



College Station, TX

Meeting Agenda

Planning and Zoning Commission

1101 Texas Avenue, College Station, TX 77840

Internet: www.microsoft.com/microsoft-teams/join-a-meeting

Meeting ID: 287 510 910 141 59 | Passcode: S2Dc7PU7

Phone: 833-240-7855 | Phone Conference ID: 608 651 190#

The City Council may or may not attend this meeting.

February 19, 2026

6:00 PM

City Hall Council Chambers

Notice is hereby given that a quorum of the meeting body will be present in the physical location stated above where citizens may also attend in order to view a member(s) participating by videoconference call as allowed by 551.127, Texas Government Code. The City uses a thirdparty vendor to host the virtual portion of the meeting; if virtual access is unavailable, meeting access and participation will be in-person only.

1. Call to Order, Pledge of Allegiance, Consider Absence Request.

2. Hear Visitors.

At this time, the Chairperson will open the floor to visitors wishing to address the Commission on issues not already scheduled on tonight's agenda. The visitor presentations will be limited to three minutes in order to accommodate everyone who wishes to address the Commission and to allow adequate time for completion of the agenda items. The Commission will receive the information, ask city staff to look into the matter, or will place the matter on a future agenda for discussion. (A recording is made of the meeting; please give your name and address for the record.)

3. Consent Agenda

All matters listed under the Consent Agenda are considered routine by the Commission and will be enacted by one motion. All items approved by Consent are approved with any and all staff recommendations. Since there will not be separate discussion of these items, citizens wishing to address the Commission regarding one or more items on the Consent Agenda may address the Commission at this time as well. If any Commissioner desires to discuss an item on the Consent Agenda it may be moved to the Regular Agenda for further consideration.

3.1. Consideration, discussion, and possible action to approve meeting minutes.

Attachments: 1. January 15 2026

Speaker Protocol

An individual who desires to address the Planning & Zoning Commission regarding any agenda item must register with the Commission Secretary two (2) hours before the meeting being called to order. Individuals shall register to speak or provide written comments at <https://forms.cstx.gov/Forms/CSCouncil> or provide a name and phone number by calling 979-764-3570. Upon being called to speak an individual must state their name and city of residence, including the state of residence if the city is located out of state. Speakers are encouraged to identify their College Station neighborhood or geographic location. Please do not carry purses, briefcases, backpacks, liquids, foods or any other object other than papers or personal electronic communication devices to the lectern, nor advance past the lectern unless you are invited to do so. Comments should not personally attack other speakers, Commissioners, or staff. Each speaker's remarks are limited to three

(3) minutes. Any speaker addressing the Planning & Zoning Commission using a translator may speak for six (6) minutes. The speaker's microphone will mute when the allotted time expires and the speaker must leave the podium.

4. Consideration, discussion, and possible action on items removed from the Consent Agenda by Commission action.

5. Regular Agenda.

- 5.1. Public Hearing, presentation, discussion, and possible action regarding an ordinance amending the College Station Comprehensive Plan by adopting the updated Economic Development Master Plan. Case #CPA2026-000002 (Note: Final action on this item will be considered at the February 26, 2026, City Council Meeting - Subject to change.)

Sponsors: Michael Ostrowski

Attachments: 1. Ordinance
2. Economic Development Master Plan

- 5.2. Public Hearing, presentation, discussion, and possible action regarding an ordinance amending Appendix A, Unified Development Ordinance, Article 3 "Development Review Procedures", Section 3.5 "Concept Plans (P-MUD and PDD Districts)" of the Code of Ordinances of the City of College Station, Texas, by amending certain sections relating to requirements, concept plans, and community benefits for PDD Planned Development Districts. Case #ORDA2024-000004 (Note: Final action on this item will be considered at the March 26, 2026, City Council meeting - Subject to change).

Sponsors: Jeff Howell

Attachments: 1. Section 3.5 Concept Plans (P-MUD and PDD Districts) redlines

- 5.3. Public Hearing, presentation, discussion, and possible action regarding an ordinance amending Appendix A, Unified Development Ordinance, Article 4, "Zoning Districts," Section 4.2 "Official Zoning Map," of the Code of Ordinances of the City of College Station, Texas by changing the zoning district boundary from CI Commercial Industrial to P-MUD Planned Mixed Use District for approximately 1.24 acres at 200 Texas Avenue, generally located northwest of the intersection of Texas Avenue and University Drive. Case #REZ2025-000021 (Note: Final action of this item will be considered at the March 26, 2026, City Council Meeting – Subject to change).

Sponsors: Gabriel Schrum

Attachments: 1. Aerial and SAM
2. Concept Plan
3. Future Land Use Map
4. Zoning Map
5. Zoning Exhibit
6. Applicant's Bulk Letter
7. Background Information

- 5.4. Public Hearing, presentation, discussion, and possible action regarding an ordinance amending the Comprehensive Plan - Future Land Use & Character Map from Neighborhood Center to Urban Residential for approximately 7.02 acres at 8650 Turkey Creek Road. Case #CPA2025-000002 (Note: Final action of this item will be considered at the March 26, 2026, City Council Meeting - Subject to change).

Sponsors: Gabriel Schrum

Attachments: 1. Aerial and SAM

2. Background Information
 3. Comprehensive Plan Exhibit
 4. Applicants Supporting Information
 5. Future Land Use Map
- 5.5. Public Hearing, presentation, discussion, and possible action regarding an ordinance amending Appendix A, Unified Development Ordinance, Article 4, "Zoning Districts," Section 4.2 "Official Zoning Map," of the Code of Ordinances of the City of College Station, Texas by changing the zoning district boundaries from R Rural to MF Multi-Family for approximately 7.02 acres generally located southwest of the intersection of Turkey Creek Road and Health Science Parkway. Case #REZ2025-000027 (Note: Final action of this item will be considered at the March 26, 2026, City Council Meeting – Subject to change).

Sponsors: Gabriel Schrum

- Attachments:
1. Aerial and SAM
 2. Rezoning Exhibit
 3. Background Information
 4. Applicants Supporting Information
 5. Existing Future Land Use Map
 6. Rezoning Map

6. Informational Agenda

- 6.1. Discussion of new development applications submitted to the City.
New Development Link: www.cstx.gov/newdev
- 6.2. Presentation and discussion regarding an update on items heard:
- An ordinance amending Appendix A, Unified Development Ordinance, Article 11, "Definitions," Section 11.2 "Defined Terms" of the Code of ordinances of the City of College Station, Texas, regarding the definition of family. The Planning & Zoning Commission heard this item on January 15, 2026 and voted (5-0) to recommend approval of the rezoning. The City Council heard this item on January 22, 2026 and voted (7-0) to approve the request.
- 6.3. Presentation and discussion regarding the P&Z Calendar of Upcoming Meetings:
- Thursday, February 26, 2026 ~ City Council Meeting ~ Council Chambers ~ Open Meeting 6:00 p.m.
 - Thursday, March 19, 2026 ~ P&Z Meeting ~ Council Chambers ~ 6:00 p.m.
 - Thursday, March 26, 2026 ~ City Council Meeting ~ Council Chambers ~ Open Meeting 6:00 p.m.
- 6.4. Discussion and review regarding the following meetings: Design Review Board, BioCorridor Board, and Impact Fee Advisory Committee.
- An ordinance amending Chapter 107, "Impact Fees", Article II, "System-Wide Impact Fees", Section 107-73, "System-Wide Roadway Impact Fees", of the Code of Ordinances of the City of College Station, Texas, to amend the roadway impact fee collection rates to zero. The Impact Fee Advisory Committee heard this item on January 7, 2026 and voted (4-2) to recommend setting the Roadway Impact Fees to \$0.00. The City Council heard this item on January 22, 2026 and voted (5-2) to maintain the existing rates.

7. Discussion and possible action on future agenda items.

A Planning & Zoning Member may inquire about a subject for which notice has not been given. A statement of specific factual information or the recitation of existing policy may be given. Any deliberation shall be limited to a proposal to place the subject on an agenda for a subsequent meeting.

8. Adjourn.

The Planning and Zoning Commission may adjourn into Executive Session to consider any item listed on the agenda if a matter is raised that is appropriate for Executive Session discussion.

I certify that the above Notice of Meeting was posted on the website and at College Station City Hall, 1101 Texas Avenue, College Station, Texas, on February 13, 2026 at 5:00 p.m.



City Secretary

This building is wheelchair accessible. Persons with disabilities who plan to attend this meeting and who may need accommodations, auxiliary aids, or services such as interpreters, readers, or large print are asked to contact the City Secretary's Office at (979) 764-3541, TDD at 1-800-735-2989, or email adaassistance@cstx.gov at least two business days prior to the meeting so that appropriate arrangements can be made. If the City does not receive notification at least two business days prior to the meeting, the City will make a reasonable attempt to provide the necessary accommodations.

**Minutes
Planning and Zoning Commission
Regular Meeting
January 15, 2026**

COMMISSIONERS PRESENT: Chairperson Jason Cornelius, Aron Collins, Tre Watson, Warren Finch, David Higdon, and Michael Buckley

COMMISSIONERS ABSENT: Marcus Chaloupka and Warren Finch

COUNCILMEMBERS PRESENT: Mark Smith

CITY STAFF PRESENT: Director of Planning & Development Services Anthony Armstrong, Assistant Director of Planning & Development Molly Hitchcock, City Engineer Carol Cotter, Transportation Planning Administrator Jason Schubert, Long Range Planning Administrator Christine Leal, Principal Planner Heather Wade, Community Development Administrator David Brower, Deputy City Attorney Leslie Whitten, Administrative Support Specialist Kristen Hejny, and Technology Services Specialist Trey Bransom

1. Call Meeting to Order, Pledge of Allegiance, Consider Absence Request.

Chairperson Cornelius called the meeting to order at 6:01 p.m.

2. **Hear Visitors**

No visitors spoke.

3. **Consent Agenda**

- 3.1 Consideration, discussion, and possible action to approve meeting minutes.

- November 20, 2025

Commissioner Watson moved to approve the Consent Agenda, Commissioner Collins seconded the motion, the motion passed 5-0.

4. **Consideration, discussion, and possible action on items removed from the Consent Agenda by Commission Action.**

No items were removed from the Consent Agenda for discussion.

5. **Regular Agenda**

- 5.1 Public Hearing, presentation, discussion, and possible action regarding an ordinance amending Appendix A, Unified Development Ordinance, Article 11, "Definitions," Section 11.2 "Defined Terms" of the Code of ordinances of the City of College Station, Texas,

regarding the definition of family. Case # ORDA2025-000010 (Note: Final action on this item is scheduled for the January 22, 2026 City Council meeting - subject to change)

Planner Wade presented the ordinance amendment to the Commission recommending approval.

Commissioner Collins clarified that this amendment would not change the legal definition of a family and asked for further clarification on what this amendment accomplishes.

Planner Wade clarified that the City Council wanted to see a traditional definition of a family included in the Unified Development Ordinance, in some way.

Chairperson Cornelius opened the public hearing.

No visitors spoke.

Chairperson Cornelius closed the public hearing.

Commissioner Collins moved to recommend approval of the ordinance amendment. Commissioner Watson seconded the motion; the motion was approved 5-0.

6. Informational Agenda

6.1 Presentation and discussion regarding an overview of Community Development Division housing programs as well as an update on Housing Action Plan implementation.

Administrator Brower presented an update on current housing programs and the Housing Action Plan to the Commission and was available to answer questions.

Commissioner Collins asked for an example of a Down Payment Assistance (DAP).

Administrator Brower explained that the City provides down payment assistance and allows payments to be controlled at no more than a certain percentage of the family's gross monthly income. Mr. Brower also explained that once the homeowners no longer own or occupy the home, the down payment assistance funds come back to the City as equity.

Chairperson Cornelius asked if staff knows how many people will qualify for DAP with the adjustment in income ranges.

Administrator Brower stated that Staff performed a gap analysis to collect that information.

Commissioner Collins asked for the definition of affordable housing as it is applied to a three-bedroom, two-bathroom home.

Administrator Brower clarified that affordability is defined as housing being no more than 30% of a family's gross monthly income.

Commissioner Higdon asked how the student population impacts these numbers.

Administrator Brower stated that students are not factored into these numbers, traditional students cannot apply for programs.

Commissioner Higdon asked if parents could apply for programs on behalf of students.

Administrator Brower clarified that parents cannot apply for the programs as the applicant has to be the occupant of the home.

Commissioner Watson asked where previous years Community Development Block Grant (CDBG) funds were spent.

Administrator Brower clarified that last year's budget included public facility activities, which included the sidewalk along Foster Avenue, rental housing rehab partnering with Elder Aid, non-profit funding, and refurbishing the splash pad at the Lincoln Recreation Center.

Commissioner Watson asked if CDBG funds are used for home repair.

Administrator Brower confirmed that there was a program called the Optional Relocation Program, where the program would relocate people, demolish and rebuild homes.

Commissioner Watson asked why CDBG funds are not used to repair houses and roadways.

Administrator Brower clarified that CDBG funds are used for both home and roadway repairs

Commissioner Collins asked for the timeline on the Point in Time (PIT) count.

Administrator Brower clarified that the City of College Station correlates their PIT count with the shelter count.

Commissioner Watson asked for historical information on when reduced or waived fees were dedicated to affordable housing.

Director Armstrong clarified that impact fees have never been waived for an affordable housing development. Mr. Armstrong also clarified that the only applicable developers for these types of affordable housing fee reductions or waivers are non-profits.

Commissioner Higdon asked if transportation needs are met for non-profit developments.

Administrator Brower clarified that the Housing Advisory Committee is cognizant of multi-modal and better transportation.

Commissioner Collins requested mapping information of where these types of developments are being directed within the City of College Station.

- 6.2 Discussion of new development applications submitted to the City. New Development Link: www.cstx.gov/newdev

There was no discussion.

- 6.3 Presentation and discussion regarding an update on items heard:

- A request to rezone approximately 2.6 acres of land generally located at the terminus of Castle Rock Parkway from PDD Planned Development District to amend the concept plan. The Planning & Zoning Commission heard this item on November 20, 2025 and voted (7-0) to recommend approval of the rezoning. The City Council heard this item on December 11, 2025 and voted (6-0-1) to approve the request.

There was no discussion.

- 6.4 Presentation and discussion regarding the P&Z Calendar of Upcoming Meetings:

- Thursday, January 22, 2026 ~ City Council Meeting ~ Council Chambers ~ Open Meeting 6:00 p.m.
- Thursday, February 5, 2026 ~ P&Z Meeting ~ Council Chambers ~ 6:00 p.m.
- Thursday, February 12, 2026 ~ City Council Meeting ~ Council Chambers ~ Open Meeting 6:00 p.m.
- Thursday, February 19, 2026 ~ P&Z Meeting ~ Council Chambers ~ 6:00 p.m.

There was no discussion.

- 6.5 Discussion and review regarding the following meetings: Design Review Board and BioCorridor Board.

- December 5, 2025 ~ Design Review Board Meeting ~ BTU Holleman Substation 11720 Old Wellborn Road

There was no discussion.

7. Discussion and possible action on future agenda items.

Chairperson Conrelius requested a map showing all properties not owner occupied, within the City of College Station.

Director Armstrong confirmed that staff would provide a map to the Commission showing all properties registered with the Rental Registration program.

8. **Adjourn**

The meeting adjourned at 7:00 p.m.

Approved:

Attest:

Jason Cornelius, Chairperson
Planning & Zoning Commission

Kristen Hejny, Board Secretary
Planning & Development Services

February 19, 2026
Item No. 5.1.
Economic Development Master Plan

Sponsor: Michael Ostrowski, Chief Development Officer

Reviewed By CBC: Economic Development Committee

Agenda Caption: Public Hearing, presentation, discussion, and possible action regarding an ordinance amending the College Station Comprehensive Plan by adopting the updated Economic Development Master Plan. Case #CPA2026-000002 (Note: Final action on this item will be considered at the February 26, 2026, City Council Meeting - Subject to change.)

Relationship to Strategic Goals:

- Good Governance
- Financial Sustainability
- Core Services & Infrastructure
- Neighborhood Integrity
- Diverse & Growing Economy
- Improving Mobility
- Sustainable City

Recommendation(s): The City Council Economic Development Committee recommended moving the plan forward to the Planning & Zoning Commission. Staff recommends approval of the ordinance amending the Comprehensive Plan to include the updated Economic Development Master Plan.

Summary: The proposed ordinance would adopt an updated Economic Development Master Plan as a component of the City's Comprehensive Plan. The inaugural Economic Development Master Plan was adopted in 2013, with a more recent update in 2020. This plan will provide a comprehensive roadmap for economic growth and development, tailored to the unique needs and opportunities of College Station, over the next five years.

City staff engaged with TIP Strategies, Inc., to capitalize on this potential, designing a plan to chart a course for long-term sustainability through close collaboration with key stakeholders. Through expansive engagement from community leaders across private, public, and nonprofit sectors, along with insights from baseline and competitive data analysis, TIP developed this planning document which identifies four critical strategic focus areas: 1) establishing a distinct identity through dynamic districts; 2) building industry to diversify the tax base; 3) fostering innovation to establish College Station as a business and entrepreneurship hub; and 4) providing the ignition for the City to lead as a proactive convener.

These goal areas are reinforced through measures to track, achieve, and communicate implementation successes, and the plan outlines core strategic action items and associated tactics, as well as aspirational case studies.

Budget & Financial Summary: Implementation of this master plan will require strategic investments.

Attachments:

1. Ordinance

2. Economic Development Master Plan

ORDINANCE NO. _____

AN ORDINANCE OF THE CITY OF COLLEGE STATION, TEXAS, AMENDING THE OFFICIAL CITY OF COLLEGE STATION COMPREHENSIVE PLAN BY AMENDING THE ECONOMIC DEVELOPMENT MASTER PLAN; PROVIDING A SEVERABILITY CLAUSE; PROVIDING AN EFFECTIVE DATE; AND CONTAINING OTHER PROVISIONS RELATED THERETO.

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF COLLEGE STATION, TEXAS:

PART 1: That the “Official City of College Station Comprehensive Plan” is hereby amended by amending Subsection B.7, the Economic Development Master Plan, thereto as set out in Exhibit “B” attached hereto and made a part hereof.

PART 2: That the “College Station Comprehensive Plan” is hereby amended by amending the Economic Development Master Plan as set out in Exhibit “B” attached hereto and made a part hereof.

PART 3: That if any provisions of any section of this Ordinance shall be held to be void or unconstitutional, such holding shall in no way affect the validity of the remaining provisions or sections of this Ordinance, which shall remain in full force and effect.

PART 4: That this Ordinance shall take effect immediately from and after its passage.

PASSED, ADOPTED and APPROVED this _____ day of _____, 2026.

ATTEST:

APPROVED:

City Secretary

Mayor

APPROVED:

City Attorney

EXHIBIT A

That Ordinance No. 4303 adopting the “Official City of College Station Comprehensive Plan” as amended, is hereby amended by replacing subsection B.7 to Exhibit “A” of said plan for Exhibit “A” to read in its entirety as follows:

A. Comprehensive Plan

The Official City of College Station Comprehensive Plan (Ordinance 4303) is hereby adopted and consists of the following:

1. Plan Foundation;
2. Distinctive Places;
3. Strong Neighborhoods;
4. A Prosperous Economy;
5. Engaging Spaces;
6. Integrated Mobility;
7. Exceptional Services;
8. Managed Growth;
9. Collaborative Partnerships; and
10. Plan Implementation

B. Master Plans

The following Master Plans are hereby adopted and made a part of the Official City of College Station Comprehensive Plan:

1. The Northgate Redevelopment Plan dated November 1996;
2. The Revised Wolf Pen Creek Master Plan dated 1998;
3. Northgate Redevelopment Implementation Plan dated July 2003;
4. Bicycle, Pedestrian, and Greenways Master Plan dated January 2010;
5. Parks, Recreation, and Open Spaces Master Plan dated July 2011;
6. Medical District Master Plan dated October 2012;
7. Economic Development Master Plan dated May 2020;
8. The Water System Master Plan dated April 2017;
9. The Wastewater System Master Plan dated April 2017;
10. Northeast Gateway Redevelopment Plan dated September 2023;
11. Wellborn District Plan dated October 2023; and
12. Housing Action Plan dated September 2024.

C. Master Plan Amendments

The following Master Plan Amendments to the Official City of College Station Comprehensive Plan are as follows:

1. Expiring the East College Station Transportation Study dated May 2005 – Ordinance 4404, dated November 10, 2022.
2. Expiring the Central College Station Neighborhood Plan dated June 2010 – Ordinance 4404, dated November 10, 2022.
3. Expiring the Eastgate Neighborhood Plan dated June 2011 – Ordinance 4404, dated November 10, 2022.
4. Expiring the Southside Area Neighborhood Plan dated August 2012 – Ordinance 4404, dated November 10, 2022.
5. Expiring the South Knoll Neighborhood Plan dated September 2013 – Ordinance 4404, dated November 10, 2022.
6. Amended as shown in the Northeast Gateway Redevelopment Plan for Map 5.4 Proposed Bicycle Facilities and Map 5.5 Proposed Pedestrian Facilities within the Bicycle, Pedestrian, and Greenways Master Plan – Ordinance 4470, dated September 28, 2023.
7. Amended as shown in the Wellborn District Plan for Map 5.4 Proposed Bicycle Facilities and Map 5.5 Proposed Pedestrian Facilities within the Bicycle, Pedestrian, and Greenways Master Plan – Ordinance 4474, dated October 12, 2023.

D. Text Amendments

The following Text Amendments to the Official City of College Station Comprehensive Plan are as follows:

1. Text Amendments:
 - a. *Chapter 2. Distinctive Places* by amending the text regarding the Neighborhood Center future land use description, intent, and generally appropriate zoning districts – Ordinance 4351, dated April 28, 2022.
 - b. *Chapter 2. Distinctive Places* by amending the text regarding the Planning Areas description to remove expired plans – Ordinance 4404, dated November 10, 2022.
 - c. *Chapter 2. Distinctive Places* by amending the text regarding the Planning Areas description to rename the Texas Avenue & University Drive (FM 60)

Redevelopment Area to the Northeast Gateway Redevelopment Plan – Ordinance 4470, dated September 28, 2023.

- d. *Chapter 2. Distinctive Places* by amending the text regarding the Planning Areas description to update it to the Wellborn District Plan, to revise the Future Land Use & Character descriptions to remove the Wellborn future land use and incorporate it and the Wellborn-specific zoning districts into the Neighborhood Commercial, Suburban Residential, and Estate Residential future land use descriptions and generally appropriate zoning districts – Ordinance 4474, dated October 12, 2023.

