributing to a high quality of life*. Five strategies have been developed to progress toward this goal. Each strategy has a series of action recommendations designed to implement the strategy.

Strategy 1: Promote and support new investment that serves regional market opportunities.

- **Land Use Application.** Use the goals and strategies of **Chapter 2: Community Character** in the evaluation of rezoning requests, development of planning studies, capital improvements programming, and economic development efforts. **(OG)**
- **Further Planning.** Develop economic development master plan. **(C)**
- **Continued Partnerships.** Partner with organizations such as the Research Valley Partnership focusing on regional market opportunities. **(OG)**
- **Market Analysis.** Use impact-modeling to assist in determining appropriate types of development and their associated needs for long-term community sustainability. **(N/A)**
- **Emerging Industries Focus.** Identify and attract new knowledge-based industries, such as healthcare, bio-technology, agriculture technology, and information technology. **(OG)**
- **Incentive Policies and Guidelines.** Refine and monitor adopted economic development incentive guidelines to ensure appropriateness for the types of industry that the community seeks. **(OG)**

Strategy 2: Promote and support the establishment, retention, and expansion of locally-owned businesses.

- **Further Planning.** Develop an in-depth study of the challenges and needs of existing locally-owned businesses. **(C)**
- **Market Analysis.** Determine market competitiveness for locally-owned businesses and seek reasonable equity between locally-owned business, chain retail, and big-box type development. **(F)**
- **Contract Preference.** Continue current policy regarding preference for local businesses in the awarding of City contracts. **(OG)**
- **College Station Business Association.** Explore the formation of a College Station Business Association that will have as its focus the promotion of businesses located in the City. **(N/A)**

Strategy 3: Promote and support the attraction of festivals, entertainment, conferences, conventions and other special events for the purpose of economic growth.

- **Convention Center.** Develop and construct a convention center. **(N/A)**
- **Signature Event.** Develop, establish, promote, and execute a signature event with regional, State and potentially National recognition. **(N/A)**
- **Continued Partnerships.** Partner with organizations such as the Bryan-College Station Convention & Visitors Bureau focusing on the promotion of local tourism opportunities. **(OG)**

Strategy 4: Identify and pursue redevelopment opportunities that further desired community character.

- **Further Planning.** Participate in the development of neighborhood, district, corridor, redevelopment and master plans to refine the concepts and strategies identified in this Plan. **(OG)**
- **Support Redevelopment and Reinvestment.** Continue to lead the redevelopment efforts of areas such as Northgate and the University Drive corridor and continue to assist in the reinvestment efforts of private interests for areas including Post Oak Mall, Central Station Shopping Center, Wal-Mart, and Ramada Inn. **(OG)**
- **Mixed-Use Development.** Facilitate the development of retail, employment, and higher density housing in appropriate areas with an emphasis on integrated design and pedestrian and bicycle traffic as viable transportation alternatives. **(OG)**
- **Green Building Standards.** Research and promote green building standards and incentives for commercial/retail development. **(N/A)**

Strategy 5: Protect and buffer prime economic generators from development that is out of character or that creates or contributes to decreased service levels.

- **Further Planning.** Participate in the development of neighborhood, district, corridor, redevelopment and master plans to refine the concepts and strategies identified in this Plan. **(OG)**
- **Impact Modeling Analysis.** Develop and implement a sophisticated impact modeling tool that will assist in determining appropriate developments given selected criteria (i.e., infrastructure, transportation, land use, and demographic demands and limitations). **(N/A)**
- **Development Prioritization.** Create and implement an objective system to prioritize potential development based upon size, scope, type, and economic impact. **(C)**

CHAPTER 5

The overall vision for College Station’s community in the years ahead is to achieve and maintain a **diversity of parks, greenways and the arts for leisure and recreation as well as for entertainment, education and culture to achieve a high quality of life for all residents and visitors**. The three strategies in this section elaborate on these themes and community priorities.

Strategy 1: Maintain and expand the parks and recreation system as well as its facilities and programs consistent with growth expectations.