E. Map Amendments

The following Map Amendments to the Official City of College Station Comprehensive Plan are as follows:

1. Future Land Use & Character Map:
 - a. Approximately 5 acres of land generally located at 2354 Barron Road from Suburban Residential to Neighborhood Commercial – Ordinance 4365, dated June 23, 2022.
 - b. Approximately 17 acres of land generally located at 400 Double Mountain Road from Medical to Urban Residential – Ordinance 4378, dated August 11, 2022.
 - c. Approximately 0.19 acres of land generally located at 106 Southland Street from Suburban Residential to Neighborhood Commercial – Ordinance 4388, dated September 8, 2022.
 - d. Approximately 2.611 acres of land, generally located at 100 - 170 Graham Road from Business Center to Neighborhood Commercial – Ordinance 4435, dated May 15, 2023.
 - e. Amended as shown in the Northeast Gateway Redevelopment Plan – Ordinance 4470, dated September 28, 2023.
 - f. Amended as shown in the Wellborn District Plan – Ordinance 4474, dated October 12, 2023.
 - g. Approximately 3.25 acres of land generally located west of the intersection of Nantucket Drive and State Highway 6 S from Suburban Residential and Natural and Open Areas to Neighborhood Commercial and Natural and Open Areas – Ordinance 4520, dated May 23, 2024.
 - h. Approximately 3 acres of land generally located at located at 116 and 120 Morgans Lane from Urban Residential to General Commercial – Ordinance 4525, dated June 27, 2024.
 - i. Approximately 11 acres of land generally located at 3182 Holleman Drive South from Mixed Residential and Natural & Open Areas to Urban Residential – Ordinance 4566, dated December 12, 2024.

- j. Approximately 1.047 acres of land generally located at 3423 Cain Road and 3197 Holleman Drive South from Mixed Residential to General Commercial – Ordinance 4571, dated January 23, 2025.
 - k. Approximately 3.60 acres of land generally located at 3768 McCullough Road from Estate Residential to Neighborhood Commercial – Ordinance 4578, dated February 27, 2025
 - l. Approximately 2.752 acres of land generally located at 2360 Harvey Mitchell Parkway South from General Commercial to Urban Residential – Ordinance 4596, dated June 12, 2025.
 - m. Approximately 2.5 acres of land generally located south of the intersection of University Drive East and East Crest Drive from General Commercial to Urban Residential – Ordinance 4609, dated August 14, 2025.
2. Planning Areas Map:
- a. Removing the Central College Station Neighborhood Plan, Eastgate Neighborhood Plan, Southside Area Neighborhood Plan, and South Knoll Neighborhood Plan – Ordinance 4404, dated November 10, 2022.
 - b. Renaming the Texas Avenue & University Drive (FM 60) Redevelopment Area to the Northeast Gateway Redevelopment Plan – Ordinance 4470, dated September 28, 2023.
 - c. Renaming the Wellborn Community Plan to the Wellborn District Plan – Ordinance 4474, dated October 12, 2023.
3. Functional Classification & Context Class Map:
- a. Amended as shown in the Northeast Gateway Redevelopment Plan – Ordinance 4470, dated September 28, 2023.
 - b. Amended as shown in the Wellborn District Plan – Ordinance 4474, dated October 12, 2023.

F. General

1. **Conflict.** All parts of the Comprehensive Plan and any amendments thereto shall be harmonized where possible to give effect to all. Only in the event of an irreconcilable conflict shall the later adopted ordinance prevail and then only to the extent necessary to avoid such conflict. Ordinances adopted at the same city council meeting without reference to another such ordinance shall be harmonized, if possible, so that effect may be given to each.
2. **Purpose.** The Comprehensive Plan is to be used as a guide for growth and development for the entire City and its Extraterritorial Jurisdiction (“ETJ”). The Comprehensive Plan depicts generalized locations of proposed future land uses, including thoroughfares,

bicycle and pedestrian ways, parks, greenways, and waterlines, and sewer lines that are subject to modification by the City to fit local conditions and budget constraints.

3. **General nature of Future Land Use.** The Comprehensive Plan, in particular the Future Land Use & Character Map and any adopted amendments thereto, shall not be, nor be considered, a zoning map, shall not constitute zoning regulations or establish zoning boundaries, and shall not be site or parcel specific but shall be used to illustrate generalized locations.
4. **General nature of College Station Comprehensive Plan.** The Comprehensive Plan and any additions, amendments, master plans and subcategories thereto depict same in generalized terms including future locations; and are subject to modifications by the City to fit local conditions, budget constraints, cost participation, and right-of-way availability that warrant further refinement as development occurs. Linear routes such as thoroughfares, bikeways, pedestrian ways, greenways, waterlines, and sewer lines that are a part of the Comprehensive Plan may be relocated by the City 1,000 feet from the locations shown in the Comprehensive Plan without being considered an amendment thereto.
5. **Reference.** The term College Station Comprehensive Plan includes all of the above in its entirety as if presented in full herein, and as same may from time to time be amended.

EXHIBIT B

That the “Comprehensive Plan of the City of College Station” is hereby amended by amending the Economic Development Master Plan to read in its entirety as follows:



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

ECONOMIC DEVELOPMENT MASTER PLAN

February 2026

ACKNOWLEDGMENTS

TIP Strategies would like to thank the City of College Station's elected officials, the members of the project steering committee, the City Council's Economic Development Committee, the City's Planning and Zoning Commission, and the staff of the Economic Development and Tourism Department for providing guidance and feedback that shaped this plan. The TIP Strategies team members are also grateful to the many residents and businesses of the City of College Station who shared their thoughts and contributed valuable insights during the engagement process.

CITY OF COLLEGE STATION STAFF

Economic Development and Tourism Department

- Michael Ostrowski, Chief Development Officer
- Brian Piscacek, Assistant Director Economic Development
- Jeremiah Cook, Assistant Director Tourism
- Wende Ragonis Anderson, Economic Development Manager
- Stacey Vasquez, Economic Development Coordinator
- Jennifer Luna, District Manager

ELECTED OFFICIALS

- John Nichols, Mayor
- Mark Smith, City Council, Place 1
- William Wright, City Council, Place 2
- David White, City Council, Place 3
- Melissa McIlhaney, City Council, Place 4
- Bob Yancy, City Council, Place 5
- Scott Shafer, City Council, Place 6

PROJECT STEERING COMMITTEE MEMBERS

- John Nichols, Economic Development Committee
- William Wright, Economic Development Committee
- Bob Yancy, Economic Development Committee
- Jason Cornelius, Planning and Zoning Commission
- Cortney Phillips, Tourism Committee
- Rebekka Dudensing, Texas A&M University
- Barry Moore, Local Business Representative
- Caleb Holt, Local Business Representative
- Katherine Kleemann, Local Business Representative
- Jason Jennings, Local Business Representative

CONSULTING TEAM



TIP Strategies, Inc., is a privately held Austin-based firm providing consulting and advisory services to public and private sector clients. Established in 1995, the firm has spent 30 years partnering with communities, turning insights into strategies that shape tomorrow. Its core competencies are strategic planning for economic development, talent strategies, organizational development, resiliency planning, and equity initiatives.

Contact

TIP Strategies
13492 N Hwy 183, Suite 120-254, Austin, TX 78750
PH: +1 512 3439113
www.tipstrategies.com

Project Contributors

Tracye McDaniel, President
John Karras, VP, Business Development
Jenn Todd-Goynes, Senior Consultant
Erica Colston, Consultant

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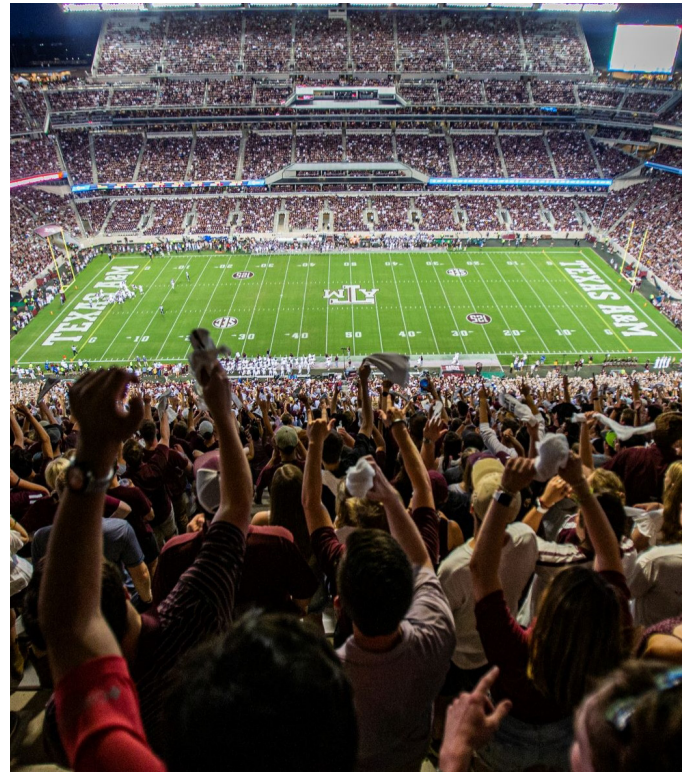
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The images used throughout this report were provided courtesy of the City of College Station or were licensed by TIP Strategies through Adobe Stock.

THE COLLEGE TOWN OF TEXAS

For most, the mention of College Station generates a singular, immediate association: Texas A&M University (Texas A&M). To be known globally for a premier Research 1 (R1) institution grants enviable name recognition and baseline economic stability. However, this powerful brand obscures the City's compelling appeal to broader audiences, especially prime stakeholders without a relationship to the university who can contribute to economic prosperity. Strategically positioned in the Texas Triangle¹ and served by a regional airport, the City is a commercial hub with deep retail density. Intellectual capital is equally robust, encompassing not only Texas A&M's flagship campus but also Texas A&M—RELLIS, Blinn College, and emergent innovation networks. When combined with real estate development, redevelopment, infill potential, and a high quality of place, these advantages form a dynamic value proposition.

Recognizing the need to capitalize on this potential, the City of College Station (the City) engaged TIP Strategies (TIP) to facilitate the preparation of an economic development master plan. The primary objective was to chart a course for long-term sustainability, moving beyond growth as a mere byproduct of university expansion, toward a future where the City is the active architect of its economy. Through close collaboration with leadership and stakeholders, the team developed a strategy to diversify the tax base and reclaim a unique local identity—preserving its quality, family-oriented lifestyle benefits while advancing redevelopment to meet the demands of a modern city.



STRATEGIC PRIORITIES

A central component of the planning process involved an assessment of College Station's competitive position. Texas A&M is the City's greatest economic driver, but it also creates structural vulnerabilities. With the need for increased economic sustainability in mind, the action plan addresses four priorities identified through extensive research and stakeholder engagement.

- 1. Fiscal sustainability through diversification.** Texas A&M drives a massive visitor economy, creating sales tax revenue through athletics, conferences, and the student body. It also anchors world-class research and development (R&D) and attracts significant federal spending. But the fiscal trade-off is real. As a tax-exempt entity, the university dominates local land use, consuming significant acreage and requiring City infrastructure without contributing to the property tax base. This reality makes tax base diversification a necessity. To fund the high quality of life that residents expect, the City must aggressively and creatively pursue private commercial and industrial development to balance the ledger.

¹ The term Texas Triangle refers to the megaregion consisting of Dallas-Fort Worth, Houston, San Antonio, and Austin.

2. **Quality of place via redevelopment.** The immense student population creates a paradox: it drives economic activity but exerts massive pressure on the local housing market, often driving up costs and altering the character of family-oriented neighborhoods. The solution lies in a strategy of building up versus building out. By prioritizing density and infill redevelopment in targeted zones near Texas A&M, the City can meet student demand efficiently while creating a protective buffer for the low-density neighborhoods that residents cherish.
3. **Access to research assets.** Texas A&M offers unmatched research assets and access to federal R&D funding. However, a disconnect remains between the value generated on campus and the local private sector. Local business owners often find the sheer scope of the university—including its labs and entrepreneurship centers—daunting to navigate. A priority of this plan is to bridge this gap, turning the campus into an accessible engine that fuels local business growth and innovation at all levels.
4. **Workforce pipeline beyond former students.** While the Aggie network is extensive and loyal, a healthy local economy requires a diverse workforce. Attracting talent outside of this network is currently difficult, and additional sources of talent are crucial to filling employer workforce gaps. This need is acute in skilled trades, technical fields, and essential mid-level roles that do not require a bachelor's degree. To support a diversified industrial base, the City must broaden its appeal to attract the full spectrum of talent required by modern employers. Regional partnerships will be needed to address the current and future talent needs of employers.

FROM ANALYSIS TO ACTION

This plan is the road map for navigating the complexities of hosting a major research institution. It solves for the gap between current potential and future reality, guiding College Station from its traditional role as a university-centric college town into a premier, independent destination for business and talent. The strategy is built on a framework of four reinforcing goals: establishing a distinct **Identity** through dynamic districts; building **Industry** to diversify the tax base; fostering **Innovation** to establish College Station as a business and entrepreneurship hub; and providing the **Ignition** for the City to lead as a proactive convener. By aligning partners—including Texas A&M, Brazos County, its sister city Bryan, the Greater Brazos Partnership, and innovation partners—around these shared objectives, College Station can secure a sustainable and prosperous economic future.

Figure 1. *Economic Development Master Plan Framework*



FOUNDATIONAL INSIGHTS

Over the course of nine months, the planning team worked closely with stakeholders across College Station to identify the City’s key assets, challenges, and opportunities. This collaborative process was designed to clarify a shared vision for College Station’s economic future and to inform the goals and strategies of the *Economic Development Master Plan* (EDMP). Through a combination of stakeholder engagement, data analysis, and peer benchmarking, the team developed a comprehensive understanding of the City’s current position within the Texas Triangle and the national landscape, as well as its distinct potential as a vibrant university community. A detailed account of the planning process and findings are provided in the Planning Context section, which includes an overview of TIP’s technical review, engagement approach, and analysis of the City’s core strengths, weaknesses, opportunities, and threats (SWOT).

What Was Learned from Stakeholders

TIP engaged over 140 stakeholders through a comprehensive process, ranging from roundtables to site visits (refer to the Engagement Process section). Participants represented sectors such as business, higher education, entrepreneurship, and local government, among others. The insights collected served to substantiate existing data, identify common priorities, and uncover new avenues for collaboration.

Eight key themes emerged from these discussions (see Figure 2). Stakeholders emphasized the need to create distinctive destinations and experiential developments, expand affordable housing options, and strengthen workforce development and talent retention efforts. They underscored the importance of aligning business recruitment with College Station’s competitive strengths and expanding entrepreneurial support systems through mentorship, capital, and real estate access. Infrastructure capacity, community character, and interorganizational collaboration also surfaced as cross-cutting priorities.

Together, these themes reflect both the community’s aspirations and its desire to balance continued growth with addressing critical needs, strengthening the City as a place to live, work, visit, and study.

Figure 2. Themes and Priorities from Stakeholder Engagement

	Placemaking and Real Estate Creating experiential destinations		Entrepreneurial Support Providing mentorship, capital, and real estate
	Housing Ensuring options at affordable price points		Infrastructure Expanding with population growth
	Workforce Development Upskilling, recruitment, and retention		Community Character and Identity Discovering how we want to grow and change
	Business Recruitment and Retention Aligning industry with competitive position		Coordination and Collaboration Breaking through institutional silos

What Was Learned from the Data

TIP conducted a strategic analysis of College Station’s competitive position with comparisons to Brazos County, the College Station–Bryan, Texas, Metropolitan Statistical Area (MSA), the Texas Triangle (defined for this purpose as the 50+ counties located along or within the interstate corridors of I-10, I-35, and I-45), the state of Texas, and the US, as well as a selection of peer communities both national and within the Texas Triangle. Initial data collection began during TIP’s discovery phase, and the analytical work continued into the engagement’s final phase. In addition to a baseline analysis of the City’s population and demographic trends, TIP prepared an analysis of College Station’s innovation infrastructure, including its workforce pipeline, talent demand, and capital investment. TIP also prepared an analysis of the City’s fiscal trends and commercial real estate profiles. An in-depth, interactive data visualization, *City of College Station, Texas, Innovation & Strategic Analysis*, was delivered separately. Key findings from this quantitative analysis are outlined in Figure 3.

Findings from this analysis reinforced many of the qualitative insights (see Figure 2). The presence of a major research institution in College Station is unmistakable in the data. Texas A&M led the Texas Triangle in postsecondary completions from 2013 to 2023, and the research and development activities of local companies resulted in nearly \$290 million in federal seed funding for science and tech-driven small businesses from 2010 to 2024, a sum comparable to that of Houston over the same period. Education is predictably the City’s largest and most in-demand industry, though in recent years College Station has seen significant local growth in its robust Healthcare sector and traded industry clusters like Business Services and Distribution & Electronic Commerce. While job postings in College Station demonstrate a relatively high demand for candidates with a four-year college education, the City’s large share of residents who possess a bachelor’s degree or higher suggests the presence of a highly educated and skilled workforce.

Despite a sizeable pool of existing talent, the population of College Station is naturally transient given the large student enrollment at Texas A&M: more than 35 percent of the City’s residents are estimated to have arrived within the past year. The high cost of housing, in large part due to cost pressures from retiring former students, is a barrier to the long-term retention of both homeowners and renters, representing an area in which College Station can address by implementing its *Housing Action Plan*. Additionally, the City has several key infill and densification opportunities. Investment in these sites will allow College Station to cultivate an identity distinct from the university by providing retail opportunities for the nonstudent population, while also diversifying municipal revenue sources and shifting the tax burden away from residential property owners.

These insights helped define strategic imperatives focused on diversifying revenue sources, expanding workforce pathways, and maximizing innovation assets linked to Texas A&M and entrepreneurship partners.

Figure 3. Key Findings from the Quantitative Analysis

	Diversifying Revenue Sources Residential drives growing property tax base		Innovation and Tech Transfer Outsized share of federal seed funding
	Educational Attainment Educated population, increasing postsecondary completion rates		Private Sector Expansion Regional industry growth beyond education
	Resident Mobility A highly transient student population		Distinct Workforce Demand Industries and qualifications requirements different from regional benchmarks
	Housing Cost Burden Low affordability for owners and renters		Corridor and Node Investment Retail infill and densification opportunities

STRATEGIC ACTION PLAN

Organized by **four distinct, mutually reinforcing goals**, the EDMP's strategies are designed to translate vision into action by activating competitive strengths, addressing limiting factors, and capturing decisive opportunities that sustain long-term economic vitality for the City of College Station. Case studies were compiled to profile best practices related to each goal area, helping inform the plan. To support implementation of the plan, a matrix was provided separately to staff, highlighting roles, responsibilities, timelines, prioritization, and resourcing.

Each goal area also includes **performance measures** that will help the City track, achieve, and communicate implementation successes. These measures are organized by two categories: (1) community indicators that can be used to track citywide macro-trends and (2) programmatic metrics, which are designed to measure the direct outcomes of specific actions, programs, or initiatives implemented by the City and its partners. Anchoring each goal in clear indicators and metrics ensures the following strategies, actions, and tactics remain data-driven, accountable, and focus on delivering measurable returns for the community.

From the outset of the planning process, **regional and local collaborations** with other economic development stakeholders were identified as essential to the success of the City's economic development strategy, captured primarily by the fourth goal: Ignition. To implement this plan successfully, the City must reinforce its existing partnerships, embark on new ones, and clarify roles and responsibilities, ensuring that essential economic development partners work in alignment with the EDMP's overarching strategic goals.

The need for expanded resourcing, as required by the EDMP, also highlights the **creative use of financial incentive tools**. These tools can be deployed by the City or existing economic development partners, including access to tax relief, grants and loans, geographic-based development incentives, and nonfinancial programs and services, like technical assistance or fast-track permitting. Reviewing the City's commitments to resourcing is critical to ensure major tools, like employer incentive agreements, are structured to support implementation.



GOAL 1. IDENTITY

Cultivate university and community synergies to create dynamic, authentic districts that attract residents, businesses, students, and visitors.

A community’s identity often frames first impressions, and College Station’s identity is deeply connected to Texas A&M—an attractor of nationally and globally competitive talent, a platform for excellence in research, sports, and culture, and driver of millions of dollars in annual tourism spending. Overreliance on Texas A&M, however, can limit broader economic potential for opportunities lacking connections to the Aggie experience. Additionally, the City’s growing community faces several challenges, including rising housing costs, a projected shortfall of more than 4,000 residential units by 2030,² and the outmigration of mid-career young professionals—all highlighting the need to offer a wider variety of lifestyles and related amenities. Land availability further constrains strategic economic growth, with limited sites currently zoned or positioned for office or industrial uses.

The City must leverage the high visibility of Texas A&M—especially its student base and tourism draw—without becoming exclusively defined by it. College Station should strengthen the City’s balance between the benefits of a university-focused character and the needs of a growing community. By preserving land for employment uses, creating distinctive places, and cultivating environments that appeal to businesses, residents, and visitors both with and without direct ties to campus life, College Station’s identity can shape long-term economic opportunity.

COMMUNITY INDICATORS
• Tax revenue from new development/redevelopment projects • Annual retail sales tax • Annual hotel tax revenues • Total new retail/restaurant, industrial, and office space added • Number of new residential units added to the market • Annual economic impact of tourism-based activity on the local economy
METRICS
• Development projects application review time • Estimated return on investment (ROI) for real estate projects • Number of marketing touchpoints for districts (e.g., web, social media, and print media)

Strategies and Actions

1.1. Establish distinctive, place-based districts to anchor assets that promote balance and synergies between on-campus and off-campus communities, enhancing talent retention across all age groups.

1.1.1. **Resident-University Convergence.** Cultivate intentional interactions between College Station’s campus-oriented and off-campus communities into the City’s overall district planning.

- Support the implementation of the *Greater Northgate Small Area Plan Engagement Report* to brand and promote the district for university-community oriented nightlife, plus daytime entertainment, recreation, shopping, and dining uses. Encourage historical and architectural preservation standards, public safety improvements, and urban beautification features.
- Support implementation of the *Northeast Gateway Redevelopment Plan*. Leverage the district’s position to create lasting impressions of College Station’s overall identity.
- Continue to ensure that zoning regulations and permitting processes support district-specific community visions and mixed-use development where appropriate. For districts adjacent to Texas A&M, prioritize building high-density housing as close to campus as possible to reduce student reliance on cross-City transportation routes, relieve pressure on overall housing costs, and increase foot traffic to businesses walkable from nearby student areas.

² City of College Station. *Housing Action Plan*. Page 27.

1.1.2. Off-Campus Lifestyle. Define and support districts in south College Station that can attract family-oriented and retiree audiences.

- Support implementation of the *Wellborn District Plan*.
- Build on the momentum of residential growth in southeastern parts of the City to cultivate identities for retail districts such as Midtown, Caprock Crossing, and Tower Point.

1.1.3. Mid-Career Professional. Attract and retain working, young professionals in the early-to-mid-career age range both with and without children—distinct from recent graduates with little to no work experience—to support existing districts (e.g., Midtown) as well as future districts.

- Engage Texas A&M on an initiative to survey former students in the target demographic about quality-of-place assets—including amenities, entertainment, recreation, and job opportunities—to inform district planning. Ensure qualities of mixed-use districts are represented, and leverage Texas A&M former student associations and major events for survey deployment.
- Deploy online marketing assets to promote district identity and lifestyle offerings to this audience (see action 4.2.1).

1.1.4. Sports Innovation and Entertainment. Use the upcoming Midtown baseball field complex to develop the Midtown Business Park into a sports innovation and entertainment district.

- Rezone the district to maximize the sports facility as an anchor for a mixed-use district, including Class A office, R&D, retail, hospitality, and entertainment businesses.
- Position the Midtown district in business attraction marketing to attract primary job growth in sports innovation, human performance, and related medical and biotech industries.
- Maximize visitor and resident spending via adjacent shopping, dining, beverage, hospitality, recreation, and year-round events assets.
- Work with the Texas A&M Sidney and J.L. Huffines Institute for Sports Medicine and Human Performance and Baylor Scott & White Health to bring science, medicine, and innovation assets to Midtown, priming the district for growth.

- Develop a relationship with the Texas A&M athletics department to market the Midtown district as a gameday hub across Aggie sporting events and sports innovation center of excellence.

1.1.5. Grant Programs. Develop and identify grant programs to assist small businesses, innovation initiatives, cultural programming, and infrastructure improvements within districts.

- Create a Business Improvement Grant Program to support innovative uses of underutilized sites and to encourage infill development, prioritizing opportunities that strengthen district identities. Eligible projects could include façade enhancements, property modernization, walkability, public access, etc.
- Expand the Strong and Sustainable Neighborhood Grant Program to invest in place-based districts, enabling businesses and residents to jointly apply for funds that support community-benefit improvements.

MIDTOWN DISTRICT

The Midtown Business Park consists of 252 acres. In late 2025, the City Council began considering a proposal to develop approximately 80 of those acres into a youth baseball and softball complex.

Related Strategies and Actions

- 2.1. Target Attraction and Retention
- 1.1.4. Sports Innovation and Entertainment
- 1.2.2. Small Area Planning
- 3.3.1. Innovation Districts
- 4.2.1. Marketing and Branding

Related Case Studies

- Titledown Entertainment District and TitledownTech in Green Bay
- US Performance Center at UNC-Charlotte
- Boone Pickens Human Performance Innovation Complex at OSU

1.1.6. Planning Coordination. Ensure planning efforts are coordinated between and within districts.

- Publish an annual “State of the Districts” report detailing progress, upcoming initiatives, and opportunities for engagement, reinforcing transparency and community trust.
- Support the creation of City district councils, comprised of representatives from local education institutions, businesses, resident groups, and City officials to coordinate district planning, events, and shared investments within a structure that fosters dialogue and joint decision-making.
- Promote events and programming that appeal to the on-campus and off-campus communities represented in College Station’s culture, including its former student retiree community. For example, highlight farmers markets, public art/cultural programming, and nonprofit/civic organization activities in partnership with local businesses and organizations to help shape each district’s identity.
- Design and implement a district branding toolkit to unify the visual identity of each district and strengthen the unique appeal to residents, students, and visitors.
- Launch a District Influencers program, recruiting local volunteers and students to promote district activities, businesses, and visitor engagement.
- Invest in multimodal connectivity, wayfinding, and signage between and within districts to increase connectivity and enhance each district’s identity and accessibility.

1.2. Launch a City real estate strategy that prioritizes prime site opportunities that can spark additional investment in the City and contribute to economic, housing, retail, and other real estate goals.

1.2.1. Development and Redevelopment. Create a process to identify, acquire, prepare, and market sites for shovel-ready development and redevelopment.

- Promote redevelopment for retail, housing, office, entertainment, hospitality, and other uses to help encourage infill in key commercial and mixed-used districts.
- Prioritize preserving real estate opportunities that could provide additional Class A commercial office space, medical office space, innovation space (wet labs, creative office space, flex space), and light industrial space for R&D or small/medium-sized manufacturing uses.
- Develop real estate acquisition and transaction guidelines, which clarify under what conditions the City will engage in real estate actions to advance specific economic development goals, improving the City’s responsiveness to opportunities, promoting public accountability, and providing community transparency through stakeholder engagement. Align these guidelines to the small areas identified in action 1.2.2.



1.2.2. Advance small area planning processes for specific districts of College Station with identified site opportunities, including the following areas.

- **Midtown Business Park.** Launch a request for expressions of interest (RFEI) to gauge demand, test ideas, and ultimately select a real estate development partner to create a high-quality sport innovation and entertainment district encompassing the new ballfields with new amenities, jobs, and investment. Include a feasibility study to assess hotel and visitor accommodation development in Midtown, positioning the district as a visitor hub in south College Station.
- **Harvey Road.** As part of the ongoing small area planning process, elevate the use of catalytic sites to spark additional business investment.
- **Innovation Districts.** See action 3.3.1.



1.2.3. Developer Relationships. Engage the regional, statewide, and national real estate developer, broker, and investor communities to communicate the typical site needs of target industry companies, especially to improve planning for prime industrial and commercial sites, like in the College Station portion of the Lake Walk/BioCorridor area (see action 4.1.2).

1.2.4. Industrial Business Park. Determine the feasibility of a new large-scale, Class A industrial and manufacturing business park (1,000 acres or larger) in the extraterritorial jurisdiction near eastern College Station.

- Conduct a land purchase analysis that evaluates annexation opportunities and service costs to support industry recruitment.
- Identify partners and collaborate with utility providers, landowners, developers, and employers to examine land banking site opportunities.

1.3. Position College Station as a destination for year-round tourism and asset activation that increases room nights and visitor investment.

1.3.1. Tourism Strategy. Implement the City of College Station's *Tourism Strategic Plan* to position the City as a premier academic conference destination, collaborate with Texas A&M on event management, enhance the student/visitor experience, support Texas A&M faculty and staff recruitment, and promote on-campus and off-campus audience programming (e.g., Santa's Wonderland) equally.

1.3.2. District Highlights. Integrate district-driven events, programming, and overall marketing efforts (see actions 1.1.6 and 4.2.1) into the Visit College Station website.

1.3.3. Balanced Event Schedule. Create a year-round events strategy that balances Texas A&M athletic events with community-led festivals, cultural events, seasonal programming, and target industry or association events.

- Use the Texas A&M+Visit College Station Event Management Partnership recommended in the City of College Station's *Tourism Strategic Plan* to implement the strategy.

1.3.4. City-University Coordination. Establish a City–Texas A&M joint initiative to identify opportunities for shared investment, promotion, and use of facilities and events to enhance tourism.

1.4. Enhance specific quality-of-life factors through connectivity and place-based initiatives.

1.4.1. Housing Affordability. Prioritize housing affordability for people in all phases of life and implement the *Housing Action Plan* recommendations.

1.4.2. Green Infrastructure. Invest in green infrastructure that supports amenities such as parks, green spaces, and tree canopy.

- Expand bike, pedestrian, and trail networks to improve access between districts, the Texas A&M campus, and other nodes of activity.
- Establish green corridors connecting parks, green spaces, and recreational facilities across districts, encouraging healthy lifestyles and environmental stewardship.

1.4.3. Parking Management. Implement parking management guidance in high-activity areas, such as Northgate and Century Square, to improve wayfinding and access to businesses and amenities.

Green Bay, Wisconsin | Titledown Entertainment District

Anchored by Lambeau Field, home of the Green Bay Packers, the [Titledown Entertainment District](#) is a 45-acre mixed-use redevelopment led by the Packers, leveraging major sporting events to maximize tourist and resident spending, spark innovation and venture capital investment, and retain skilled talent with urban amenities. The district combines professional sports entertainment, townhouses, gameday activities, shopping, dining, breweries, parks, year-round events, and residential-serving amenities with sports medicine, human performance, venture capital, and innovation assets. Major tenants include the [Lodge Kohler](#) luxury hotel and a 50K+ square-foot [sports medicine and orthopedics facility](#) focused on athletic performance, injury prevention, treatment, and therapy. A key asset enabling year-round events is a [10-acre public plaza](#) that hosts summer programming and transforms into a winter ice-skating rink. The Packers also leverage the district for [TitledownTech](#), their seed-stage venture capital partnership with Microsoft, to invest in startups in Wisconsin and the Midwest, fostering an innovation ecosystem.

Stillwater, Oklahoma | Boone Pickens Human Performance Innovation Complex

The [Boone Pickens Human Performance Innovation Complex](#) at Oklahoma State University is a major land grant research and health innovation initiative that will house the Human Performance and Nutrition Research Institute and collaborate across academic, medical, and athletic disciplines to improve health outcomes statewide. Construction officially broke ground in [October 2025](#) and the facility is being designed with cutting-edge laboratories, experimental living labs within the training environment, and shared research spaces adjacent to Boone Pickens Stadium in Stillwater. Funded through a combination of [public and private support](#)—including \$50 million from the state of Oklahoma via the American Rescue Plan Act and a \$25 million legacy gift from the T. Boone Pickens Foundation—the [fundraising goal](#) for the complex is \$100 million, with \$105 million raised to date.

Charlotte, North Carolina | United States Performance Center

The [United States Performance Center \(USPC\)](#) in Charlotte is a public-private sports science and high-performance training initiative focused on elite athlete development, sports science research, and innovation in close partnership with University of North Carolina at Charlotte (UNC–Charlotte). Founded in 2012, USPC aims to attract Olympic athletes, national governing bodies, and elite programs to the Charlotte region, integrating sport performance with research and community engagement. It has developed high-performance training facilities on and near UNC–Charlotte’s campus, including an elite [USA Archery training site](#) that combines national-level training infrastructure with university research capabilities. The initiative received [\\$55 million](#) in state support, providing funding for resources like facilities and equipment, building the infrastructure needed to host competitions generating [significant room nights](#) and exposure.

Sugar Land, Texas | Redevelopment for Placemaking

The City of Sugar Land’s Economic Development and Redevelopment Department prioritizes high-potential redevelopment projects in its business marketing. Three key districts are positioned for investment: the [Imperial Historic District](#) (anchored by the former Imperial Sugar refinery), [Lake Pointe Redevelopment District](#) (anchored by former Fluor campus), and [Sugar Land Town Square](#) (anchored by City Hall). Community awareness and input are central to ensuring each district’s placemaking reflects Sugar Land’s identity, and each has undergone visioning processes to determine area-specific uses. Dedicated websites share project timelines and updates with the public and developers. A [public awareness](#) campaign—“Redevelopment Never Ends”—reinforces the importance of redevelopment to residents and leads to engagement opportunities, including resources to organize block parties using the City’s [Sugar Cube](#) block party trailer. Sugar Land also offers three related grant programs: the [Retail Refresh Grant](#), the [Fostering Unique Neighborhoods \(F.U.N.\) Grant](#), and the [Great Homes](#) initiative.

Mesa, Arizona | Retail Attraction and Development

The City of Mesa’s retail attraction and development strategy uses marketing and outreach, property promotion, and redevelopment incentives to attract private investment. Tools like [The Retail Review newsletter](#) and [retail marketing to developers](#) showcase retail sites with strong demographics, traffic, and income data in eight districts, including [four redevelopment areas](#). Incentives such as the Government Property Lease Excise Tax reduce operating costs in redevelopment areas, paired with local and state programs that spur growth. For effective redevelopment coordination at the City, Mesa organized a cross-departmental team composed of its Economic Development, Development Services, and Urban Transformation offices. [In its first year](#), Mesa’s retail strategy has resulted in 30 new prospects, six retailer locations, and several new retail-focused, catalytic projects.

GOAL 2. INDUSTRY

Expand a thriving foundation of businesses and industries to create a diversified tax base and enhance economic opportunity.

Economic resilience depends on diversifying the City’s economy beyond an education and hospitality-heavy employment base. College Station has significant advantages to build on, such as the workforce development assets at Blinn College and the National Center for Therapeutics Manufacturing (NCTM), in addition to the cutting-edge research and development enterprise led by Texas A&M’s flagship campus and distributed across the state. The City’s highly educated workforce, its location in the Texas Triangle, and its emerging industrial base, especially in life sciences and biotech, grant it a strong foundation for private sector growth. However, Texas A&M’s recent college graduates cannot carry the full weight of the City’s workforce needs. About one-half of all job postings in College Station require less than a four-year college degree, a number that is higher for both the MSA and the Texas Triangle region. Each of these benchmarks represent a broad mix of industries and employer demands, indicating a need for College Station to develop its local workforce below the four-year graduate level as the City seeks to diversify its industrial base.

College Station must position the City as a competitive location for business recruitment and retention, sustain efforts to provide a more balanced labor market, and grow the small businesses that enhance the City’s identity. Altogether, these strategies are essential to broadening the City’s fiscal base, connecting residents to quality jobs, and ensuring prosperity for all types of businesses and residents.

COMMUNITY INDICATORS
• Job creation/growth • Labor force participation rate • Revenue growth of local businesses • Tax base growth/diversification
METRICS
• Number of meetings with corporate site selectors, real estate professionals, landowners, etc. • Number of in-person visits to existing businesses in College Station • Ratings of the business climate in the community

Strategies and Actions

- 2.1. Focus attraction and retention efforts on strategic growth areas and target industries that align with College Station’s competitive position, including healthcare; life sciences and biotech; professional services; aerospace, defense, and energy; and retail and hospitality (see Figure 4, page 13, for more on target industries).
- 2.1.1. Healthcare. Identify and support underserved markets for medical specialties.
 - Partner with Baylor Scott & White Health, CHI St. Joseph Health College Station Hospital, Texas A&M Health Science Center, and the Texas A&M Naresh K. Vashisht College of Medicine to identify opportunities.
 - Leverage the public health policy resources at Texas A&M School of Public Health, as well as the Texas A&M Bush School of Government and Public Service, for gap analysis.
- 2.1.2. Life Sciences, Biotech, and Animal Health. Develop business attraction opportunities by working with local companies, related Texas A&M centers and institutes, and statewide assets, especially in the Houston area.
 - Highlight proximity to Texas A&M’s relevant, graduate-level programs as a competitive advantage.
 - Partner with FUJIFILM Biotechnologies, Matica Biotechnology, the NCTM, the Texas A&M College of Medicine, the Texas A&M Center for Innovation in Advanced Development and Manufacturing, and the Animal Reproductive Biotechnology Center at Texas A&M—RELLIS to identify companies.

- Partner with biomedical organizations across the Brazos Valley and Gulf Coast regions to foster the biotechnology ecosystem. Partners can include Greater Houston Partnership, Texas Healthcare & Bioscience Institute, regional workforce education partners, and InnovATEBIO.
- Leverage system-wide assets outside of College Station, like the Texas A&M Institute of Biosciences and Technology in Houston and various Texas A&M AgriLife Research institutes for insight.

2.1.3. Professional Services. Position College Station’s proximity to Texas A&M and its steady production of educated talent to recruit professional, technical, and engineering services.

- Use existing networks to connect with professional services providers looking to expand their Texas operations, such as smaller accounting firms in the greater Houston area.
- Identify national firms with regular recruiting cycles seeking to establish regional offices near major universities.

Figure 4. Target Industry Overview

HEALTHCARE 	Description. Includes hospitals, healthcare provider offices, clinics, and related assets like the Texas A&M Health Science Center, the Texas A&M College of Medicine, and the Baylor Scott & White Cancer Center—College Station. Niches. Specialty care, especially oncology, geriatric healthcare, women’s healthcare, pediatrics, and veteran healthcare services, building on College Station’s proximity to the Houston area.
LIFE SCIENCES, BIOTECH, & ANIMAL HEALTH 	Description. Includes biology-related R&D, biomanufacturing, and innovative biotechnology companies for both human and animal health applications, such as agri-tech. Niches. Wider varieties of agri-tech applications in both the modern farming (e.g., drone applications) and the animal health industries, as well as related suppliers and service providers (e.g., clean rooms).
PROFESSIONAL SERVICES 	Description. Represents a combination of two existing targets: Professional Services, and Technology and Innovation, which includes research and development firms, software development companies. Although many innovative companies are professional services providers, science and tech-driven entrepreneurs can also fall under different target sectors (e.g., small, advanced manufacturers). Niches. Financial, real estate, and software/information technology service providers. For example, some semiconductor, advanced manufacturing, and engineering services fall under this category.
AEROSPACE, NATIONAL SECURITY, & ENERGY 	Description. An emerging target, including defense hardware, advanced air mobility, energy, hypersonic, space-related, and public safety technologies, in alignment with the Greater Brazos Partnership, local innovation partners, and statewide Texas A&M assets like the Texas A&M Engineering Extension Service (TEEX), the Texas A&M Engineering Experiment Station (TEES), and the Texas A&M—RELLIS campus. Niches. Specialized knowledge and innovation focused companies, especially aerospace engineering and cybersecurity firms, government and defense contractors, first-responder technology companies, defense industrial base support organizations, and related R&D firms, including small, science and tech-driven entrepreneurs.
RETAIL, HOSPITALITY, & ENTERTAINMENT 	Description. Includes food and beverage, hotel accommodations, conference and event spaces, and clothing/general merchandising. Niches. Sports tourism, conference-supporting opportunities, and neighborhood-serving, experiential retail and entertainment, which promote diversity in place-based experiences.

Source(s): TIP Strategies, Inc.

2.1.4. Aerospace, National Security, and Energy. Focus on improving Class A office space availability that fits the needs of aerospace engineering and cybersecurity firms, government and defense contractors, first-responder technology companies, defense industrial base support organizations, and related research and development firms, including small, science and tech-driven entrepreneurs working with the US Department of War.

- Coordinate with the Greater Brazos Partnership and the companies at the Texas A&M—RELLIS campus (including the small nuclear modular reactor cluster) to attract advanced manufacturing component suppliers, supporting regional growth of the target cluster (see action 4.2.6).
- Tap into opportunities spurred by space industry investments and expansion projects in Brownsville-Starbase area, West Texas, within the Texas Triangle, and across the state to attract knowledge and innovation focused firms in this sector (see action 4.2.8).
- Develop relationships with Texas-based national security and defense innovation leaders, such as the newly created US Army Transformation and Training Command and the Austin-based [National Security Innovation Council](#), to identify specialized office needs and leads from out-of-state markets like the Washington, DC, metro area.
- Recruit outposts of major aerospace companies with a large Texas presence—such as Lockheed Martin, Bell, Boeing, SpaceX, etc.—by targeting their research and development programs.
- Leverage Texas A&M’s system-wide assets, like the Texas A&M Space Institute at the NASA Johnson Space Center in Houston, as target attraction intelligence sources.
- Use the presence of national security assets like the Bush Combat Development Complex at Texas A&M—RELLIS, the National Emergency Response and Recovery Training Center at TEEX, and BlueForge Alliance to promote the City as friendly to defense and national security companies.

2.1.5. Retail, Hospitality, and Entertainment. Build on existing, key retail districts including Caprock Crossing, Century Square, Jones Crossing, Midtown, Tower Point, and University Town Center.

- Continue the City’s partnership with The Retail Coach to identify opportunities.
- Leverage redevelopment supports referenced in action 1.2.1 and refreshed web presence referenced in action 4.2.1 as attraction resources.

2.1.6. Industry Attraction. Conduct outreach and marketing, attend industry events, and lead or participate in local business roundtables focused on coordinating real estate assets, workforce skills, and suppliers, as appropriate across target sector industries.

2.1.7. Business Retention. Create a business retention and expansion (BRE) program that includes an annual business survey and regular site visits to gather insights about business needs and growth opportunities.

- Gather data about opportunities and challenges for Texas A&M-related industry engagement to position the City as a resource for helping local businesses navigate the Texas A&M system.

2.1.8. Concierge Process. Build a concierge permitting and development review process that connects applicants in target industries with City staff to reduce barriers and ensure compliance with standards.

2.2. Enhance long-term and short-term workforce and talent development efforts to meet industry demand.

2.2.1. Local Talent Pipelines. Promote the development of early-stage talent pipelines, which help retain local youth who want to live and work in the Bryan-College Station MSA by collaborating with Blinn

College, College Station and Bryan Independent School Districts (ISDs), and Workforce Solutions Brazos Valley.

- Support student and young professional engagement through the expansion of internships, mentorships, networking events, and career pathways, especially efforts to increase career awareness in high-demand sectors.
- Promote work-based learning models and career and technical education at local high schools. For example, work with K–12 and postsecondary educators to determine training equipment needs and encourage donations from local companies.
- Improve community awareness of employers with entry-level hiring opportunities to help local talent develop relevant work experience.
- Collaborate with local workforce and business partners to launch an online Try Before You Hire portal for employer-focused internship, apprenticeship, and other hiring resources.
- Develop a community job board in collaboration with the Bryan/College Station Chamber of Commerce. The job board should build on the Talent Hub web and social media presence recommended in action 4.2.1 to enhance local talent retention in addition to talent attraction.

2.2.2. Targeted Workforce Development.

Work with the NCTM, Blinn College, Workforce Solutions Brazos Valley, and other Texas A&M assets to scale up short-term training and non-degree credentials that meet immediate workforce needs in target industries, with a focus on healthcare, life sciences, and biotech needs below the bachelor's degree level.

- Support NCTM's efforts to implement the Texas Regional Industrial Biomanufacturing Education Certification (TRIBEC) across the state (see action 4.2.2).
- Support employer alignment with training programs through business and education partner convenings, employer participation in workplace exposure activities for students and job seekers, and workforce readiness workshops focused on digital literacy, employability skills, and emerging technologies like artificial intelligence.
- Encourage upskilling and reskilling initiatives to help experienced workers gain credentials or finish their postsecondary education via short-term pathways, especially adult workers with either a high school diploma or equivalent, or some college education but no degree.
- Develop a relationship with the Animal Reproductive Biotechnology Center at Texas A&M—RELLIS to determine additional workforce development opportunities related to animal health.
- Continue to encourage employer participation in technical program development across training providers, including TEES centers (especially NCTM), TEEX, and Blinn College to ensure programs meet industry needs.