- **Plan Update.** Complete an update of the 2003 Recreation, Park, and Open Space Master Plan. **(C)**
- **Needs Assessment.** In addition to periodic plan review and updates, a comprehensive, community-wide needs assessment should be completed at least every five years to evaluate facilities and programs provided by the Parks and Recreation Department. **(OG)**
- **Secure more Parkland.** Continue to provide adequate land for future neighborhood, community, and regional park development. The Parkland Dedication Ordinance should continue to ensure community and neighborhood parkland dedication in the City limits and the Extraterritorial Jurisdiction. Additional methods should be used to supplement this effort in order to acquire prime parkland that is quickly disappearing through land development. This can be achieved through the Capital Improvements Program, public and private partnerships, and grants. **(OG)**
- **Park Development and Enhancement.** Invest in the rejuvenation of existing parks as well as complete improvements already detailed in previously approved master plans for specific parks and recreation facilities. Also develop additional master plans as appropriate (e.g., for future park development in the vicinity of the Rock Prairie Landfill once it closes, and for a skate park). **(OG)**
- **New and Enhanced Programs.** Pursue new programs and ongoing priorities that meet the needs of a growing and changing population. **(OG)**
- **Coordinated Improvements and Programming.** Implement new and improved facilities and programs with other agencies and entities where mutually beneficial partnership opportunities are available. **(OG)**
- **Role of the Private Sector.** Encourage the provision of parks facilities and programs that are unique or where demand exceeds supply through private sponsorship or investment such as additional swimming pools, a water park, or athletic fields. **(OG)**
- **Park Maintenance.** Further refine park maintenance standards that address growing needs of parks and facilities by optimizing and re-evaluating level of service standards. **(C)**
- **Communication and Marketing.** Enhance awareness and accessibility to programs and facilities through the City’s website, publications and media outlets. **(OG)**
- **Resource Protection and Sustainability.** Continue to program and budget for streetscape and gateway projects that include the planting of native trees and other vegetation to improve neighborhoods, transportation corridors and other public places to create a greener City. **(OG)**

Strategy 2: Preserve and enhance the greenways system of linear open spaces and trails for their intrinsic and functional value.

- **Plan Update.** Complete an update to the 1999 Greenways Master Plan. **(C)**
- **Target Natural Corridors.** Designate key areas as “natural corridors” for phased greenway acquisition and development (specifically, the portion of Carter Creek from University Drive (SH 60) to the confluence with the Navasota River, and Lick Creek, from Pebble Creek Subdivision to the confluence with the Navasota River). **(C)**
- **Focus on Acquisition.** Determine additional methods to secure greenways that will help to establish the system. Utilization of grants, public and private partnerships, and the Capital Improvements Program should continue. Building incentives that encourage developers to design and build greenway trails. Connections between developments should be explored, as well as overlay zones, annexation opportunities and conservation easements. **(OG)**
- **Amend Ordinances.** Amend the drainage ordinance to include corridor widths and channel guidelines to protect greenways. Amend the Parkland Dedication Ordinance to complement recreation opportunities available in greenways. **(F)**
- **Implement Key Connections.** Create connections between key elements of the parks and recreation system and key destinations. **(F)**
- **Careful Design and Accessibility.** Design and construct sustainable and accessible trails that minimize environmental impact and promote scenic views and special features. Encourage developments that are oriented towards and designed for accessibility to greenway trails. **(OG)**
- **Attention to Maintenance.** Develop maintenance standards for greenways and trails. Costs of ongoing maintenance should be addressed through initial budgeting for new or extended greenway segments. **(F)**
- **Coordination at all Levels.** Promote cross-jurisdictional and inter-agency coordination on greenways acquisition, maintenance, funding and network expansion. Encourage neighborhood associations and other organizations to assist with upkeep (adoption programs) and inventory (wildlife, vegetation, wetlands and other natural features). **(OG)**

Strategy 3: Create and promote the arts through entertainment, educational and cultural opportunities that serve a variety of interests and abilities.

- **Leadership and Partnership.** Continue the City’s direct engagement, promotion and support of local and regional arts through representation on the Board of Directors of the Arts Council of Brazos Valley (ACBV), and through direct annual budget allocations to the Arts Council of Brazos Valley from the City’s hotel occupancy tax revenue. **(OG)**
- **Facility Potential.** Determine whether the City, potentially in coordination with one or more other partners, should develop a performing arts facility. It should also be determined whether the City’s anticipated new convention center (to be at the redeveloped Chimney Hill Shopping Center on University Drive) can and will include a performing arts component with appropriate space and design (e.g., theater/stage size and seating range, potential dual large and small performance spaces), either initially or through potential future expansion phases. **(F)**

- **Wolf Pen Creek District.** Continue to promote the multi-purpose mission of the Wolf Pen Creek District, particularly the City's intent as an area to live, work, and play. **(OG)**
- **Northgate Promotion.** Continue to implement the Northgate Redevelopment Implementation Plan, particularly as it relates to promotion of a live music scene in the area, and especially to provide opportunities for local talent. **(N/A)**
- **Redevelopment Opportunities.** Through anticipated redevelopment activity in coming years, especially where older apartment blocks are likely to be redone in similar or new land uses and/or use mixes, monitor opportunities to incorporate arts space or other components into redeveloped sites. **(F)**
- **Arts Related Programming.** Continue the City's role in nurturing young local artists and offering leisure and educational activities to adults and seniors, such as through the Senior Xtra Education program. **(OG)**
- **Direct Promotion.** Continue direct promotion of local cultural and entertainment offerings through the City's own website, and in coordination with the Bryan-College Station Convention & Visitors Bureau. **(OG)**
- **City Staff Support.** Continue to provide direct staff support for arts and cultural offerings. **(OG)**
- **Public Art.** The City should continue to support a community-wide installation and maintenance program in conjunction with the Arts Council of Brazos County, the City of Bryan, Texas A&M University, Brazos Valley, and the Texas Department of Transportation. **(OG)**

CHAPTER 6

College Station strives for **improved mobility through a safe, efficient, and well-connected multi-modal transportation system designed to be sensitive to the surrounding land uses**. Five strategies have been developed to progress toward this goal. Each strategy has a series of action recommendations designed to implement the related strategy.

Strategy 1: Develop, implement and maintain, through regular review, a multi-modal transportation plan that supports the planned growth and development pattern.

- **Thoroughfare Plan.** Adopt and implement the Thoroughfare Plan. **(OG)**
- **Future Planning.** Amend the Thoroughfare Plan as necessary as neighborhood, district, corridor, and master plans are adopted by the City. **(OG)**
- **Project Programming.** Maintain and amend as necessary the City's various programs (Bryan-College Station Metropolitan Planning Organization Transportation Improvement Program, Capital Improvements Program, etc.) used to fund projects. **(OG)**
- **Monitor Trends.** Continue to collect and monitor transportation data including vehicle miles traveled, traffic counts, levels of service, transit ridership, and pedestrian and bicycle facility usage, crashes. **(OG)**
- **Context Sensitive Solutions.** Amend as necessary, the various tools used to implement the Thoroughfare Plan to ensure context sensitive solutions are employed. These include the Unified Development Ordinance, the Bryan-College Station Unified Design Guidelines, and the City's project development process. **(OG)**

Strategy 2: Reduce and manage traffic congestion.

- **Thoroughfare Plan.** Adopt and implement the Thoroughfare Plan. **(OG)**
- **Monitor Trends.** Continue to collect and monitor transportation data including vehicle miles traveled, traffic counts, levels of service, transit ridership, and pedestrian and bicycle facility usage, crashes. **(OG)**
- **Access Management.** Promote access management strategies where appropriate to preserve modal efficiency throughout the thoroughfare system. **(OG)**
- **Traffic Control Technology.** Install a state-of-the-art computerized traffic control system including signal synchronization. **(IP)**
- **Travel Demand Management.** Develop and implement a travel demand management program including real-time traffic information, traffic incident alerts, ridesharing programs, promotion of flexible work schedules, and encouragement of dense mixed-use development. **(F)**
- **Intersection Improvements.** Continue enhancements and upgrades at intersections to improve multi-modal efficiency. **(OG)**

Strategy 3: Develop and implement context sensitive transportation solutions.