2.2.3. Partner Alignment. Convene workforce roundtables with economic development, education and workforce stakeholders, and employer stakeholders to align training and credentialing with industry demand.

- Include the City of Bryan, the Greater Brazos Partnership, College Station and Bryan ISDs, Blinn College, Workforce Solutions Brazos Valley, Texas A&M—RELLIS, the Brazos Valley Council of Governments, relevant research institutes, and target industry employers in roundtables.

2.3. Support the growth of existing small businesses and local market-serving entrepreneurs³ as important contributors to the City’s identity.

2.3.1. Support Program. Establish a small business support program that facilitates an annual business survey and serves as a resource for technical assistance and access to capital.

- Promote the program by partnering with the Bryan/College Station Chamber of Commerce on the Small Business Series, expanding into workshops on specific topics.

2.3.2. Small Business Guide. Revise the “Connect with Resource Partners” page of the Grow College Station website into a comprehensive small business guide, which includes technical assistance and capital access programs.

- Highlight information from small business support organizations, funders, events, coworking spaces, and other resources available online.

2.3.3. Market Access. Improve the perception of College Station as a place for small business growth by linking retail and service businesses to place-based districts, strengthening local identity, and expanding market access.

- Work with the Bryan/College Station Chamber of Commerce, Brazos Valley Small Business Development Center (SBDC), and the local 1 Million Cups chapter to coordinate small business initiatives with regional economic development strategies and retail activation in districts.
- Integrate small businesses into district branding and promotion by featuring them in marketing materials, district landing pages, and coordinated outreach that highlights retail and service offerings.
- Support cross-district business visibility by aligning local events, activations, and district programming to drive customer traffic to small businesses.
- Facilitate joint marketing and promotion among businesses within and across districts to expand customer reach and reinforce each district’s identity.
- Enhance wayfinding, signage, and mobility connections that make it easier for residents, students, and visitors to access district-based small businesses.
- Leverage redevelopment and infill opportunities to position small businesses in high-visibility locations that capture unmet market demand and strengthen district vitality.
- Connect small businesses to City resources and technical assistance to streamline expansion, improve competitiveness, and support entry into district markets.

2.3.4. Buy-Local Efforts. Promote buy-local initiatives that encourage residents, employers, and visitors to support small businesses in College Station.

³ Small business entrepreneurs are distinct from science- and tech-based entrepreneurs, described in the Innovation goal, as they serve local markets, have fewer needs for capital and intellectual property, and have modest growth expectations compared to tech startups.

Greater Kansas City Area, Missouri–Kansas | Animal Health Corridor

Greater Kansas City's [Animal Health Corridor](#), an initiative of the Kansas City Area Development Council (KCADC), spans from Manhattan, Kansas, to Columbia, Missouri. The bistate area is home to over 300 animal health companies and over 90 contract research organizations. The Corridor supports target industry growth through multiple strategic initiatives: mapping [corridor assets](#); hosting the annual [Animal Health Summit](#) to connect startups with investors; promoting career development through the [Explore Animal Health Careers](#) platform, offering detailed animal health career pathways for students, educators, and job seekers; and working with regional universities and technical schools to design curriculum with employer needs in mind. It also facilitates public-private partnerships, R&D collaborations, and site selection support through the KCADC.

Statewide, North Carolina | BioWork Certificate

The [BioWork certificate](#) program, delivered through the North Carolina Community College System's [BioNetwork](#), is a short-term (typically 136–148 credit hours) industry-recognized program that trains entry-level process technicians in biotechnology, pharmaceutical, and chemical manufacturing. It teaches foundational skills—including the US Food and Drug Administration Current Good Manufacturing Practices, safety, process control, equipment operation, and quality systems—that support life sciences-related manufacturers. BioWork is offered in flexible formats (in-person, hybrid, online) and articulates into longer degree pathways or apprenticeships with partnering companies, helping participants transition into work or advance professionally. Partnerships with community colleges and industry help ensure curriculum reflects workforce demand while student support includes résumé building and job search assistance. The BioNetwork spans 14 community colleges offering the standardized curriculum and links to broader K–12 STEM (science, technology, engineering, and mathematics) outreach, jobs fairs, and career exploration resources, creating a pipeline from early education to skilled employment.

Georgetown, Texas | Small Business Guide

The City of Georgetown supports small business growth through a comprehensive [Small Business Guide](#) that helps owners navigate permitting, financing, market data, and emergency preparedness, complemented by an easy-to-follow checklist for business planning, structure, funding sources, and incentives. The guide includes demographic and land use resources to help owners assess market opportunities and locate sites. The City also hosts an annual Small Business Week with workshops covering topics such as business planning, managing cash flow, hiring, social media marketing, lending, and risk management, providing practical training and tools. These efforts are reinforced by collaboration with the Georgetown Chamber of Commerce, which delivers advocacy, connections, and educational resources for local firms.

GOAL 3. INNOVATION

Establish College Station as a hub for science and tech-driven entrepreneurship, R&D, business formation and growth, and wraparound support.

The local presence of an R1 research institution is central to College Station’s innovation potential. While the Industry goal broadens the City’s overall economic mix, this goal supports science- and technology-based employers, from startups to mature firms. The distinction matters. Innovation-driven companies rely on specialized research capacity, creativity-enabling facilities, and a depth of educated talent embodying a risk-tolerant spirit that few communities possess. Yet, translating this potential into economic growth outcomes demands robust connections between the other components—venture capital, mentorship, networking, competitions, venture summits, entrepreneurial skills development, and office space—that drive successful startup communities.

A coordinated approach to supporting startups at different stages of growth will be essential. Retaining promising firms emerging from the university, attracting companies from competitive markets, and fully leveraging opportunities through local innovation networks that cut across target industries are critical elements of this approach. These strategies aim to align accelerator programming, leverage tech transfer resources, facilitate partnerships, and position contract research opportunities competitively. A coordinated effort can also spur development of the flexible office, light industrial, and creative makerspace resources needed to bridge the gap between emergent opportunity and economic impact.

COMMUNITY INDICATORS
• Startup business retention and formation rates • Growth in incubator, accelerator, coworking, wet lab space (by square footage or by number of entities) • New patents/intellectual property registered • Amount of investment in high-growth enterprises, including funding from SBIR, STTR, and private equity
METRICS
• Number of innovation and entrepreneurship events/workshops/summits, plus attendance • Number of startup founders participating in local incubation or accelerator spaces • Number of startup founders receiving technical assistance

Strategies and Actions

3.1. Retain and expand local science and tech-driven employers in College Station across all industry types, with particular attention to target sectors (see Figure 4, page 13).

3.1.1. **BRE Expansion.** Expand collaborations with Texas A&M, Blinn College, and other regional educational institutions to support companies with accessing technology transfer, commercialization, and research initiatives as part of the BRE program (see action 2.1.6).

- Identify a City point of contact and relevant partner organizations that can assist the engagement of faculty and researchers with evaluating new commercialization opportunities in collaboration with the technology transfer and new ventures office, Texas A&M Innovation.
- Segment university resources by industry type, elevating awareness of target sector R&D testing facilities, especially the laboratories and research centers associated with TEES (see action 4.2.2).
- Partner with Texas A&M Innovation to market intellectual property available for licensing across the system through its various websites and campus resources.
- Develop a resource guide to help local companies and Texas A&M researchers access non-dilutive capital to commercialize research via federal non-dilutive capital programs. Resources include the Texas Manufacturing Assistance Center, the Brazos Valley SBDC, the University of

Texas at San Antonio SBDC Center for Government Contracting, and the [Center for Defense Innovation](#), which is part of Capital Factory located in Austin.

3.1.2. Startup Real Estate. Inventory existing real estate product for differently sized science and tech-driven companies to identify missing assets (e.g., wet lab space for life sciences) and inform development and redevelopment efforts across the City (see strategy 1.2).

3.1.3. Targeted Retention. Use College Station's local accelerator programs and their cohort members as a source of BRE intelligence, fostering strong relationships to better understand their needs and prioritize them in related activities.

- Help local science and tech-driven entrepreneurs grow by using College Station's target sector attraction efforts (see action 2.1.6) to enhance supply chains and strengthen clusters.
- Participate in local innovation events to help facilitate and foster connections among local companies and entrepreneurship resources.
- Ensure accelerator program companies are connected to available real estate and prioritized in the City's concierge review process (see action 2.1.8) when expanding in College Station.

3.2. Attract science and tech-driven employers from competitive markets by showcasing College Station's innovation ecosystem assets across target sectors.

3.2.1. Lead Identification. Identify companies by using funding data from Texas Triangle metro area venture capital firms and program reports from federal non-dilutive capital sources, such as the Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) programs.

- Focus on life sciences, biotech, aerospace, defense, and energy sector Phase II and III recipients in major Texas metros. Later-phase recipients of SBIR/STTR awards represent more established companies, whereas Phase I recipients represent the proof-of-concept stage of development.

3.2.2. Attraction Marketing. Adapt target sector marketing materials (see action 4.2.1) to science and tech-driven employer prospects.

- Highlight competitive assets, like Texas A&M's research and testing facilities, industry-specific contacts available through local networks, available coworking, creative, and flex space, mentorship, and funding networks, etc.

3.2.3. Local Networks. Promote local accelerator programs as landing pad programs that support relocation and expansion of innovative companies.

- Fold local program offerings into target sector attraction efforts (see strategy 2.1) to further enhance the City's overall economic development value proposition.
- Help connect international firms to regulatory assistance available through the Brazos Valley SBDC, the Texas A&M Department of Global Engagement, and the Texas International Business Accelerator at the University of Texas at San Antonio.

INNOVATION ECOSYSTEMS

Innovation ecosystems often feature common elements, like research universities, competition and event organizations, entrepreneurship programming, regional capital, and emergent participants.

In College Station, ecosystem partners include the following.

- Texas A&M Innovation
- McFerrin Center for Entrepreneurship
- Blinn College business programs
- Bryan-College Station Plug and Play Center
- The Cannon
- Aggie Angel Network
- Aggie 100
- Brazos Valley SBDC
- Local 1 Million Cups chapter

3.2.4. Value Proposition. Empower ecosystem partners to pitch a concise and confident message about the City's advantages and relocation process. Texas A&M stakeholders can especially help represent the City's economic development efforts by using system-wide venture capital networks as a source of prospect leads.

3.3. Enhance innovation ecosystem components that support science and tech-based entrepreneurs, also known as startups, to facilitate business growth.

3.3.1. Innovation Districts. Determine potential locations for one or multiple innovation districts.⁴

- When planning, combine and co-locate assets such as coworking and Class A office space, maker spaces, R&D facilities, offices for locally based funders, investors, and local mentorship, networking, and training organizations.
- Consider the former College Station City Police Department building as a potential anchor for an innovation district, in addition to the Texas A&M Research Park. Classrooms could be leveraged as entrepreneurship skills development and event/programming facilities for the innovation community to use.

3.3.2. Former Student Relocation. Develop and promote a former student relocation guide for startups who are seeking to invest in College Station or are considering returning to the area to increase the availability of experienced entrepreneurial talent, mentors, and angel funders. Ensure the guide is integrated into Talent Hub marketing efforts (see action 4.2.1).

3.3.3. Venture Capital. Support venture capital network development by helping ecosystem partners introduce investors to the College Station community and leading startups.

3.3.4. Target Sector Resources. Collaborate with ecosystem partners to promote and enhance sector-specific office and lab space, research and testing facilities, and accelerator programming.

- Promote TEES contract research and lab bench resources available through its research laboratories and centers, especially NCTM and various national security, advanced manufacturing, and energy-related facilities.
- Highlight the Texas A&M Bioscience Business Accelerator as a resource to emergent healthcare, life sciences, and biotech entrepreneurs.
- Advocate to expand accelerator programming in alignment with College Station's target industries, especially healthcare, life sciences, biotech, and agri-tech.

INNOVATION DISTRICTS

Innovation districts are a place-based approach to densifying ecosystem assets in an urban area. Science and tech-based entrepreneurship and applied research are often core to their identity. As part of district planning, multiple buildings, flexible spaces, and dedicated facilities are typically tailored to startup company and programming needs in a walkable, tech-campus environment. Public-partnership models are essential to collaborate on district development with real estate, industry, and ecosystem partners, including community nonprofits.

Related Potential Sites

- Former City Police Department building
- Midtown district
- Texas A&M Research Park

⁴ The Brookings Institution's 2014 paper, [The Rise of Innovation Districts: A New Geography of Innovation in America](#), is a helpful reference on the defining characteristics and advantages of innovation districts. This seminal work has been revisited by the [Global Institute on Innovation Districts](#), including [updated research](#) conducted by the original Brookings team.

3.3.5. Competitions and Events. Ensure the City is represented in entrepreneurship and innovation summits/events, which bring together innovation stakeholders, including seed funding providers and venture capital firms, to showcase Aggie and local inventors. Highlight those located in the area as a distinct category.

- Organize reverse pitch competitions in collaboration with the City of Bryan, Brazos County, Texas A&M, and Blinn College. Instead of traditional competitions where startups pitch business ideas, reverse pitch events showcase problem statements identified by the community to encourage ideation and business formation in response to existing needs and challenges.

3.3.6. Mentorship Resources. Collaborate with partners to enhance or create startup entrepreneurship mentorship

programming that includes access to regular workshops, training, and office hours. Office hours can be facilitated via a hybrid model to encourage virtual mentor participation from qualified serial entrepreneurs and angel investors.

3.3.7. Skills Development. Promote small business and entrepreneurship skills development training to students, researchers, and non-Texas A&M affiliated entrepreneurs in collaboration with partners.

3.3.8. Real Estate Product. Use the science and tech-driven employer real estate inventory results (see action 3.1.2) to inform and adapt the City's real estate strategy with the aim of helping startups and entrepreneurs grow by filling gaps in available real estate types they rely on (see strategy 1.2). For example, integrate Class A office, coworking, and/or flex spaces into place-based district planning, especially near campus.



Austin, Texas | Reverse Pitch Competitions

In partnership with the Austin Young Chamber, the US Business Council for Sustainable Development, and the University of Texas at Austin Herb Kelleher Entrepreneurship Center, the City of Austin's Resource Recovery conducts an annual [Reverse Pitch Competition](#) as part of its circular economy program, innovatively addressing waste reduction by flipping traditional pitch competitions. Instead of entrepreneurs pitching to investors, local businesses and nonprofits present their hard-to-recycle materials to entrepreneurs, challenging them to develop profitable reuse ventures. The program matches waste generators—including companies with materials like polycarbonate sheets, vinyl record trimmings, and fabric samples—with environmentally conscious innovators. Participants receive mentorship to refine their concepts before competing for two [\\$10,000 innovation prizes](#): one for new ventures (Seed Stage) and one for existing businesses (Growth Stage). [Past winners](#) exemplify the program's success. POLYMart transformed HID Global's plastic waste into affordable eyewear, while re:3D launched a designer furniture line using 3D printing technology. This collaboration is an example of how reverse pitch competitions can be implemented in tandem with city service delivery to encourage innovation, job creation, and economic activity.

Lubbock, Texas | Texas Tech University Innovation Hub and Programs

The Texas Tech University [Innovation Hub at Research Park](#) offers an integrated innovation ecosystem with over 44,000 square feet of collaborative workspace, cohort-based and incubation-style programming across startup growth stages, and strong community engagement. It supports early-stage ventures through early-stage competitions, [National Science Foundation Innovation Corps](#) cohorts, prototype funds, and events like [Discoveries to Impact](#) that connect founders with investors and partners. Additional resources include the [Texas Tech Accelerator](#), a year-long cohort program providing up to \$40,000 in seed funding, tailored workshops on business fundamentals, mentorship from industry leaders, and access to a broad network of former students and partners to help scale startups. The [Innovate Texas Tech Mentor Program](#), based on the Massachusetts Institute of Technology Venture Mentoring Service model, pairs founders with experienced mentors, offering diverse expertise from marketing to fundraising. The hub also houses the [One Health Incubator](#) for life sciences startups, providing specialized facilities, tailored guidance, and industry connections to support commercialization.

Greater Austin Area, Texas | Opportunity Austin Global & Innovation Programs

Opportunity Austin (OA) drives innovation and capital growth by integrating global outreach, investment attraction, and ecosystem development to position the Austin region for startup growth. It facilitates global capital recruitment through targeted capital market trips and relationship building with regional and international investors, venture capital firms, and private equity, expanding funding flows into local startups. OA's [Innovation Ecosystem platform](#) aggregates investment data and company profiles on over 4,400 startups, 5,200 funding rounds, and 1,000 investors, providing real-time ecosystem mapping and helping match capital to opportunities. OA's strategy has additional international components focused on technical assistance. The [Soft-Landing Program](#) and its [Global Austin Launch Pad](#) provide tailored support, market insights, regulatory guidance, and workspace to help international startup firms enter US markets. OA also offers an [Export Assistance Program](#) that helps startups and established companies alike access global markets, alongside recognition events like the annual [A-LIST Awards](#) that celebrate innovation success.

Athens, Georgia | University of Georgia Innovation District

The University of Georgia's [Innovation District](#) is a place-based approach to connecting academic research, entrepreneurship programs, and physical spaces to accelerate innovation, commercialization, and community engagement associated with university research. It delivers six [core functions](#)—intellectual property licensing and advising, faculty-driven startup support, development programs for founders, basic entrepreneurship courses for students, and experiential learning integration, and business engagement with industry partners—to guide ideas from discovery to market. The district has launched hands-on initiatives like the [Innovation Bootcamp](#), which equips participants with commercialization skills and mentorship, and the [Faculty Innovation Fellows](#) program, which trains faculty as innovation ambassadors to expand entrepreneurial culture across colleges. Outcomes reported by the university's Innovation District include over 200 companies launched and 1,200 products introduced to market.

GOAL 4. IGNITION

Position the City of College Station as a proactive, strategic leader that collaborates with local and regional partners to optimize implementation.

Especially in a community like College Station, economic sustainability is dependent on resource deployment, information sharing, and ongoing coordination between various economic development stakeholders. The success of the EDMP will be influenced by the City’s alignment with key partners—not just local actors, but also statewide leaders—working across workforce development, business recruitment, and cross-regional strategy. The overlap in critical asset ownership, roles, and responsibilities among regional economic development entities makes shared contributions and mutual accountability critical to energizing the EDMP’s implementation.

College Station must refine the relationships, structures, commitments, and practices that underscore a proactive approach to economic development. Through regular, collaborative forums, coordinated marketing, resource optimization, and consistent public engagement, the City will optimize the success of its highest-stakes priorities like property redevelopment, industry recruitment, innovation partnerships, and long-term land use.

COMMUNITY INDICATORS
• Jobs created in College Station because of regional partnerships • Additional transportation routes (air, luxury bus) between Texas Triangle cities • Increase in working population aged 25–34
METRICS
• Number of intergovernmental touchpoints • Attendance at industry conferences, local and regional alliance meetings and events • Number of “hits” to talent attraction specific webpages and social media • Number of community engagement events and number of participants

Strategies and Actions

- 4.1. Ensure the effectiveness of the EDMP by enhancing partnerships with local and regional partners through regular communications and collaborations.
 - 4.1.1. **Economic Development Roles.** Clarify roles and responsibilities with key partners—City of Bryan, Brazos County, the Brazos Valley Council of Governments, the Greater Brazos Partnership, and Texas A&M’s Economic Development & Community Impact department— for plan implementation.
 - Convene ad hoc roundtables with partners to address shared challenges, opportunities, and coordinate efforts. Use the existing intergovernmental meetings as a starting point.
 - Work with the Greater Brazos Partnership and education and training providers to define workforce development leadership roles in each target sector (see action 2.2.3).
 - Advocate for a Bryan-College Station Talent Task Force, in collaboration with the Greater Brazos Partnership, comprised of education and workforce development stakeholders who respond to business attraction and retention projects to highlight available workforce resources.
 - 4.1.2. **Lake Walk/BioCorridor.** Position the available property within the City for target sector recruitment, especially professional services, life sciences, agri-tech, and related innovation assets.
 - Work with the City of Bryan, Texas A&M, the developer, and City stakeholders to reduce multi-jurisdictional complexity, address infrastructure challenges, and improve site readiness for target sector recruitment.
 - 4.1.3. **Innovation Roundtable.** Launch a quarterly entrepreneurship and innovation roundtable with local and regional partners.

- Use the roundtable to advance collaborative small business, entrepreneurship, and innovation efforts like regional showcases, startup networking, entrepreneurship workshops, unified business support systems, corporate engagement, and ecosystem mapping.
- Encourage information sharing about new developments, resources, facilities, and programming, as well as to coordinate implementation of long-term efforts like innovation districts.

4.2. Position College Station as a strong regional and state-level economic leader and business-friendly community.

4.2.1. Launch a marketing and branding campaign with tailored, audience-specific components, using a refreshed economic development web presence.

- *Business Attraction.* Establish a marketing toolkit that promotes shovel-ready sites and redevelopment opportunities in strategic growth areas aligned with target industries. As an example, create target sector briefs that combine real estate sites (e.g., Providence Park), workforce development, research facility, and tourism assets as appropriate for site selectors and developers.
- *District Promotion.* Elevate the unique assets, character, and community of each district, especially key redevelopment districts through a refreshed economic development website. Ensure the refresh enables district development, attracts real estate developers specializing in redevelopment to priority areas, and builds on tourism assets.

- *Talent Attraction.* Position College Station as a welcoming and inclusive community for everyone, including non-Aggies, by launching a Talent Hub stylized web portal and social media campaign. Highlight the career opportunities in the innovation economy (e.g., Texas A&M's leadership in artificial intelligence), specific quality-of-place factors like recreation, shopping, and dining, and the vibrant cultural and civic community, especially the City's diverse international presence.

- *Former Student Recruitment.* Support target sector employers by tapping into professional and former student associations associated with specific sectors. Use the Talent Hub web portal as a resource to attract former students back to College Station.



- *Statewide Leadership.* Position College Station as an economic anchor for the state of Texas, emphasizing industry growth, Texas A&M and Blinn College, Easterwood Airport, and diverse quality-of-place assets.