- **Thoroughfare Plan.** Adopt and implement the Thoroughfare Plan. **(OG)**
- **Future Planning.** Amend the Thoroughfare Plan as necessary as neighborhood, district, corridor, and master plans are adopted by the City. **(OG)**
- **Context Sensitive Solutions.** Amend, as necessary, the various tools used to implement the Thoroughfare Plan to ensure context sensitive solutions are employed. These include

the Unified Development Ordinance, the Bryan-College Station Unified Design Guidelines, and the City's project development process. **(OG)**

- **Bicycle and Pedestrian Planning.** Amend and implement the bicycle and pedestrian system master plans. **(OG)**
- **Transit.** Pursue opportunities with the current transit providers to expand and enhance transit services within and between activity centers and dense residential areas, concentrations of student housing, etc. **(F)**
- **Project Programming.** Maintain and amend as necessary the City's various programs (Bryan-College Station Metropolitan Planning Organization Transportation Improvement Program, and Capital Improvements Program) used to fund projects. **(OG)**
- **Primary Mobility Corridors.** Adopt and implement the context sensitive approach identified in this Plan for identified primary mobility corridors. **(OG)**
- **Rehabilitation Projects.** Adopt and implement the context sensitive approach identified in this Plan for rehabilitation projects located within established neighborhoods or districts. **(OG)**
- **Right-of-way Constrained Projects.** Adopt and implement a context sensitive approach and decision matrix for City projects where the available right-of-way is constrained. **(OG)**

Strategy 4: Promote and invest in alternative transportation options.

- **Thoroughfare Plan.** Adopt and implement the Thoroughfare Plan. **(OG)**
- **Future Planning.** Amend the Thoroughfare Plan as necessary as neighborhood, district, corridor, and master plans are adopted by the City. **(OG)**
- **Context Sensitive Solutions.** Amend, as necessary, the various tools used to implement the Thoroughfare Plan to ensure context sensitive solutions are employed. These include the Unified Development Ordinance, the Bryan-College Station Unified Design Guidelines, and the City's project development process. **(OG)**
- **Bicycle and Pedestrian.** Amend and implement the bicycle and pedestrian system master plans. **(OG)**
- **Transit.** Pursue opportunities with the current transit providers to expand and enhance transit services within and between activity centers and dense residential areas, and concentrations of student housing. **(F)**
- **Project Programming.** Maintain and amend as necessary the City's various programs (Bryan-College Station Metropolitan Planning Organization Transportation Improvement Program, and Capital Improvements Program) used to fund projects. **(OG)**
- **Commuter Rail.** Continue to participate in the Texas High Speed Rail Initiative and similar efforts to bring commuter rail services to the City. **(OG)**

Strategy 5: Balance changes in land use with the capabilities of the transportation system.

- **Use of Future Land Use & Character Map.** Adopt and implement the Future Land Use & Character map contained in this Plan. **(OG)**
- **Land Use and Development Review.** Continue to evaluate the capacity of the existing and proposed transportation system in Comprehensive Plan amendments, rezoning requests, and site plan reviews. **(OG)**

- **Traffic Impact Analysis.** Require traffic impact analyses for all development proposals anticipated to generate significant volumes of traffic. **(OG & F)**
- **Monitor Trends.** Continue to collect and monitor transportation data including vehicle miles traveled, traffic counts, levels of service, transit ridership, and bicycle and pedestrian facility usage, crashes. **(OG)**

CHAPTER 7

Based on input received throughout the Comprehensive Plan update process, the Comprehensive Plan Advisory Committee has addressed the City's municipal service needs by establishing a goal for the City to plan for **municipal facilities that meet community needs, contribute to community character, are sensitive to the surrounding land uses, and provide exceptional municipal services**. The associated strategies and actions outline the steps the City will take in meeting this goal.

Strategy 1: Maintain existing infrastructure.

- **Focus on Infill.** Concentrate municipal services and facilities in infill areas versus fragmenting services. **(IP)**
- **Rehabilitation.** Invest in the sensitive rehabilitation of older water, sanitary sewer, electric, drainage, and other infrastructure in the City's oldest neighborhoods to maintain their viability and attractiveness for private property owners and homeowners. **(OG)**

Strategy 2: Develop, implement and maintain, through regular review, facilities and service master plans that support the planned growth and development pattern.

- **Land Use Planning.** Establish a Land Use Plan that will meet the needs of the growing population through the planning horizon, while being mindful of growth limitations such as a lack of public infrastructure and services. **(OG)**
- **Service upon Annexation.** Develop plans for the expansion of municipal services in conjunction with annexation plans to ensure that the City is prepared to serve its residents upon annexation. **(OG)**
- **Keep Master Plans Current.** Continue to re-evaluate and update, as needed, key master plans every 3-5 years (water, wastewater, storm water, drainage management, solid waste, electric, Police, Fire). **(OG)**
- **Plan for Future Facilities.** Develop a comprehensive facilities plan that meets the future space and functional needs of City employees as well as the desired community space needs. **(IP)**

Strategy 3: Maintain exemplary levels of municipal services.

- **Accreditations.** Pursue and receive accreditations City-wide. **(OG)**
- **City-wide Wi-Fi.** Determine feasibility of a City-wide, public "wi-fi" network (possibly in partnership with the City of Bryan and/or Texas A&M University). **(IP)**
- **Water Standards.** Meet or exceed State water quality standards for area streams, and maintain exemplary level of public drinking water quality and associated monitoring. **(OG)**
- **Storm Water Management.** Adhere to and require effective storm water management practices. **(OG)**
- **Economical Service.** Plan utility infrastructure and services and approve development only in areas that can be reliably and economically served within the City's capabilities. **(OG)**

- **Regional Cooperation.** Continue regional cooperation on solid waste management, and consider opportunities to consolidate or better coordinate other utility services with other area governments or service providers. **(OG)**
- **Excellent Service.** Maintain commitment to an excellent level of system operation and customer service for all City utilities and services. **(OG)**

Strategy 4: Expand municipal services and facilities consistent with growth expectations and to support the planned growth and development pattern.

- **Consolidated Facilities.** Establish consolidated facilities for storage and maintenance of service vehicles and equipment, records storage, materials storage and other needs in locations that are accessible to areas served. **(F)**
- **Character of Public Buildings.** Design and construct public buildings, facilities and improvements, including a new City Hall, which reflect the character of their surroundings, blend well into existing neighborhoods and districts, and help to establish an identity and quality standard for newly-developing areas of the City. **(F)**
- **School Facilities.** Communicate with College Station Independent School District on facility coordination opportunities, especially to locate new elementary schools within neighborhoods whenever possible, and to ensure safe/walkable areas around schools. **(OG)**
- **Coordinated Improvements.** Capitalize on opportunities to achieve multiple community objectives through major infrastructure projects, such as coordinated road improvements, utility and drainage upgrades, sidewalk rehabilitation / installation / extensions, and streetscape enhancement. **(OG)**
- **Promote Infill and Redevelopment.** Program utility improvements and extensions to promote infill and redevelopment versus expansion of the urbanized area. **(OG)**
- **Electric Infrastructure.** Continue phased implementation of the long-range Electric Transmission Plan, along with other area partners, to ensure adequate and reliable supply to serve anticipated growth and to maintain College Station Utilities' capability for rapid response to system outages. **(OG)**
- **Water Infrastructure.** Continue phased expansion of water supply resources and associated production capabilities to meet shorter-term peak demands, as well as forecasted longer-term needs. **(OG)**
- **Public Safety.** Expand public safety facilities, including a satellite Police station in southern College Station and strategically placed Fire Stations, in order to provide adequate service and response times. **(OG)**

Strategy 5: Promote facilities and services delivery practices that encourage resource conservation and protection.

- **Resource Conservation.** Determine practical ways to reduce energy consumption and implement resource conservation strategies in all areas of municipal service provision. **(OG)**
- **Runoff.** Limit the impacts of urban runoff on area creeks and bodies of water. **(OG)**
- **Green College Station.** Implement Green College Station initiatives and use "green" technologies and practices to reduce utility consumption, operate more efficiently, and limit facility impacts on nearby areas of the community. **(OG)**

- **Water Conservation.** Pursue and support local water conservation and re-use initiatives, specifically including the reuse of water to irrigate City facilities. **(OG)**
- **Recycling.** Promote solid waste reduction and recycling by residents, businesses, and local institutions, through the creation of initiatives that provide residents a convenient means of disposing of household hazardous waste. **(OG)**
- **Consolidated Services.** Identify ways to consolidate service delivery and create efficiencies in City government by minimizing sprawl and reducing service delivery costs. **(OG)**

CHAPTER 8

The overall goal for College Station's growth in the years ahead is to **ensure fiscally responsible and carefully managed development aligned with growth expectations and in concert with the ability to deliver infrastructure and services in a safe, timely, and effective manner**. The five strategies in this section elaborate on these themes and community priorities.