4.2.2. **Talent Concierge Partnership.** Engage and incentivize community partners to operate a talent integration-focused concierge service that aids employers, including Texas A&M, in attracting and retaining talent. The program should offer relocation guidance, community navigation, and family-support resources for competitive candidates, spouses, and new hires—contributing to stronger employer recruitment outcomes and improved community connection.

- Focus on closing the deal for hiring mid- to high-level positions, especially C-Suite and tenure-track faculty positions in the case of Texas A&M.
- Encourage personalized introductions, customized community tours, and other support to help individuals access the community resources most relevant to their needs and to encourage successful community integration.
- Structure the incentive to ensure the program becomes financially self-sustaining over time, such as a tiered membership model offered to employers.
- Align talent attraction messaging with the Talent Hub portal and campaign.



4.2.3. **TEES and TEEX Opportunities.**

Maximize industry growth and visitor spending opportunities spurred by the research, development, and training activities at TEES and TEEX by positioning the City's economic development team as a resource.

- Develop relationships with contacts at each of the research centers, testing facilities, and laboratories associated with TEES, prioritizing target sector-relevant resources, to connect TEES resources to local innovation companies (see action 3.1.1).
- Collaborate with TEEX organizers to promote College Station's retail, hospitality, and entertainment sector among visitors drawn by TEEX programming, including its industry summits and training delivered locally.

4.2.4. **NCTM Promotion.** Elevate College Station as a statewide leader in life sciences and biotech workforce development training by elevating awareness of NCTM.

- Help NCTM implement the statewide TRIBEC training program by fostering relationships with statewide leaders, emphasizing the certification's benefits to the Texas economy.
- Determine the potential for Blinn College to partner with NCTM's workforce training efforts and expand in College Station, with a focus on recruiting residents to training programs.

4.2.5. **Easterwood Airport.** Position Easterwood Airport as a gateway to the region by improving its connectivity within and beyond the City.

- Support expanding nonstop passenger routes to additional destinations such as Houston and Austin, eventually including other major business hubs outside of Texas.
- Encourage multimodal connections to the airport by incorporating transit providers like intercity luxury bus services and local campus bus routes.

4.2.6. **Regional Attraction.** Coordinate with the Greater Brazos Partnership and state partners on lead generation, economic development policies, and marketing.

- Continue to align the City’s target industries with the Greater Brazos Partnership to encourage growth of regional clusters, especially in emergent technology areas.
 - Keep regional and state partners informed as policies, funding, and programs that support College Station’s target industries and workforce initiatives develop.
- 4.2.7. Industry Events.** Ensure College Station representation at Texas A&M events and conferences (e.g., the annual [Texas Semiconductor Summit](#)), as well as trade shows, site selector events, and industry association conferences that support target industries and economic development priorities.
- Tap into the Aggie 100 network of top business leaders and its events as a source of attraction leads.
 - Host site selector and business attraction events to showcase College Station.
- 4.2.8. Major Projects.** Pursue a Texas Triangle supply chain strategy to attract suppliers, service providers, and investment aligned with the City’s targets that taps into expansions across the state.
- Develop relationships with Texas economic development organizations, especially the regional entities in the urban metros (Dallas Regional Chamber, the Greater Houston Partnership, Opportunity Austin, and San Antonio’s greater:SATX Regional Economic Partnership) and emerging leaders attracting major target sector related investments.
 - Ensure College Station’s participation in statewide economic development conferences like YTexas, elevating the City’s competitiveness.
- 4.3.** Equip the City’s Economic Development team with tools, resources, and structure to deliver results in implementation of the EDMP.
- 4.3.1. Implementation Monitoring.** Maintain City Economic Development Committee meetings to support momentum, accountability, and transparency of the EDMP’s implementation.
- 4.3.2. Staffing Review.** Conduct an annual peer city benchmark study, which includes revenues, resource allocations, organizational structure, strategic goals, initiatives, and key performance indicators (KPIs) in peer university communities in Texas like Waco, Lubbock, and San Marcos. Target especially innovation communities outside of major urban metro areas in the US.
- 4.3.3. Return on Investment.** Review the City’s economic development related financial commitments periodically to external organizations to evaluate the return on investment in the context of the City’s established metrics for tracking progress.
- 4.4.** Bring awareness to the community about the City’s economic development goals and the importance of specific topics, like redevelopment and innovation.
- 4.4.1. Community Transparency.** Use existing City programming to share progress and engage stakeholders, businesses, and residents with the EDMP.
- Revamp the Business Over Breakfast series concept to explore opportunities to add value to implementation of the EDMP.
- 4.4.2. Topical Awareness.** Educate the community about the activities, initiatives, and priorities of the economic development department, especially regarding land use, financial sustainability, and long-term economic growth.
- Encourage temporary uses and pop-up events on vacant or underutilized sites to test concepts and build momentum for district planning or redevelopment implementation.
 - Host “Meet the Project” events to connect residents with redevelopment efforts (e.g., Midtown, Harvey Road Corridor Redevelopment Plan, and the Innovation District).
- 4.4.3. Peer Learning.** Organize annual peer city tours for public and private sector leaders and stakeholders to participate in learning visits, which spotlight successful redevelopment, place-based, and innovation best practices.

Frisco, Texas | Frisco Talent Task Force

The Frisco Talent Task Force, a partnership initiated by the Frisco Economic Development Corporation, supports business attraction and retention in the local area. The partnership includes Workforce Solutions for North Central Texas, the local school district, Collin College, and the University of North Texas. Because the task force involves multiple education and workforce partners, each entity can help businesses understand how best to leverage each talent development resource appropriately. As a result, financial services company [TIAA reported](#) that local workforce partners significantly influenced its decision to expand in Frisco. The task force meets quarterly and has engaged 25 companies as of 2024.

Houston, Texas | Houston Spaceport

The [Houston Spaceport](#), a federally licensed, urban, commercial spaceport at Ellington Airport, uses its Federal Aviation Administration designation to attract and grow commercial space and aerospace firms. Houston Spaceport is one of four existing spaceports located in Texas (not including the announced [Central Texas Spaceport](#) in Cedar Park), providing specialized infrastructure, which enables launch and landing capabilities for the space industry. Houston's spaceport offers proximity to NASA Johnson Space Center and integrated R&D, manufacturing, and training opportunities on a 400-acre campus. Aerospace companies like Axiom Space, Intuitive Machines, Venus Aerospace, and Collins Aerospace are co-located with cutting-edge research and education partners, as well as production, testing, and mission operations. The spaceport fosters a dense innovation cluster, whose companies have landed billions in contracts and created nearly 2,000 jobs in a decade. Financing tools related to the commercial space industry in Texas include the [Space Exploration & Aeronautics Research Fund](#) available through the Texas Space Commission and the [Spaceport Trust Fund](#) through the Texas Economic Development & Tourism Office.

Rochester, New York | CampusROC Talent Hub

The [Greater Rochester Chamber](#) launched CampusROC in 2020 as a regional branding initiative to position the greater Rochester region as both a top choice for college attendance and a desirable place for graduates to live and work. The program offers a one-stop hub ([CampusROC.org](#)) where students explore regional opportunities and employers access resources such as the Internship in a Box. This guide is designed to help resource-limited organizations establish meaningful internships that strengthen their employer brand, build diverse talent pipelines, and convert interns into full-time hires. By aligning employer needs, student ambitions, and regional asset promotion under a common platform, CampusROC helps the Chamber connect local businesses directly to emerging talent.

PLANNING CONTEXT

TIP’s three-phase planning model—discovery, opportunity, implementation—guided the preparation of the EDMP. A review of prior plans, extensive stakeholder engagement, and a comprehensive quantitative analysis provided a solid foundation for the plan. Major insights (highlighted in Foundational Insights, beginning on page 3) formed the basis of an analysis of College Station’s strengths, weaknesses, opportunities, and threats. Additional details on these tasks and a summary of the SWOT analysis are presented in this section.

BACKGROUND REVIEW

At the outset of the engagement, TIP reviewed existing economic development-related plans and studies for the City. This section summarizes the plans reviewed, demonstrating how this plan is informed by the goals and objectives previously identified by the City and its regional stakeholders.

TIP began by identifying preliminary strategic concepts during the discovery phase to guide the review. These draft strategic concepts (see Figure 5) represent recurring themes found throughout the reviewed plans and studies. An inventory signifying how each document contains recommendations or findings that align with these preliminary concepts is summarized in this section. These concepts were revisited during the development of the Strategic Action Plan and interwoven throughout the goal framework as specific topics of interest.

Figure 5. Alignment with Preliminary Strategic Concepts

LEGEND	
H	HOUSING AFFORDABILITY • Increase affordable and workforce housing options.
P	PLACEMAKING • Develop nonstudent serving areas of the city. • Create mixed-use and experiential developments through infill and densification. • Identify catalyst sites for development and redevelopment.
I	INFRASTRUCTURE • Equip infrastructure to support population growth and business development.
T	TARGET INDUSTRIES AND BUSINESS ATTRACTION • Prioritize target sectors aligned with College Station's competitive position for business attraction. • Become a regional hub for medical services and facilities.
E	ENTREPRENEURIAL SUPPORT • Provide mentorship, capital, and real estate to leverage a large, educated population. • Increase commercialization and entrepreneurship opportunities available to Texas A&M students.
L	LOCAL IDENTITY • Develop a local identity beyond Texas A&M.
C	INSTITUTIONAL COORDINATION • Cultivate partnerships between local businesses and students. • Grow early career opportunities.

Figure 6. Plan Alignment Summary

Overview and relationship to preliminary strategic concepts

PRIOR PLAN		RELATIONSHIP TO CONCEPTS
	City of College Station <i>College Station Comprehensive Plan (2021)</i> A comprehensive plan serving as both a statement of the community's future vision and a guide for its future growth.	H P I T E L C
	City of College Station <i>College Station Comprehensive Plan: Evaluation and Appraisal Report (2025)</i> A checkup on the comprehensive plan by identifying the plan's successes and shortcomings and recommending appropriate modifications in response to changing conditions.	H P I T E L C
	City of College Station <i>Existing Conditions Report (2019–2023)</i> A report that is part of the periodic evaluation of the comprehensive plan. This report provides a snapshot of the current conditions that exist in College Station between 2019 and 2023.	H P I T E L C
	City of College Station <i>Economic Development Master Plan (2020)</i> Details the City's competitive position, outlines strategic economic initiatives for five years, and proposes immediate economic development projects.	H P I T E L C
	Texas A&M University <i>Texas A&M Strategic Plan 2020–2025</i> A near-term guide for the university's continued growth, centered around six broad priorities.	H P I T E L C
	College Station City Council <i>City Council 2024 Strategic Plan</i> A framework for the City's annual budget process, paired with high-level goals, specific objectives, and detailed actions.	H P I T E L C
	City of College Station <i>Greater Northgate Small Area Plan Engagement Report (2025)</i> Based on extensive stakeholder engagement, a plan reflecting the community's aspirations for the Greater Northgate area.	H P I T E L C
	City of College Station <i>Northeast Gateway Redevelopment Plan (2023)</i> A strategy aimed at creating a cohesive, welcoming Northeast Gateway Redevelopment Area and supporting the growing population adjacent to Texas A&M.	H P I T E L C
	City of College Station <i>Wellborn District Plan (2023)</i> A plan that aims to create a cohesive Wellborn District that reflects both its residents' vision for the community's future and its unique character.	H P I T E L C
	City of College Station <i>Housing Action Plan (2024)</i> The plan builds on the City's comprehensive plan by identifying local trends, tools, and resources to support implementation of affordable housing strategies.	H P I T E L C
	Greater Brazos Partnership <i>The Greater Brazos Region Report 2025</i> High-level economic and demographic snapshot of each of the five counties in the Greater Brazos Region—Brazos, Burleson, Grimes, Robertson, and Washington—along with a brief narrative.	H P I T E L C

Source(s): TIP Strategies, Inc.

ENGAGEMENT PROCESS

Input from community leaders across private, public, and nonprofit sectors is critical to the success of any visioning process, and over 140 participants contributed to this plan.⁵ Community input is particularly important for the EDMP, as its priorities and associated responsibilities impact multiple organizations and chart a course for the City’s economic prosperity. At the beginning of the strategic planning process, TIP worked with the City’s Economic Development Department to design the approach to stakeholder engagement, which involved several methods (see Figure 7). Central to the stakeholder engagement process was a project steering committee and the City Council’s Economic Development Committee, which were each convened at major milestones.

Figure 7. Engagement Process Overview

140+ COMMUNITY TOUCHPOINTS	85+ LEADERSHIP TOUCHPOINTS	65+ PARTICIPANTS IN ROUNDTABLES	20+ ORGANIZATIONS INTERVIEWED	3 SITE VISITS CONDUCTED
Connections made during EDMP project outreach.	Business Over Breakfast Event • City Council, Economic Development Committee, and Planning and Zoning Commission Updates • Steering Committee Meetings	Business Retention & Expansion • City Staff • Economic Sustainability • Education & Workforce • Entrepreneurship & Innovation • Infrastructure & Real Estate Development	In-depth conversations with leaders in local government, higher education, entrepreneurship, and business.	In-person consultant trips, including site visits to potential and emerging development sites, commercial areas, and quality-of-place amenities.

Source(s): TIP Strategies, Inc.

⁵ TIP’s tally of community touchpoints includes the total number of roundtable and interview participants and an estimate of the June 2025 Business Over Breakfast event attendees. The tally is a general figure, focused on the number of unique participants, as several residents provided input at multiple touchpoints during the project.

SWOT ANALYSIS

During the project’s initial phase, the consulting team gathered qualitative input from local and regional stakeholders concerning economic development issues. In addition, TIP conducted quantitative data analyses to understand College Station’s competitive position in the region. The results of these efforts informed the following SWOT analysis. Findings from the analysis are summarized in Figure 8.

Figure 8. Summary of SWOT Analysis for College Station, Texas

 Strengths Assets and resources to build on • Texas A&M • Location within Texas Triangle • Proximity to major metros • Regional hub for retail and amenities • Sense of community • Lower cost of living compared with nation • Appeal to families • Texas A&M venture funds • Blinn College, small business certification and technical training • City parks • Tourism assets • Aggie network	 Weaknesses Potential limits to economic growth • Large transient student population • Limited attraction and retention for early career professionals • Few starter commercial properties for entrepreneurs • Housing affordability • Overreliance on Texas A&M for employment and local identity • Lack of traditional downtown experience • Limited local transit outside of Texas A&M • Office and industrial availability • Comparatively low wages
 Opportunities Competitive advantages, positive trends • Develop nonstudent serving areas of the city • Infill and densification, mixed-use and experiential developments • Increase private sector diversification • Connect workers to development/mentorship opportunities • Invest in work-based learning, career, and technical education (CTE) • Connect job seekers to local resources • Leverage large pool of potential entrepreneurs • Proximity to research, testing, and production resources (NCTM, Semiconductor Institute, Texas A&M–RELLIS campus) • Texas A&M enrollment growth pause • Develop a local identity beyond Texas A&M • Become regional hub for medical services	 Threats Unfavorable factors, trends (often external) • Housing affordability • Perception of Bryan as more business friendly • Losing workers, residents to emerging Houston-area suburbs • Infrastructure networks struggling to support growth • Silos between organizations • Inadequate medical services for growing population • Shrinking greenfield opportunities • Lack of employment opportunities for young professionals • Impact of federal funding cuts on R&D opportunities • Concerns about growth and change, balance with sense of community

Source(s): TIP Strategies, Inc.



www.tipstrategies.com
+1 512 3439113
contact@tipstrategies.com

February 19, 2026

Item No. 5.2.

Unified Development Ordinance Amendment - PDD Planned Development Districts

Sponsor: Jeff Howell, Senior Planner

Reviewed By CBC: N/A

Agenda Caption: Public Hearing, presentation, discussion, and possible action regarding an ordinance amending Appendix A, Unified Development Ordinance, Article 3 “Development Review Procedures”, Section 3.5 “Concept Plans (P-MUD and PDD Districts)” of the Code of Ordinances of the City of College Station, Texas, by amending certain sections relating to requirements, concept plans, and community benefits for PDD Planned Development Districts. Case #ORDA2024-000004 (Note: Final action on this item will be considered at the March 26, 2026, City Council meeting - Subject to change).

Relationship to Strategic Goals:

Good Governance

Recommendation(s): Staff recommends approval.

Summary: This proposed Unified Development Ordinance amendment affects all new proposed PDD Planned Development Districts. Specifically, the amendment modifies this Section in order to:

1. Updates concept plan and minimum requirements that each PDD must include;
2. Includes suggestions for community benefits;
3. Clarifies and differentiates requirements for larger vs. smaller sized PDD areas;
4. Provide more predictability and clarification;
5. For minor modifications, providing more detailed elements to provide.

Background: This topic was presented and discussed at a Planning and Zoning Commission for a workshop item in June 2024. Several modifications were requested including a request to receive additional stakeholder feedback. An in-person meeting was held in July 2024, with an additional virtual meeting held August 2024 with those applicants and design professionals who have submitted several rezoning applications to PDD Planned Development District in the past 10 years. The meetings were primarily attended by several interested parties. Modifications were made to the proposed standards and after working with the City Attorney’s Office incorporated into the UDO.

This item was presented to City Council on November 24, 2025. However, after hearing the presentation and feedback from the public, staff was directed to meet with those applicants and design professionals again to discuss concerns and look into additional modifications to the proposed amendments. Staff sent out the presented revisions for their feedback, followed by a meeting to discuss with them on January 8, 2026. As a result and after internal review, additional modifications were made to the proposed ordinance amendments to incorporate them into the UDO.

Budget & Financial Summary: N/A

Attachments:

1. Section 3.5 Concept Plans (P-MUD and PDD Districts) redlines

Sec. 3.5. Concept Plans (P-MUD and PDD Districts).

Concept Plan Review Process





A. Applicability.

A concept plan shall accompany a P-MUD Planned Mixed-Use District or PDD Planned Development District rezoning application to ensure the intent of the UDO is met by the proposed planned district standards.

B. Application Requirements.

A complete application for a concept plan shall be submitted to the Administrator with a P-MUD Planned Mixed-Use District or PDD Planned Development District rezoning application as set forth in the General Approval Procedures Section above unless otherwise specified in this Section.

C. Concept Plan Approval Process.

1. Pre-Application Conference.

Prior to submitting a concept plan, applicants are encouraged to schedule and attend an optional pre-application conference in accordance with the Pre-Application Conference Subsection of the General Approval Procedures Section above.

2. Review and Report by the Parks and Recreation Advisory Board.

If the proposed area involves any required or voluntary parkland dedication, the concept plan must be reviewed by the Parks and Recreation Advisory Board. Parks and Recreation Advisory Board recommendations shall be forwarded to the City Council.

3. Review and Report by the Greenways Program Manager.

If the proposed area includes a greenway dedication as shown on the Bicycle, Pedestrian, and Greenways Master Plan, or if the applicant is proposing greenway dedication or voluntary sale, the

concept plan must be reviewed by the Greenways Program Manager. The Greenways Program Manager's recommendation shall be forwarded to the City Council.

4. **Review and Recommendation by the Administrator.**

The Administrator shall review the concept plan and recommend approval, approval with conditions, or disapproval of the same.

5. **Review and Recommendation by the Planning and Zoning Commission.**

The Planning and Zoning Commission shall review the concept plan and recommend to the City Council approval, approval with conditions, or disapproval of the same.

6. **City Council Final Action.**

The City Council shall review the concept plan and approve, approve with conditions, or disapprove.

D. **Concept Plan Requirements.**

A concept plan shall not be considered or reviewed as a complete site plan application. The concept plan for the proposed development shall include the following:

- ~~1. 1.——~~ A general layout plan showing the location and relationship of the various land uses permitted in the development; ~~which is to include the following as applicable:~~
 - ~~a. 2.——~~ Overall property boundary of the area to be included as part of the PDD Planned Development District or P-MUD Planned Mixed-Use District;
 - ~~b. General arrangement of existing and proposed streets;~~
 - ~~c. The general location of building and parking areas;~~
 - ~~d. A range of proposed building heights; (minimum and maximum) to be permitted;~~
 - ~~3.——~~ A written statement addressing the drainage development of the site;
 - ~~e. 4.——~~ General arrangement of existing and proposed sidewalks to show connectivity provided to adjacent properties;
 - ~~f. Proposed base zoning districts;~~
 - ~~g. General arrangement of lots and/or blocks to be subdivided to illustrate proposed density;~~
 - ~~h. Existing land uses on the property and on adjacent properties;~~
 - ~~i. The general location of detention/retention ponds and other major drainage structures;~~
 - ~~j. 5.——~~ Open spaces, parkland, conservation areas, greenways, parks, trails and other special features of the development;
 - ~~k. Location of landscape buffer to adjacent land uses, or enhanced landscape areas; and~~
 - ~~l. Density of proposed development (residential units per acre).~~
 - ~~2. For a PDD Planned Development District encompassing twenty (20) acres or more, the development may be phased into areas to provide more detailed Concept Plans. If phased, the Concept Plan would not need to include above referenced items but shall provide an overall general layout of areas to include the proposed zoning and vehicular circulation. If development is to be phased, the Concept Plan must state the phases which are intended to be developed in sequential order. Prior to development of each phase as identified on the Concept Plan, a Concept Plan for each phase must meet all of the requirements above and shall be required to be submitted for review to the Planning and Zoning Commission and adoption by City Council. Each phase must be stated in the ordinance and provide reference to the original Concept Plan.~~
 - ~~3. A written statement addressing the drainage development of the site;~~
-

-
- ~~4.~~ 4. A list of general bulk or dimensional ~~variations-modifications~~ sought; and
 - ~~6.~~ 5. If general bulk or dimensional ~~variations-modifications~~ are sought, provide a list of tangible community benefits and/or innovative design concepts to justify the request. For City consideration, each tangible community benefit and/or innovative design concepts must be enforceable via site plan or subdivision plat regulations. Community benefits include items which provide an offset to the modifications being requested. Examples include, but are not limited to those items listed in the Minimum Requirements Subsection below. provide a list of community benefits and/or innovative design concepts to justify the request ;-
 - ~~7.~~ The general location of the building and parking areas;
 - ~~8.~~ Open spaces, parkland, conservation areas, greenways, parks, trails, and other special features of the development; and
 - ~~9.~~ Buffer areas or a statement indicating buffering proposed

E. Review Criteria.

The Administrator and Planning and Zoning Commission shall recommend approval and the City Council may approve a concept plan if in addition to the Review Criteria Subsection of the Official Zoning Map Amendments (Rezoning) Section of Article 3, Development Review Procedures, it finds that the concept plan meets the following criteria:

- ~~1.~~ 1. The proposal will constitute an environment of sustained stability and will be in harmony with the character of the surrounding area;
- ~~2.~~ 2. The proposal conforms with the policies, goals, and objectives of the Comprehensive Plan, including any associated plans or studies subsequently adopted by the City Council, and will be consistent with the intent and purpose of this Section;
- ~~3.~~ 3. The proposal is compatible with existing or permitted uses on abutting sites and will not adversely affect adjacent development;
- ~~4.~~ 4. Every dwelling unit need not front on a public street but shall have access to a public street directly or via a court, walkway, public area, or area owned by an owners association;
- ~~5.~~ 4. The development includes the provision of adequate public improvements, including, but not limited to, parks, schools, and other public facilities;
- ~~6.~~ 5. The development will not be detrimental to the public health, safety, welfare, or materially injurious to properties or improvements in the vicinity; and
- ~~7.~~ 6. The development will not adversely affect the safety and convenience of vehicular, bicycle, or pedestrian circulation in the vicinity, including traffic reasonably expected to be generated by the proposed use and other ~~usesdevelopment~~ reasonably anticipated in the area ~~considering existing zoning; and land uses in the area.~~
7. The development will provide a greater level of building design quality, community amenities, or connectivity than would be required if the project were not being developed in a PDD Planned Development District or P-MUD Planned Mixed-Use District.

F. Minimum Requirements.

Unless otherwise indicated in the approved ~~concept-Concept planPlan~~, the minimum requirements for each development shall be those stated in this UDO for subdivisions and the requirements of the most restrictive standard zoning district in which designated uses are permitted. Modification of these standards may be considered during the approval process of the ~~concept-Concept planPlan~~. If modification of these standards is granted with the concept plan, the Administrator will determine the specific minimum requirements.

-
1. A PDD Planned Development District five (5) acres or more must comply with the following requirements:
 - a. Provide at least ten (10) percent of the property as common open space. Common open space may include amenities such as, but not limited to, private outdoor recreation facilities, natural areas, trails, agricultural lands, or stormwater management facilities designed as a neighborhood amenity, all subject to approval by Administrator; and
 - b. For non-residential or multi-family development, exceed the minimum landscape points required in the Landscaping and Tree Protection Subsection of Article 7, General Development Standards of this UDO by ten (10) percent or more.
 2. All PDD Planned Development Districts must provide tangible community benefits to offset the modifications requested. Each community benefit will be reviewed and subject to approval by the Administrator to determine appropriateness based on the modification requested, proposed development, and existing surrounding development. Suggested tangible community benefits, listed below in order of generally more substantial to less substantial, include but are not limited to:
 - a. Increasing the landscape buffer planting requirements as determined in the Buffer Requirements Subsection of Article 7, General Development Standards of this UDO by an additional fifty (50) percent;
 - b. Increasing the landscape buffer width requirements as determined in the Buffer Requirements Subsection of Article 7, General Development Standards of this UDO by an additional fifty (50) percent;
 - c. Providing connectivity to at least one (1) adjacent development through pedestrian facilities (via internal sidewalks) within the property;
 - d. Providing parking screening from all property lines for all off-street parking spaces where not required by the Landscaping and Tree Protection Subsection of Article 7, General Development Standards of this UDO;
 - e. Increasing the landscaping point requirements as determined in the Landscaping and Tree Protection Subsection of Article 7, General Development Standards of this UDO (i.e. ten (10), twenty-five (25), fifty (50) percent or more);
 - f. Providing Non-Residential Architectural relief elements as found in the Non-Residential Architectural Standards Subsection of Article 7, General Development Standards of this UDO required on all facades (not facing or visible), regardless of building orientation at one (1) element for every forty (40) feet;
 - g. Providing Low-Density Residential Height Protection for property adjacent to a residential zoning district or use where not required by the General Provisions Subsection of Article 7, General Development Standards of this UDO;
 - h. Reducing the maximum building height as found in the Residential District Dimensional Standards Subsection of Article 5, and/or Non-Residential District Dimensions Standards Subsection of Article 5, District Purpose Statements and Supplemental Standards by ten (10) feet when adjacent to a residential zoning district or use or limiting to one (1) story when adjacent to a residential zoning district or use;
 - i. Preserving existing canopy trees at least six (6) inches to eight (8) inches as found in the Landscaping and Tree Protection Subsection of Article 7, General Development Standards of this UDO;
-

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- j. Meeting the building material requirements as listed in the Non-Residential Architectural Standards Subsection of Article 7, General Development Standards of this UDO;
 - k. Providing thirty (30) percent building transparency between zero (0) feet and eight (8) feet on all façades facing right-of-way;
 - l. Meeting the SC Suburban Commercial Non-Residential Architectural Standards relief element requirements where not already required as found in the Non-Residential Architectural Standards Subsection of Article 7, General Development Standards of this UDO;
 - m. Exceeding the number of Non-Residential Architectural relief elements found in the Non-Residential Architectural Standards Subsection of Article 7, General Development Standards of this UDO by more than twenty-five (25) percent or two (2) elements whichever is greater where required;
 - n. Allowing only Attached signs where only Low-Profile signs are allowed as determined in the Signs Subsection of Article 7, General Development Standards of this UDO;
 - o. Allowing only Low-Profile signs where Freestanding signs are allowed as determined in the Signs Subsection of Article 7, General Development Standards of this UDO;
 - p. Prohibiting internally lit signage when property is adjacent to a residential zoning district or use;
 - q. Removing more intense uses from proposed base zoning that may be incompatible with the surrounding area as determined by the Administrator;
 - r. Providing mechanical equipment screening where not already required for properties zoned SC Suburban Commercial as found in the Non-Residential Architectural Standards Subsection of Article 7, General Development Standards of this UDO; and/or
 - s. Other items determined to be tangible community benefits and/or innovative design concepts as approved by the Administrator.

G. Compliance with Other Regulations.

The approval of a concept plan shall not relieve the developer from responsibility for complying with all other applicable sections of this UDO and other codes and ordinances of the City of College Station unless such relief is granted in the approved concept plan.

H. Owners Association Required.

An owners association will be required if other satisfactory arrangements have not been made for providing, operating, and maintaining common facilities including streets, drives, service, and parking areas, common open spaces, buffer areas, and common recreational areas at the time the development plan is submitted. If an owners association is required, documentation must be submitted to the City at the time of platting to assure compliance with the provisions of this UDO.

I. Modifications.

Any deviations from the approved concept plan shall require City Council approval except as provided in the Minor Amendment to Concept Plan Subsection below.

J. Minor Amendment to Concept Plan.

- 1. Minor additions and modifications to the approved concept plan plans for areas less than twenty (20) acres _ meeting the following criteria may be approved by the Administrator provided they do not:

- ~~1. Minor additions to structures as determined by the Administrator;~~

-
- ~~2. Minor new accessory structures if the location does not interfere with the existing site layout (e.g., circulation, parking, loading, stormwater management facilities, open space, landscaping, buffering);~~
 - ~~3. Minor additions to parking lots;~~
 - ~~4. Clearing. Change the total square footage of each building by more than the lesser of ten (10) percent or two thousand five hundred (2,500) square feet;~~
 - ~~b. Substantially alter the arrangement of buildings from the original Concept Plan;~~
 - ~~c. Increase the number of buildings (which are greater than one hundred twenty (120) square feet);~~
 - ~~d. Change the use of a building;~~
 - ~~e. Change a required setback;~~
 - ~~f. Increase the height of a building by more than ten (10) percent;~~
 - ~~g. Substantially alter the configuration of streets, parking areas, drive aisles or lots from the original Concept Plan;~~
 - ~~h. Reduce common open space areas;~~
 - ~~i. Propose the clearing or grading of areas not depicted on the ~~concept Concept Plan~~ as a conservation area, greenway, or park; and 5. ~~Final~~~~
 - ~~j. Change the final determination of the specific meritorious modifications such as setbacks, lot size, dimensional standards, etc., granted generally as part of the ~~concept Concept plan~~Plan; or _~~
 - ~~k. Conflict with other regulations established for the PDD Planned Development Districts.~~
 2. Minor additions and modifications to the approved Concept Plan for a PDD Planned Development District twenty (20) acres or more meeting the following criteria may be approved by the Administrator provided they do not:
 - a. Change the arrangement or size of base zoning districts; or
 - b. Change the final determination of the specific meritorious modifications such as setbacks, lot size, dimensional standards, etc., granted generally as part of the Concept Plan.

(Ord. No. 2023-4453, Pt. 1(Exh. A), 8-10-2023)

February 19, 2026
Item No. 5.3.
200 Texas Ave Rezoning

Sponsor: Gabriel Schrum

Reviewed By CBC: Planning & Zoning Commission

Agenda Caption: Public Hearing, presentation, discussion, and possible action regarding an ordinance amending Appendix A, Unified Development Ordinance, Article 4, "Zoning Districts," Section 4.2 "Official Zoning Map," of the Code of Ordinances of the City of College Station, Texas by changing the zoning district boundary from CI Commercial Industrial to P-MUD Planned Mixed Use District for approximately 1.24 acres at 200 Texas Avenue, generally located northwest of the intersection of Texas Avenue and University Drive. Case #REZ2025-000021 (Note: Final action of this item will be considered at the March 26, 2026, City Council Meeting – Subject to change).

Relationship to Strategic Goals:

- Diverse Growing Economy

Recommendation(s): Staff recommends approval of the rezoning and associated Concept Plan as it is in line with the Comprehensive Plan, is compatible with the surrounding area, and the community benefits provided will offset the change in use of the property.

Summary: This request is to rezone the subject property from CI Commercial Industrial to P-MUD Planned Mixed Use District. The proposed Concept Plan shows the general building and parking layout of the site as well as connections internal to the other developments nearby. The proposed concept plan will provide additional landscaping and architectural relief elements beyond the required amount.

REZONING REVIEW CRITERIA

1. Whether the proposal is consistent with the Comprehensive Plan:

The Comprehensive Plan Future Land Use and Character Map designates the subject property as Urban Center. The Comprehensive Plan generally describes the Urban Center land use designation as follows:

These areas are appropriate for the most intense development and mix of uses arranged in a compact and walkable pattern. These areas will tend to consist of multi-story residential, commercial, and office uses that may be mixed vertically within mixed-use structures or horizontally in an integrated manner. Urban Centers should also incorporate consolidated parking facilities, access to transportation alternatives, open space and recreational facilities, and public uses.

The intent of the district is to:

- Create and reinforce walkable activity centers with small blocks that are connected to surrounding development and include a mix of complementary uses
- Accommodate a mix of building types, including freestanding and attached structures that frame attractive pedestrian zones between buildings and streets

The proposed zoning district of P-MUD Planned Mixed Use District would be in line with the Comprehensive Plan.

The City of College Station's Comprehensive Plan has identified neighborhood and district planning

efforts for areas facing significant changes or development pressures, or to create or enhance the unique character of an area. This property is a part of Planning Area 5: Northeast Gateway Redevelopment Plan. It states the following, "Adopted in September 2023, the Northeast Gateway Redevelopment Plan creates a coordinated strategy for future change and redevelopment along two of the busiest corridors in the city: Texas Avenue and University Drive (FM 60). The plan is divided into two subareas: The Crossing and Eastgate Main. The Crossing is the primary gateway into the City of College of Station and Texas A&M University for visitors entering from Bryan on Texas Avenue and from State Highway 6 along the University Drive (FM 60) hospitality corridor. The Crossing generally includes the area surrounding the intersection, east along University Drive (FM 60) to Tarrow Street, and south along Texas Avenue to Lincoln Avenue. The Crossing anticipates a high level of redevelopment, vertical mixed-use structures, significant increases in housing options and housing stock, an enhanced and expanded multi-modal transportation system, and a denser urban form." This request aligns with the overall Comp Plan and its guiding goal, as well as the subject planning area goals, as it intends to provide mixed-use zoning and product.

2. Whether the uses permitted by the proposed zoning district will be appropriate in the context of the surrounding area:

The property has frontage on Texas Avenue with an access point already in place. Adjacent properties are zoned CI Commercial Industrial to the north, the City of Bryan to the east across Texas Avenue, and PDD Planned Development District to the south and west.

The P-MUD Planned Mixed Use zoning district is to allow areas that encourage the mixing of land uses such as retail/commercial, office, parks, multi-family, and attached single-family. These uses are developed together in a manner that allows interaction between the uses and that allows each use to support the other uses.

The adjacent lots to the north is developed as a Hotel, to the east, across Texas Avenue, is developed as a Hotel in the City of Bryan, to the south is also developed as a Hotel, and to the west is developed as a multifamily apartment complex.

The proposed zoning district is appropriate for the surrounding area as both commercial and residential development continues to grow within the area.

3. Whether the property to be rezoned is physically suitable for the proposed zoning district:

The size and location of the subject property are suitable for developments allowed within this proposed zoning district. The site has adequate space to meet the minimal dimensional standards for the zoning district. The proposed development will meet the minimum commercial and residential percentage requirements, as it includes non-residential components such as office space, meeting area, and a business center on the first floor. The floors above will support the non-residential spaces, with hotel rooms serving as residential components for both this development and the surrounding area's commercial developments.

4. Whether there is available water, wastewater, stormwater, and transportation facilities generally suitable and adequate for uses permitted by the proposed zoning district:

The existing water and wastewater infrastructure is adequate to support the needs of this development. Drainage and any other infrastructure required with the site development shall be designed and constructed in accordance with the BCS Unified Design Guidelines. The subject property has frontage to Texas Avenue, a 4 lane major arterial on the Thoroughfare Plan.

5. The marketability of the property:

The applicant has stated that there is a market for this product in the community and it would help support the surrounding businesses in the area while providing an aesthetically pleasing development on a major corridor in town.

REVIEW OF CONCEPT PLAN

The Concept Plan provides an illustration of the general layout of the proposed building areas as well as other site related features. In proposing a P-MUD, an applicant may also request variations to the general platting and site development standards, provided that those variations are outweighed by demonstrated community benefits of the proposed development. The Unified Development Ordinance provides the following review criteria as the basis for reviewing P-MUD Concept Plans:

1. The proposal will constitute an environment of sustained stability and will be in harmony with the character of the surrounding area;
2. The proposal is in conformity with the policies, goals, and objectives of the Comprehensive Plan, and any subsequently adopted Plans, and will be consistent with the intent and purpose of this Section;
3. The proposal is compatible with existing or permitted uses on abutting sites and will not adversely affect adjacent development;
4. Every dwelling unit need not front on a public street but shall have access to a public street directly or via a court, walkway, public area, or area owned by a homeowners association;
5. The development includes provision of adequate public improvements, including, but not limited to, parks, schools, and other public facilities;
6. The development will not be detrimental to the public health, safety, welfare, or materially injurious to properties or improvements in the vicinity; and
7. The development will not adversely affect the safety and convenience of vehicular, bicycle, or pedestrian circulation in the vicinity, including traffic reasonably expected to be generated by the proposed use and other uses reasonably anticipated in the area considering existing zoning and land uses in the area.

The applicant held multiple meetings with staff discussing variations, and community benefit proposals with overall design ideas as well.

Purpose and Intent:

The Planned Mixed Use District for this property outlines the purpose, intent, and community benefit of the proposed development, which is to provide a multi-story hotel with premier lodging directed toward easy access and a memorable community space.

The Concept Plan offers several community benefits to mitigate impacts the development may have on the adjacent areas of development.

Base Zoning and Meritorious Modifications:

The Planned Mixed Use District has a base zoning of MU Mixed Use.

At the time of site plan, the project will need to meet all applicable site development standards and platting requirements of the Unified Development Ordinance for the base zoning district, except where meritorious modifications are granted with the P-MUD zoning.

The applicant is requesting the following meritorious modifications:

- Modification of the Ground Floor Area requirement of the Planned Mixed Use District per Section 5.1.K.4 of the UDO. The requirement states, “The ground floor of structures shall be a minimum of twenty-five (25) percent of the lot area.” The applicant is instead proposing that this requirement to be reduced to 18%, stating, “Considering the Lot constraints, this modification is necessary to accommodate the proposed site design and operational requirements of the project”.

Community Benefits:

The applicant is proposing the following community benefits:

1. Increased Landscaping Points beyond the requirements on site. The proposed development requires 1,621 points per UDO Section 7.6.C.2. The applicant has indicated via the concept plan and landscaping plan to have a large amount of landscaping beyond the requirement, having approximately 3x the amount of landscaping points on site.

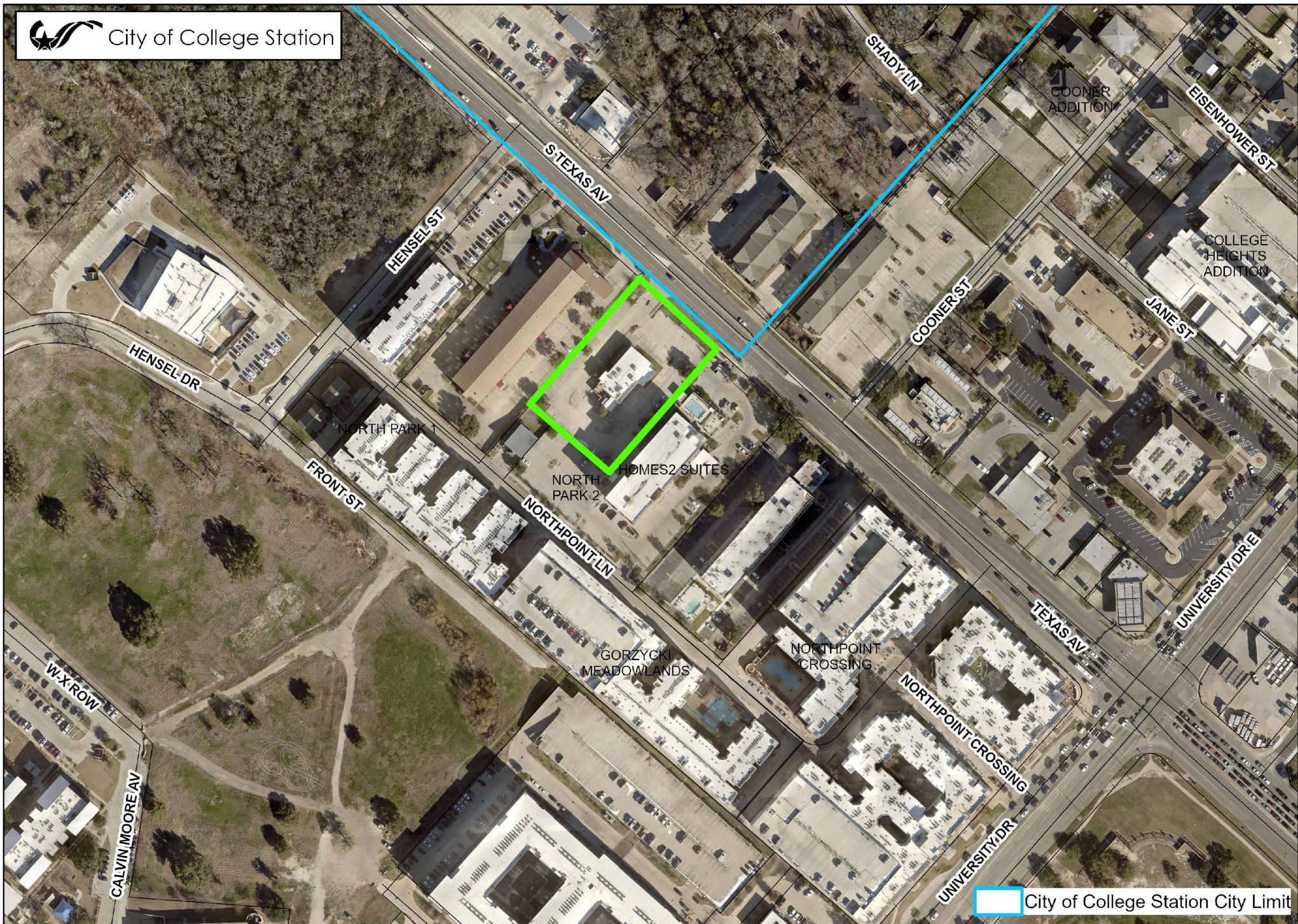
2. Increased Architectural relief elements on the development. The proposed building is subject to UDO Section 7.10.C.3.c.1, which states, To provide visual interest, the first two (2) stories of any primary façade or façade visible from a public right-of-way or public way shall use at least one (1) architectural relief element for every twenty-five (25) horizontal feet, or part thereof, of façade length. The applicant will exceed this requirement by providing 50% more elements on the façade facing the right-of-way, as well as the required elements on the remainder of the building.

These community benefits will help offset the requested modifications by enhancing the architectural features of the buildings to maintain an aesthetic, increasing the on-site landscaping and plantings, and increasing sidewalk connectivity to the adjacent developed sites.

Budget & Financial Summary:

Attachments:

1. Aerial and SAM
2. Concept Plan
3. Future Land Use Map
4. Zoning Map
5. Zoning Exhibit
6. Applicant's Bulk Letter
7. Background Information



City of College Station City Limit



0 215 430 Feet

REZONING FROM CI TO M-U
(PROPOSED 6 STORY HOTEL)

Case:
REZ2025-000021

REZONING



ZONING DISTRICTS (In Grayscale)

Residential		
R	Rural	MH Middle Housing
WE	Wellborn Estate	MF Multi-Family
E	Estate	MU Mixed-Use
WRS	Wellborn Restricted Suburban	MHP Manufactured Home Pk.
RS	Restricted Suburban	
GS	General Suburban	
D	Duplex	
T	Townhome	

Non-Residential

NAP	Natural Area Protected
O	Office
SC	Suburban Commercial
WC	Wellborn Commercial
GC	General Commercial
CI	Commercial Industrial
BP	Business Park
BPI	Business Park Industrial
C-U	College and University

Planned Districts

P-MUD	Planned Mixed-Use Dist.
PDD	Planned Develop. Dist.

Design Districts

WPC	Wolf Pen Creek Dev. Cor.
NG-1	Core Northgate
NG-2	Transitional Northgate
NG-3	Residential Northgate

Overlay Districts

OV	Corridor Ovr.
RDD	Redevelopment District
NPO	Nbrhd. Prevailing Ovr.
NCO	Nbrhd. Conservation Ovr.
HP	Historic Preservation Ovr.