Strategy 1: Identify land use needs based on projected population growth.

- **Strategic Land Use Planning.** Delineate planned growth areas and protection areas by assigning appropriate character classifications (e.g., urban and suburban versus rural) for the 20-year planning horizon, through the Future Land Use & Character map in the Comprehensive Plan. **(OG)**
- **Holding Area Zoning.** Ensure that the growth timing aspect of municipal zoning is employed effectively by establishing a direct link between character areas indicated on the Future Land Use & Character map and the development intensity permitted in these areas through the zoning map and Unified Development Ordinance provisions. **(OG)**
- **Zoning Integrity.** Guard against zoning map amendments that, cumulatively, can lead to extensive residential development in growth areas without adequate land reserves for a balance of commercial, public, and recreational uses. **(OG)**
- **University Coordination.** Coordinate with Texas A&M University and Blinn College concerning their projected enrollment growth and associated faculty/staff increases to plan effectively for the implications of further off-campus housing demand. **(OG)**
- **Monitor Trends.** In conjunction with periodic review of the Comprehensive Plan, identify market shifts that could have implications for desired housing types, retail or other commercial offerings, and particular public service and recreational needs. **(OG)**

Strategy 2: Align public investments with the planned growth and development pattern.

- **Coordinated Planning.** Ensure that the strategies and actions of this Comprehensive Plan carry through to the City's master plans. The City master plan updates should include provisions that relate directly to the City's Future Land Use & Character Plan (e.g., future utility master plans; Recreation, Park, and Open Space Master Plan; Bicycle, Pedestrian and Greenways Master Plan). **(OG)**
- **Certificate of Convenience and Necessity Boundary Extensions.** Extend the City's service area for sanitary sewer (the Certificate of Convenience and Necessity boundary) into the Extraterritorial Jurisdiction in an incremental and carefully timed manner, in concert with annexation activity and defined growth management objectives. **(OG)**
- **Strengthen the Water/Sanitary Sewer Extension Policy.** Amend the water/sewer extension policy to require extensions to be consistent with the Future Land Use & Character Plan; the City's ongoing growth area planning; and the City's utility master plans and multi-year Capital Improvement Plan. **(F)**
- **Oversize Participation.** Establish criteria to evaluate the fiscal impact and cost effectiveness of proposed over-sizing commitments by the City. **(F)**

- **Capital Improvements Programming.** Expand municipal facilities consistent with growth expectations and to support the desired growth and development pattern. **(OG)**
- **Impact Fees.** Extend water and wastewater impact fees into new, targeted growth areas in the Extraterritorial Jurisdiction. Also, establish road impact fees within the City as authorized by Texas statute. **(F)**
- **Traffic Impact Analysis.** Protect road capacity and safety by strengthening requirements for Traffic Impact Analyses when proposed developments exceed a designated size or projected trip generation. Provisions for analysis and potential mitigation should be extended to significant single-family residential developments as requirements in the Unified Development Ordinance currently apply only to non-residential and multi-family projects. **(F)**
- **Parkland Dedication.** In follow-up to the City's extension of parkland dedication requirements into the Extraterritorial Jurisdiction, monitor the program parameters to ensure desired outcomes. **(OG)**
- **Interlocal Cooperation.** Pursue interlocal cooperation agreements with Brazos, Grimes, and Burleson counties; City of Bryan; Texas A&M University; and other service providers, as appropriate. Such agreements can address coordination of subdivision review, thoroughfare planning, floodplain management, and utility and other service provision, among other matters of mutual interest. **(OG)**

Strategy 3: Balance the availability of and desire for new development areas with redevelopment and infill opportunities.