Retired Districts

R-1B	Single Family Residential
R-4	Multi-Family
R-6	High Density Multi-Family
C-3	Light Commercial
RD	Research and Dev.
M-1	Light Industrial
M-2	Heavy Industrial

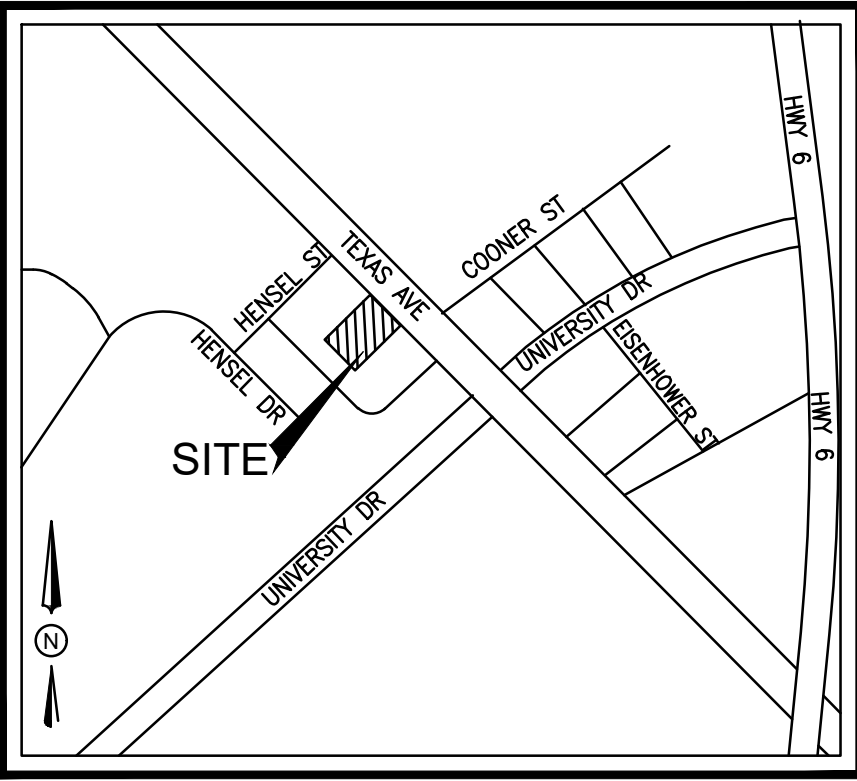
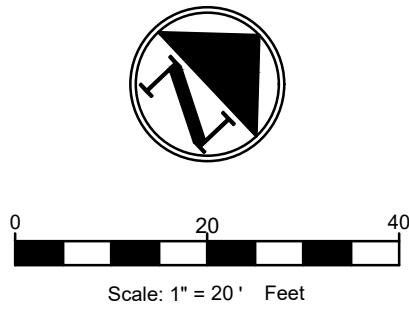


0 160 320 Feet

**REZONING FROM CI TO M-U
(PROPOSED 6 STORY HOTEL)**

Case:
REZ2025-000021

REZONING



VICINITY MAP
N.T.S.

N 49°21'23" W 185.01'

(PLAT CALL N49°32'20" W 185.01')

PARKING AREA

ACCESS AREA

PARKING AREA

MULTI STORIED BUILDING AREA

ACCESS AREA

PARKING AREA

7.5' BUILDING LINE
VOL. 1996, PG. 331
P.R.B.C.T.

(PLAT CALL S44°56'22" W 289.45')

S 41°07'19" W 289.23'

PARKING AREA

ACCESS AREA

PARKING AREA

GREEN SPACE AREA

8' SIDEWALK

10' L.S.

PARKING AREA

S 47°29'29" E 184.70'

10' IRF CONTROLLING MONUMENT

200 TEXAS AVENUE
(A 100' WIDE PUBLIC RIGHT-OF-WAY)

S 31°29'56" E 11088.24'

ACCESS ESMIT
VOL. 2153, PG. 40
O.R.B.C.T.
VOL. 1996, PG. 331
P.R.B.C.T.

7.5' BUILDING LINE
VOL. 1996, PG. 331
P.R.B.C.T.

N 41°11'30" E 295.26'

(PLAT CALL N44°56'22" E 294.64')

S 44°55'07" W 5824.45'

CITY OF COLLEGE STATION ESMIT
VOL. 2153, PG. 40
O.R.B.C.T.
VOL. 1996, PG. 331
P.R.B.C.T.

CITY OF COLLEGE STATION ESMIT
VOL. 2153, PG. 40
O.R.B.C.T.
VOL. 1996, PG. 331
P.R.B.C.T.

15' BUILDING LINE
VOL. 1996, PG. 331
P.R.B.C.T.

FLOOD PLAIN NOTE

ACCORDING TO THE FLOOD INSURANCE RATE MAP, COMMUNITY PANEL NO. 48041C0215F, DATED APRIL 2, 2014, PREPARED BY FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA) FOR BRAZOS COUNTY, TEXAS, THE SUBJECT PROPERTY SHOWN HEREON LIES WITHIN ZONE "X", AREAS OF 0.2% ANNUAL CHANCE FLOOD. AREA OF 1% ANNUAL CHANCE OF FLOOD WITH AVERAGE DEPTHS OF LESS THAN 1 FOOT OR WITH DRAINAGE AREAS LESS THAN 1 SQUARE MILE; AND AREAS PROTECTED BY LEVEES FROM 1% ANNUAL CHANCE FLOOD.

PROJECT CONTACT LIST

ENGINEER
TRIANGLE ENGINEERING LLC
1782 W. McDERMOTT DRIVE
ALLEN, TEXAS 75013
CONTACT: KARTAVYA PATEL, P.E.
PHONE: 469-331-8566

OWNER/DEVELOPER
DBG AGGIE LAND LLC
3525 SANDY TRAIL LN
PLANO, TEXAS 75023
CONTACT: ARJUN DEMLA
PHONE: 940-781-8154

SURVEYOR
BLUESTAR SURVEYING
1013 CEDAR BREAK CT.
CELBURNE, TEXAS 76033
CONTACT: ROY RODRIGUEZ
PHONE: 817-659-9206

ARCHITECT
TYPE SIX DESIGN & DEVELOPMENT
920 S. MAIN ST., SUITE 150
GRAPEVINE, TEXAS 76051
CONTACT: HUMBERTO LOPEZ
PHONE: 817-291-0980

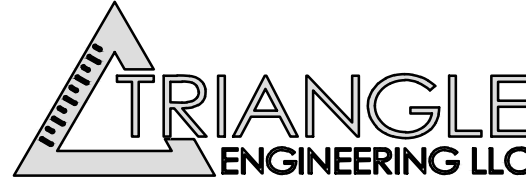
NO.	DATE	DESCRIPTION	BY
1	09/08/25	1ST ZONING SUBMITTAL	KP
1	12/29/25	2ND ZONING SUBMITTAL	KP
1	01/20/26	3RD ZONING SUBMITTAL	KP

GENERAL NOTES

- TOTAL SITE AREA: 1.24 ACRES.
- THIS SITE IS NOT LOCATED IN A FEMA REGULATED 100-YEAR FLOODPLAIN PER FEMA MAP PANEL #48041C0215F DATED APRIL 2, 2014.
- THIS DEVELOPMENT WILL NOT INCLUDE PARKS, GREENWAYS, CONSERVATIVE AREAS, OR SCHOOLS.
- ALL SITE LIGHTING WILL COMPLY WITH CITY OF COLLEGE STATION ORDINANCES.
- ADDITIONAL LANDSCAPE IS PROPOSED WITH THE DEVELOPMENT THAN THE MINIMUM REQUIRED BY THE CITY.
- SEE VARIANCES LETTER FOR THE MERITORIOUS MODIFICATIONS.

CONCEPT PLAN
HAMPTON INN
200 TEXAS AVENUE

LOT 1, LODGECO SUBDIVISION
JOSEPH E. SCOTT SURVEY, ABSTRACT NO.50
CITY OF COLLEGE STATION, BRAZOS COUNTY, TEXAS



T: 469.331.8566 | F: 469.213.7145 | E: info@triangle-engr.com
W: triangle-engr.com | O: 1782 W. McDermott Drive, Allen, TX 75013

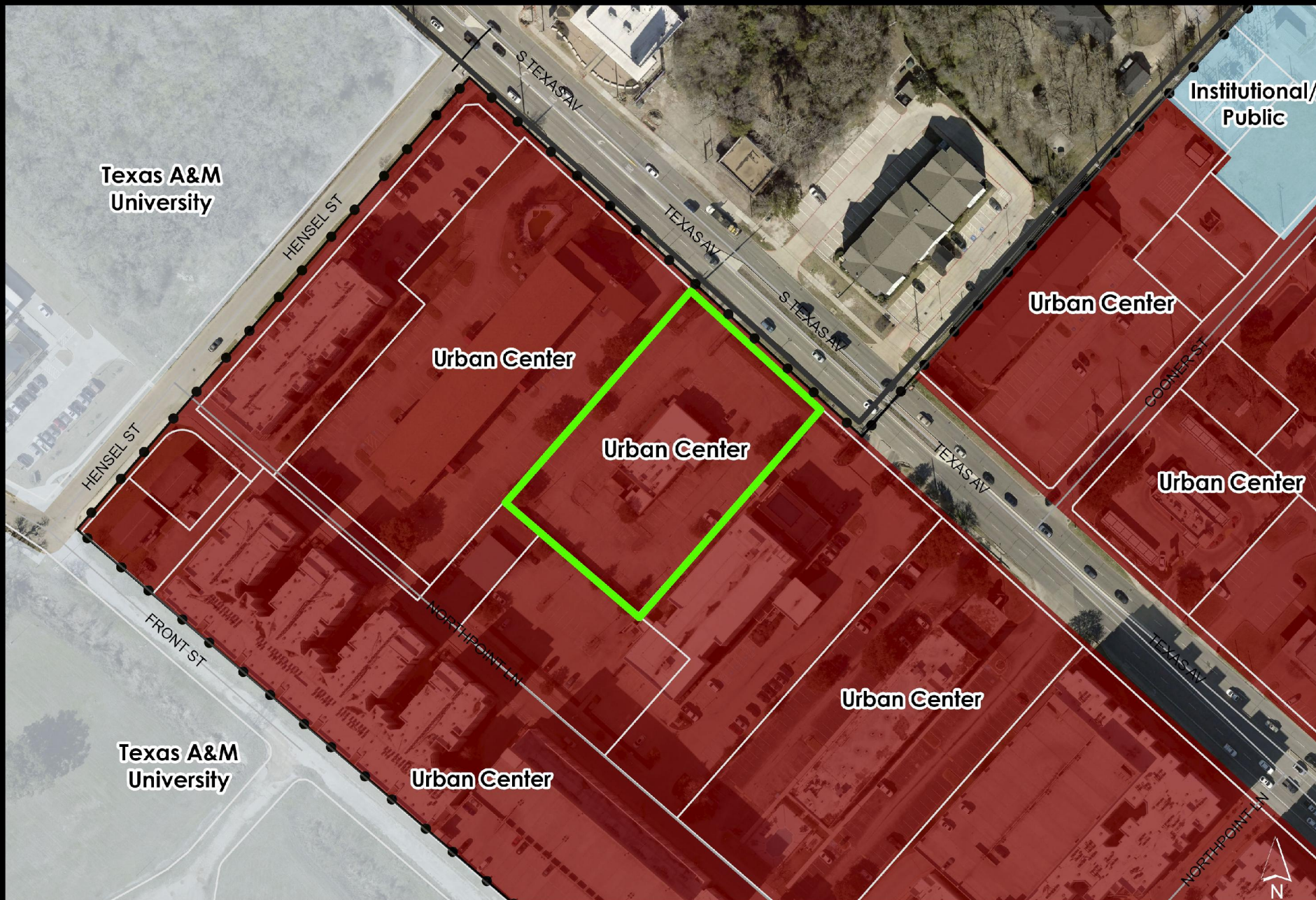
Planning		Civil Engineering		Construction Management	
P.E.	DES.	DATE	SCALE	PROJECT NO.	SHEET NO.
KP	RK	09/08/25	SEE SCALE BAR	058-25	CP
TX. P.E. FIRM #11525					



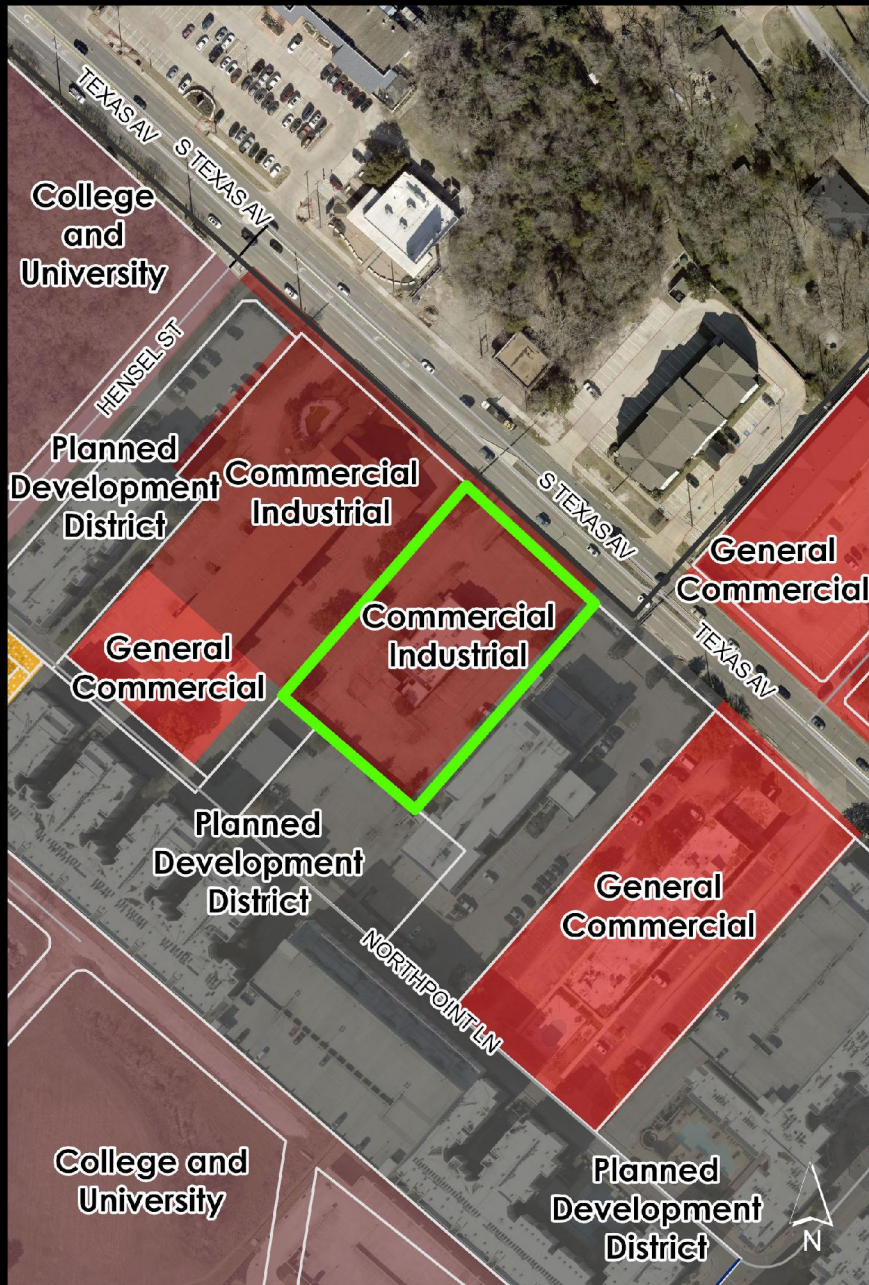
Know what's below.
Call before you dig.

EXISTING

Future Land Use



EXISTING Zoning

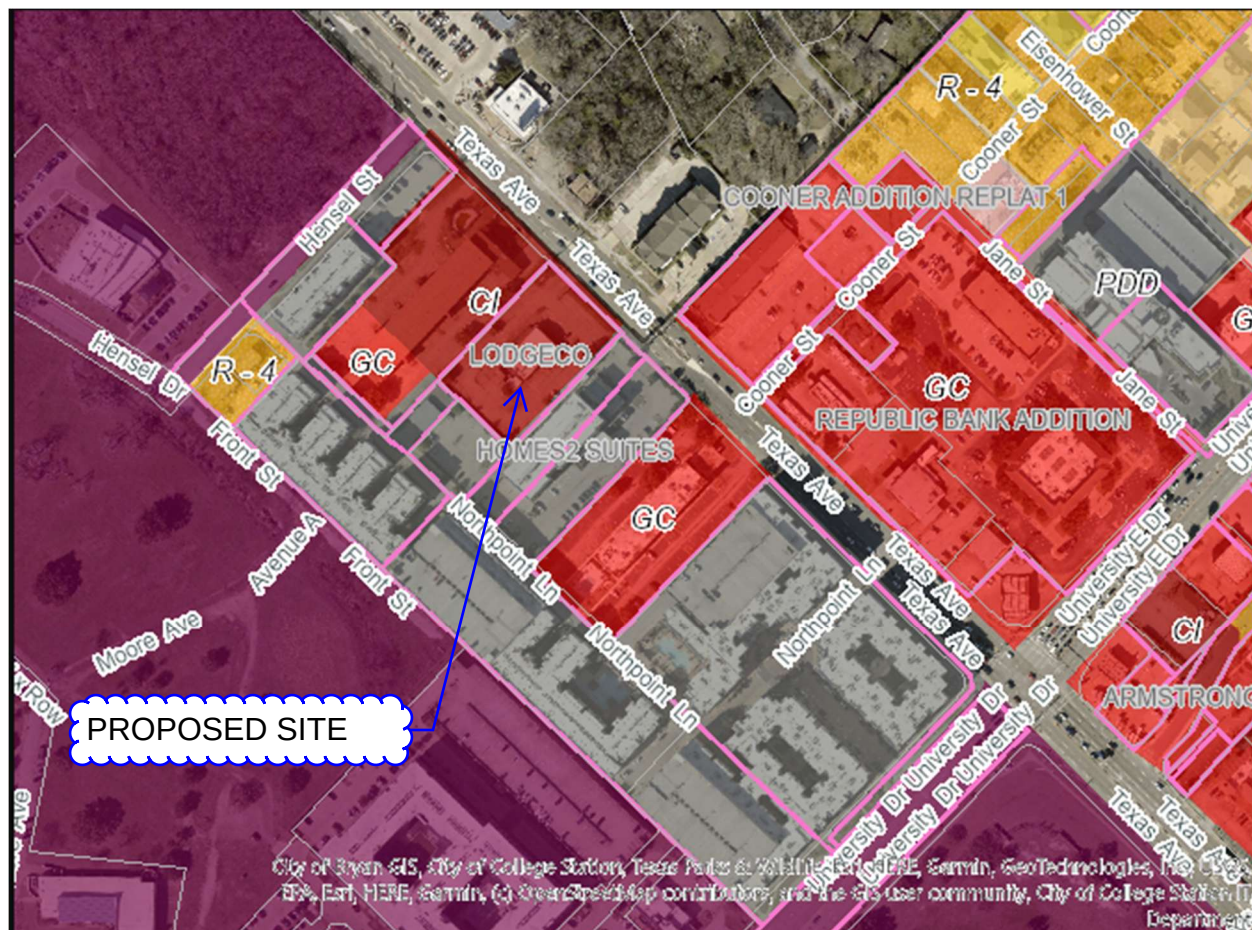


PROPOSED Zoning



ZONING BEFORE & AFTER

EXISTING ZONING:



Zoning	P-MUD Planned Mixed-Use Development	Parcels	Texas A&M Property	Local Street	Arterial or Collector
GS General Suburban	PDD Planned Development District	Subdivisions and Scanned Plats	Parks	Local Street	Arterial or Collector
D Duplex	NG-3 Residential Northgate	Rivers and Streams	College Station Building	Local Street	Arterial or Collector
MH Middle Housing	C-3 Light Commercial	2025_Cached_Aerials_NAD83	Texas A&M Building	Local Street	Arterial or Collector
O Office	R-4 Multi-Family	Red: Band_1	Streets	Arterial or Collector	Arterial or Collector
GC General Commercial	R-6 High Density Multi-Family	Green: Band_2	Local Street	Arterial or Collector	College Station City Limits
CI Commercial Industrial	College Station City Limit	Blue: Band_3	Local Street	Arterial or Collector	
C-U College and University		Background Blocker			

PROPOSED ZONING:



Zoning	P-MUD Planned Mixed-Use Development	Parcels	Texas A&M Property	Local Street	Arterial or Collector
GS General Suburban	PDD Planned Development District	Subdivisions and Scanned Plats	Parks	Local Street	Arterial or Collector
D Duplex	NG-3 Residential Northgate	Rivers and Streams	Structures	Local Street	Arterial or Collector
MH Middle Housing	C-3 Light Commercial	2025_Cached_Aerials_NAD83	College Station Building	Local Street	Arterial or Collector
O Office	R-4 Multi-Family	Red: Band_1	Texas A&M Building	Arterial or Collector	Arterial or Collector
GC General Commercial	R-6 High Density Multi-Family	Green: Band_2	Streets	Local Street	Arterial or Collector
CI Commercial Industrial	College Station City Limit	Blue: Band_3	Local Street	Arterial or Collector	Arterial or Collector
C-U College and University		Background Blocker	Local Street	Arterial or Collector	Arterial or Collector

December 29, 2025

Attn: City of College Station
Planning and Development Services
City of College Station
P.O. Box 9960
College Station, TX 77842

Re: 200 Texas Ave - Hampton Inn development (P-MUD with base MU Zoning)

To whom it may concern,

Triangle Engineering is excited to be a part of the upcoming development of Hampton Inn in the City of College Station. With a commitment to enhancing hospitality and convenience, our vision is to provide visitors and residents with a premier lodging experience that combines comfort, quality, and exceptional service.

This development will offer modern amenities and a welcoming environment, making it an ideal destination for business travelers, families, and guests attending events in the area. Our goal is to contribute to College Station's growth by delivering a hotel that reflects the city's vibrant character and provides easy access to local attractions, dining, and entertainment. We look forward to creating a space that serves the community and visitors alike, ensuring a memorable stay in College Station.

The subject property is currently zoned CI (Commercial Industrial). To propose hotel development on this site under the existing FLUM designation, we acknowledge that a rezoning will be required to permit hotel uses. Understanding that we must choose a base zoning district for the development upon which we base all the variance requests, we have chosen Mixed Use (MU) for this planned development. The use and development of the property will comply with the requirements of the City's Code of Ordinances, as amended, except where variances to the Mixed Use (MU) development standards are requested and noted below.