- **Infrastructure Investments.** Invest in the necessary infrastructure to increase redevelopment potential for areas identified in **Chapter 2: Community Character**. Concentrating property development within the City makes efficient use of infrastructure and supports the City's Green College Station effort. **(OG)**
- **Holding Area Annexations.** Use annexation to incorporate and appropriately zone areas to protect them from premature development. This strategy can also be employed in areas where the City wishes to maintain a rural character. **(F)**
- **Growth Area Targeting.** Coordinate zoning, capital improvement programming, and municipal services planning to prepare targeted growth areas as identified on the Concept Map in **Chapter 2: Community Character**. **(F)**
- **Zoning in Support of Redevelopment.** Together with other incentive measures, apply targeted zoning strategies to designated Redevelopment Areas identified on the Future Land Use & Character map. Options may include items such as reduced setbacks, waiver to height limitations, increased signage, increased density, reduced parking standards, and reduced impact fees. **(F)**

Strategy 4: Identify and implement growth management techniques for areas within the Extraterritorial Jurisdiction.

- **Intergovernmental Cooperation.** Coordinate the City's regulatory strategy for rural lot sizes with efforts by the Brazos County Health Department to increase the minimum

required lot size for allowing on-site sewer treatment systems from one acre to a larger size, as needed, to address public health and safety concerns. **(N/A)**

- **Pursue Development Balance.** Consider the development of regulations and fees that help level the playing field between in-City and Extraterritorial Jurisdiction development. Ensure that Extraterritorial Jurisdiction development contributes its fair share to the long-term costs of extending public infrastructure and services to fringe areas. **(OG)**
- **Growth Area Annexations.** Pursue strategic annexations, if feasible from a fiscal and service provision standpoint, to extend the City’s land use regulations to Extraterritorial Jurisdiction areas facing immediate and near-term development pressures. This should also include areas where City utilities have already been extended. **(F)**
- **Conservation Area Annexations.** Pursue strategic annexations in areas not targeted for significant urban or suburban development in the near term. This enables the City to apply growth management measures to discourage premature and inappropriate development. **(F)**
- **Voluntary Annexations.** Utilize the utility extension policy as a means to encourage landowners to agree to annexation by way of voluntary petition to protect the City’s long-term interests in significant areas of the Extraterritorial Jurisdiction, such as along key transportation corridors. **(OG)**
- **Non-Annexation Agreements.** Target certain annexation efforts to areas where land owners maintain a TEXAS TAX CODE exemption on their property for agricultural use. In such cases, the City must offer the property owner an opportunity to enter into a non-annexation development agreement with the City in lieu of annexation. This strategy can be an effective way of assuring limited development on the property for up to 15 years. **(OG)**
- **Fiscal Impact Analysis.** Continue to complete thorough cost-benefit analyses to evaluate all proposed annexations. Explore available fiscal impact models that provide a more robust analysis. **(OG)**
- **Land Conservation.** In support of the Green College Station Action Plan, protect natural resources by recruiting land trusts and conservation organizations to consider acquisition and preservation of targeted open areas. **(F)**

Strategy 5: *Encourage and promote the redevelopment of land that is currently occupied by obsolete or non-functioning structures.*

- **Redevelopment of Retail.** Continue to emphasize redevelopment and revitalization opportunities for large retail sites such as Post Oak Mall and the vacant former grocery-anchored retail center along South College Avenue near University Drive. **(OG)**
- **Parking Management.** Encourage residential, commercial and mixed development models in the City’s targeted Redevelopment Areas, as identified on the Future Land Use & Character map, that focus on integration of structured parking to enable more productive use of the overall site in place of extensive surface parking. **(OG)**

- **Zoning in Support of Redevelopment.** Review the effectiveness of the Redevelopment District (RDD) overlay zoning. Specifically, determine whether the minimum 20-year age requirement for pre-existing development is excessive or an obstacle. Consider applying the RDD zoning to designated Redevelopment Areas identified on the Future Land Use & Character map to encourage market-responsive development to occur at intersections of arterials within the City limits where there are significant amounts of underutilized lands. **(F)**
- **Density/Intensity Bonuses.** Use the prospect of increased development yield (retail/office square footage and/or additional residential units in mixed-use developments) to entice redevelopment projects aiming for increased development intensity. **(F)**