1. Request for Variance of Ground Floor Area to be minimum of 25% of the total Lot area

As per the Unified Development Ordinance (UDO); Sec 5.1, Residential Zoning Districts (Mixed Use District); requires that the ground floor of structures shall be a minimum of twenty-five (25) percent of the lot area.

We propose a GFA coverage of about 18.84 %. Hence, we request a variance to permit a reduced minimum ground floor area of 18% of the total lot area. Considering the Lot constraints, this modification is necessary to accommodate the proposed site design and operational requirements of the project.

As part of the P-MUD approval, the following Community Area Benefits shall be provided to offset the GFA requirements:

Community Benefits:

1. Increasing the required landscaping point requirements:

As outlined in the Landscaping and Tree Protection subsection of Article 7, General Development Standards of the UDO, we are required to provide 1,621 landscaping points (based on the 10% requirement). Our proposal includes approximately 5,360 points, representing a substantial increase over the minimum required by the city.

2. Non-Residential Architectural Relief elements :

Exceeding the number of Non-Residential Architectural Relief elements found in the Non-Residential Architectural Standards Subsection of Article 7, General Development Standards of this UDO by more than 25% or 2 whichever is greater where required; and we propose the following:

The current requirement is to, at minimum, include one element every 25 feet, with at least two different types of relief elements at the façade facing the public ROW. At present, our design consists of 4 distinct elements (please reference the preliminary render below and elevations included in the submission). These include:

- Recessed Entry
- Decorative Façade lighting
- Mass projection in contrast color
- Insets in the projection to break up the façade



At 55 feet, our ROW facing façade under the current ordinance would require 3 total architectural relief elements. As it stands, just counting the first and second floors, our building incorporates 6. With these, as well as the elements around the building (such as canopies, recessed pool courtyard, facade articulation, plane

projections, cantilevers, color and material changes, and a porte-cochere), we provide great visual interest that helps break up an otherwise expansive/monotonous façade.

2. Request for variance to required Parking Space Dimensions

As per the Unified Development Ordinance (UDO); Sec 7.3, Off-Street Parking Standards; the minimum parking spaces required for the Hotel use is as below:

USE	PARKING RATIO REQUIRED	
	MINIMUM SPACES	MAXIMUM SPACES
Guest Rooms	0.5/Room	1/Room
Meeting Room Area	1/400 SF	1/200 SF

The UDO establishes a minimum standard parking space size of 9' x 20', or 9' x 18' when adjacent to a 6' sidewalk or a 4' landscape area. Although we meet the minimum required spaces with standard parking space dimensions, we do propose a few compact parking spaces on site to accommodate the parking need for the proposed development. Hence, we request a variance which is requested to allow 9' x 16' parking spaces when we meet the minimum required spaces per the UDO.

Thank you very much. Please feel free to reach out to us if you have any questions.

Sincerely,

A handwritten signature in blue ink, appearing to be "Kartavya (Kevin) Patel".

Kartavya (Kevin) Patel

BACKGROUND INFORMATION

NOTIFICATIONS

Advertised Commission Hearing Date: February 19, 2026
Advertised Council Hearing Date: March 26, 2026

Property owner notices mailed: 12

Contacts in support: None at the time of this report
Contacts in opposition: None at the time of this report
Inquiry contacts: None at the time of this report

ADJACENT LAND USES

Direction	Comprehensive Plan	Zoning	Land Use
North	Urban Center	CI- Commerical Industrial	Hotel
South	Urban Center	PDD-Planned Development District	Hotel
East	Urban Center	N/A (City of Bryan)	Hotel
West	Urban Center	PDD – Planned Development District	Muti Family Apartment

DEVELOPMENT HISTORY

Annexed: March 1939
Zoning: R-1 Single Family (upon annexation 1939)
R-1 Single Family to CI Commercial Industrial (2005)

Final Plat: Lot 1, LODGECO SUBDIVISION (1993)

Site Development: Restaurant

February 19, 2026
Item No. 5.4.
Comprehensive Plan Amendment - 8650 Turkey Creek

Sponsor: Gabriel Schrum

Reviewed By CBC: Planning & Zoning Commission

Agenda Caption: Public Hearing, presentation, discussion, and possible action regarding an ordinance amending the Comprehensive Plan - Future Land Use & Character Map from Neighborhood Center to Urban Residential for approximately 7.02 acres at 8650 Turkey Creek Road. Case #CPA2025-000002 (Note: Final action of this item will be considered at the March 26, 2026, City Council Meeting - Subject to change).

Relationship to Strategic Goals:

- Diverse Growing Economy

Recommendation(s): Staff recommends approval of the Comprehensive Plan Future Land Use and Character Map amendment.

Summary: The applicant is requesting an amendment to the Comprehensive Plan Future Land Use and Character Map from Neighborhood Center to Urban Residential for approximately seven acres located southwest of the intersection of Health Science Center Pkwy and Turkey Creek Rd. This Comprehensive Plan Amendment is in conjunction with a rezoning of the property to allow for a multi-family product on this property. It is the applicant's intent to develop a multi-family housing development.

REVIEW CRITERIA

1. Changed or changing conditions in the subject area of the City:

The subject property and properties to the north, south, and east are designated as Neighborhood Center. The Neighborhood Center land use designation is generally for areas that are appropriate for a mix of uses arranged in a compact and walkable pattern at a smaller scale than Urban Centers. These areas consist of residential, commercial, and office uses arranged horizontally in an integrated manner and may be mixed vertically within structures. Neighborhood Centers should also incorporate consolidated parking facilities, access to transportation alternatives, open space and recreational facilities, and public uses.

The properties to the south and west are designated as Business Center. Business Center areas are Areas that include office, research, or industrial uses that may be planned and developed as a unified project. Generally, these areas need convenient access to arterial roadways. The area to the west and to the south is currently undeveloped land.

This request to change the land use designation of the subject property from Neighborhood Center to Urban Residential would allow for the development of a range of high-density multifamily and attached residential development in various forms, including townhomes, apartment buildings, mixed use buildings, and limited non-residential uses that are compatible with the surrounding area. The zoning district that the applicant proposes is appropriate in the context of the area as it would allow for supportive housing and density near the BioCorridor. While there are existing rural properties in

the area, the proposed rezoning and development is appropriate and in accordance with the plan and development seen in the last few years. The vision for this area has been to support the biocorridor's commercial and industrial development by providing density in the surrounding region such as proposed on this property.

2. Compatibility with the existing uses, development patterns, and character of the immediate area concerned, the general area, and the City as a whole:

The applicant is requesting an amendment to the Future Land Use & Character Map to Urban Residential and has also requested a rezoning to MF Multi-Family. The intent of Urban Residential is to accommodate a wide range of attractive multifamily housing for a diverse population. Buildings may be clustered and grouped and the overall setback from the street varies but is generally consistent within the development. The subject property is located just southwest of the intersection of Health Science Center Pkwy and Turkey Creek Rd. This property would be compatible with existing uses, development patterns, and overall character of zoned properties in the area.

The applicant held a neighborhood meeting on January 20th, 2026. All property owners within 200 feet of the subject property were notified of the neighborhood meeting, and approximately 16 people were in attendance. Attendees did not express any general concerns regarding the development idea, and overall had only one general inquiry about Turkey Creek Rd. There were not concerns regarding the land use change being requested.

The proposal is compatible with the character of the area as it allows for a multifamily development providing housing options that are needed with the surrounding area.

3. Impact on environmentally sensitive and natural areas:

There is no portion of the subject property that is designated as FEMA floodplain. All development will follow City codes and ordinances and will not have adverse impacts on surrounding areas.

4. Impacts on infrastructure including water, wastewater, drainage, and the transportation network:

Water and wastewater services will be provided by the City of College Station and a portion of this development by Wellborn SUD. There is adequate water and sanitary sewer capacity to support the proposed amendment. The subject property has White Creek Tributary 8 located across Turkey Creek Rd from it. Drainage and any other infrastructure required with the site development shall be designed and constructed in accordance with the BCS Unified Design Guidelines.

The subject property has frontage to Turkey Creek Rd, a 2 lane major collector on the Thoroughfare Plan, and at the time of platting will need to extend Atlas Dr. A traffic impact analysis was not required for the proposed request as the anticipated traffic volume falls below the threshold of 150 trips in the peak hour that would require a TIA to be performed.

5. Consistency with the goals and strategies set forth in the Comprehensive Plan:

The intent of College Station's Comprehensive Plan is to create distinctive places, vibrant districts, attractive neighborhoods, revitalized gateways and corridors, and conserved natural areas. The proposed amendment to Urban Residential, defined as areas that accommodate a wide range of attractive multifamily housing for a diverse population, fits the intent, goals, and strategic actions identified in the Comprehensive Plan.

Budget & Financial Summary:**Attachments:**

1. Aerial and SAM
2. Background Information
3. Comprehensive Plan Exhibit
4. Applicants Supporting Information
5. Future Land Use Map

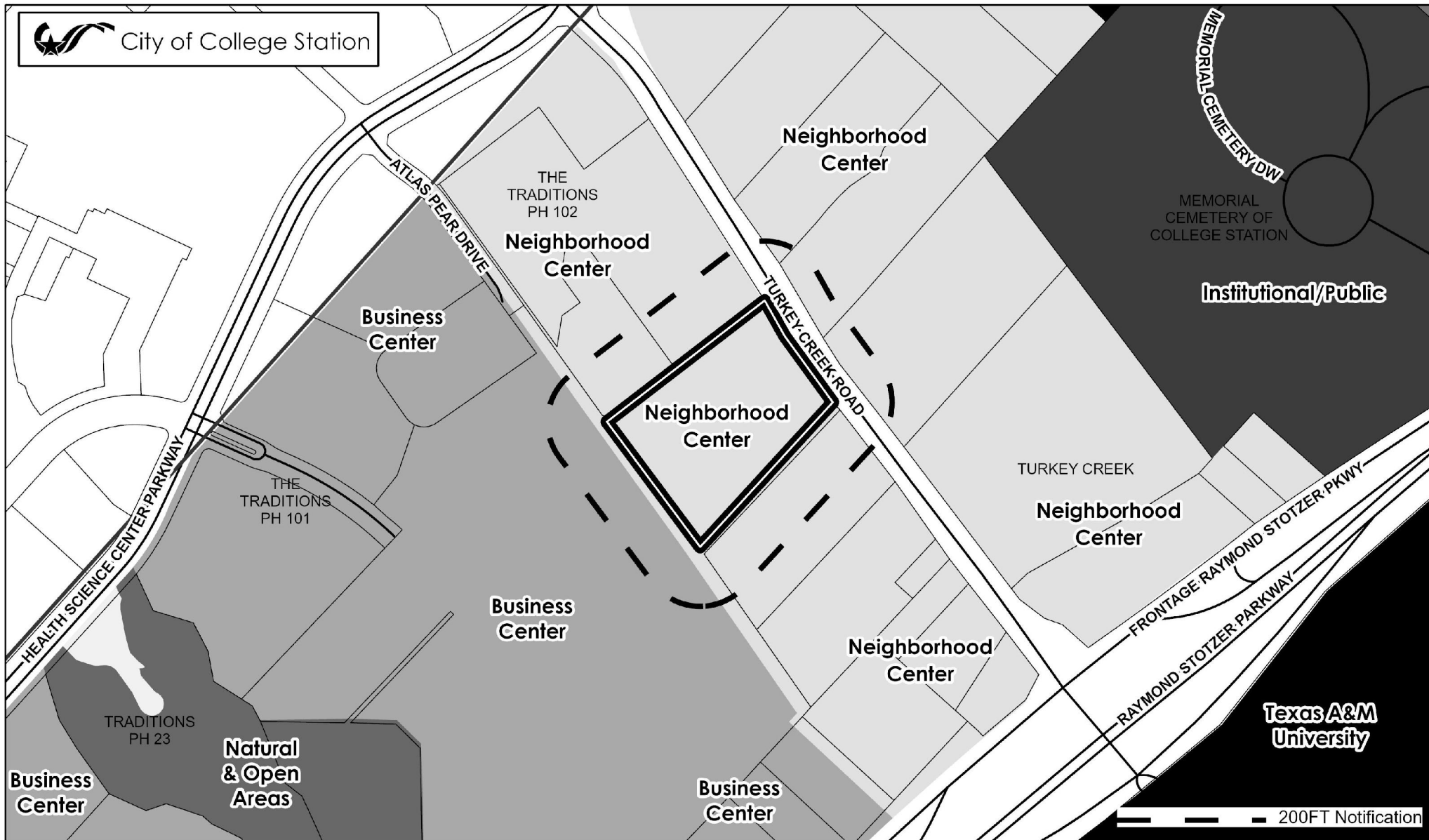


0 370 740 Feet

**NEIGHBORHOOD CENTER TO
URBAN RESIDENTIAL**

Case:
CPA2025-000002

**COMPREHENSIVE PLAN
AMENDMENT**



FUTURE LAND USE DISTRICTS (In Grayscale)

Residential

Urban Residential
Mixed Residential
Suburban Residential
Estate Residential
Rural
Neighborhood Conservation

Non-Residential

General Commercial
Neighborhood Commercial
Business Center
Medical

Combined Centers

Urban Center
Neighborhood Center

Other

Institutional/Public
TAMU
Parks & Greenways
Natural & Open Areas
Redevelopment Areas



0

455

910

Feet

NEIGHBORHOOD CENTER TO URBAN RESIDENTIAL

Case:
CPA2025-000002

COMPREHENSIVE PLAN
AMENDMENT

BACKGROUND INFORMATION

NOTIFICATIONS

Advertised Commission Hearing Date: February 19, 2026
Advertised Council Hearing Date: March 26, 2026

Property owner notices mailed: 11

Contacts in support: None at the time of this report

Contacts in opposition: None at the time of this report

Inquiry contacts: 1

ADJACENT LAND USES

Direction	Comprehensive Plan	Zoning	Land Use
North	Neighborhood Center	MF – Multi Family	Apartments
South	Neighborhood Center	R- Rural	Detached Single Family
East	Neighborhood Center (across Turkey Creek Rd)	R - Rural	Turkey Creek Rd (Major Collector)
West	Business Center	PDD – Planned Development District	Undeveloped

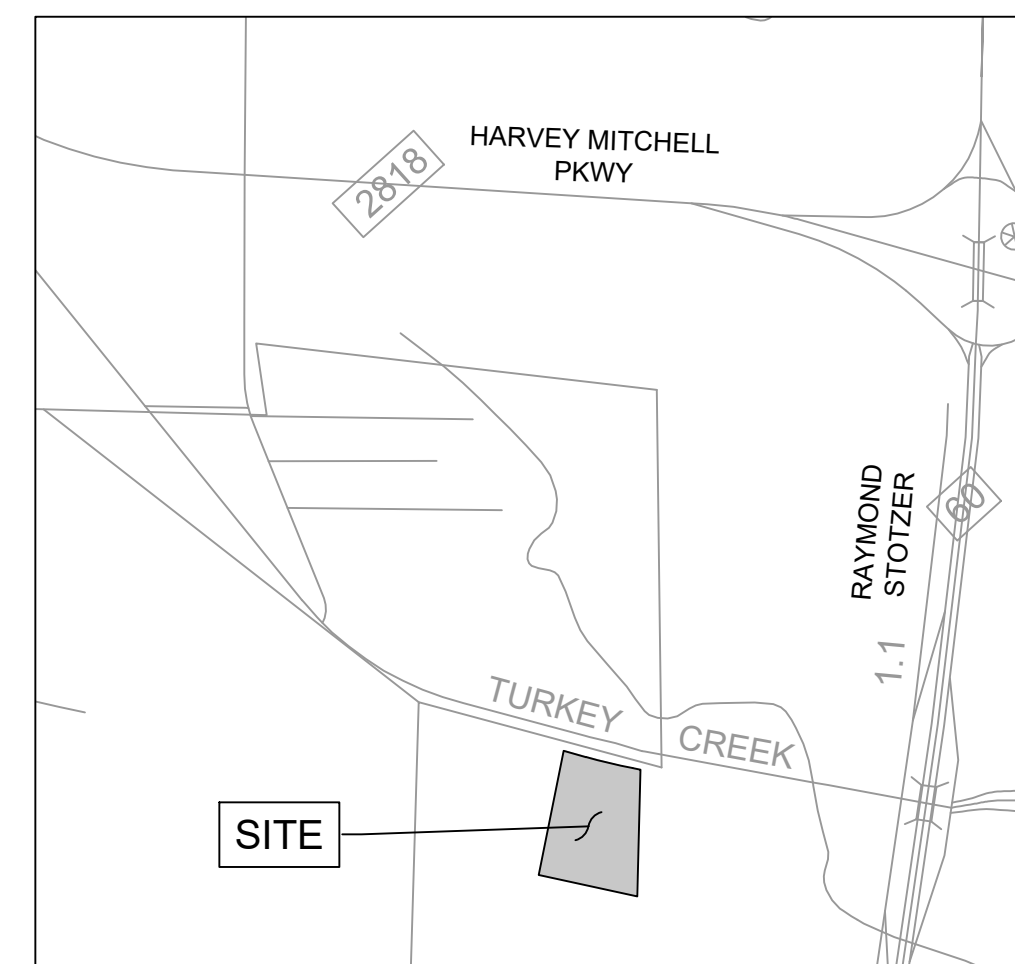
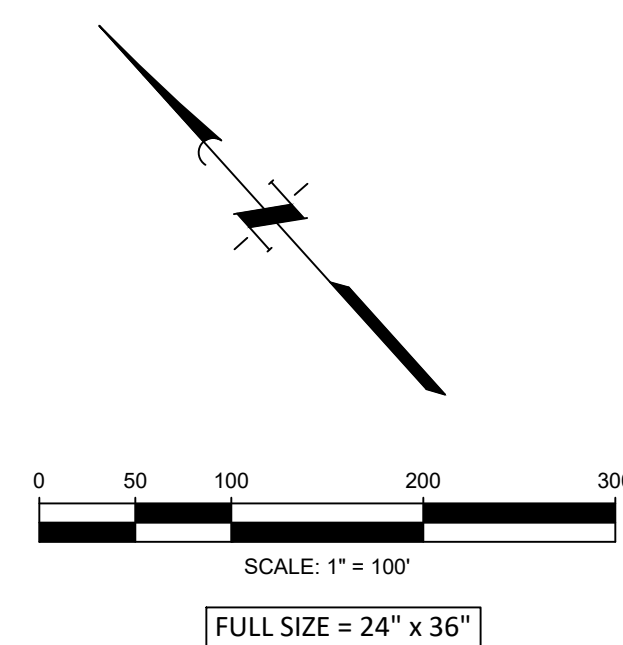
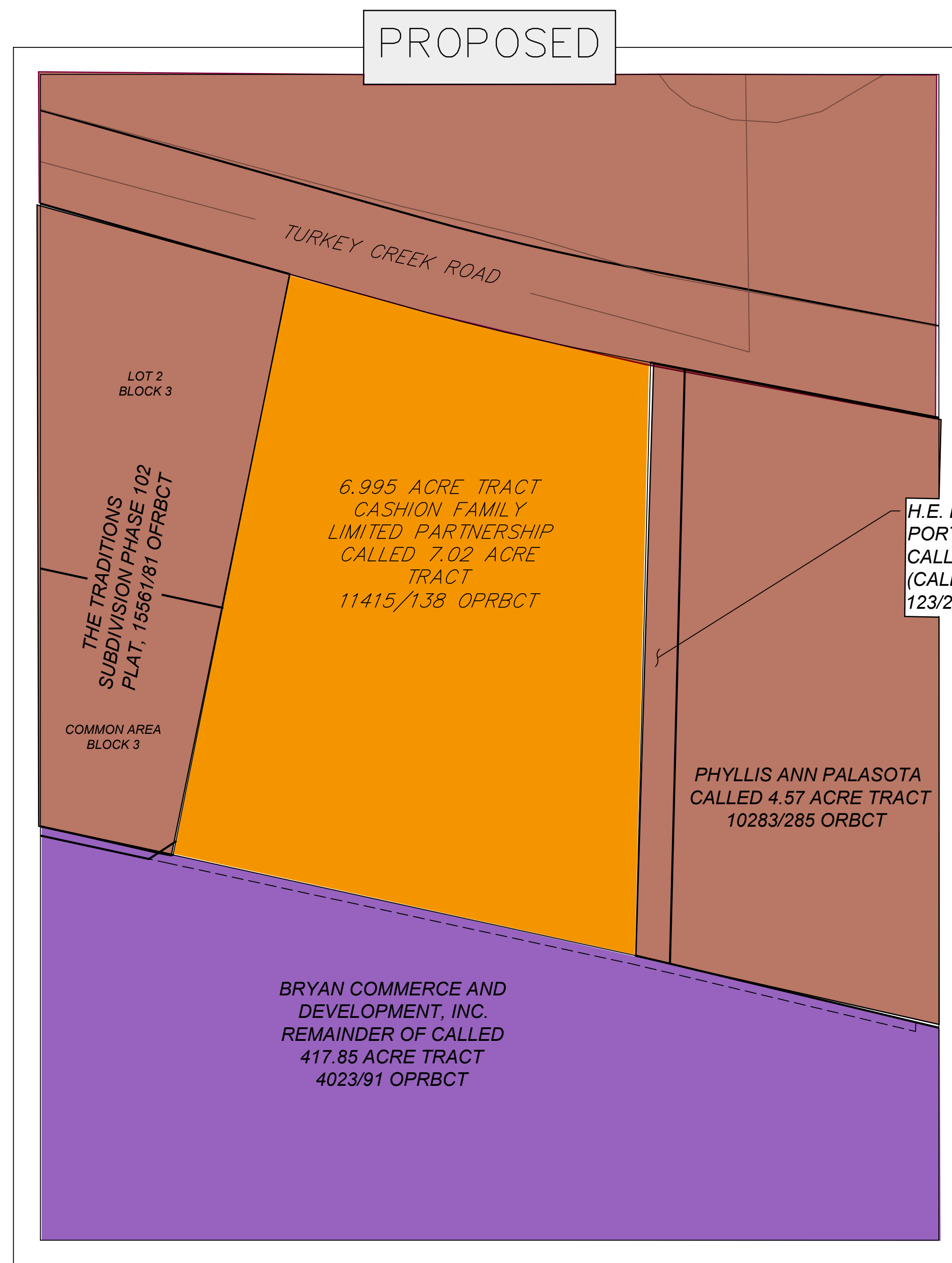
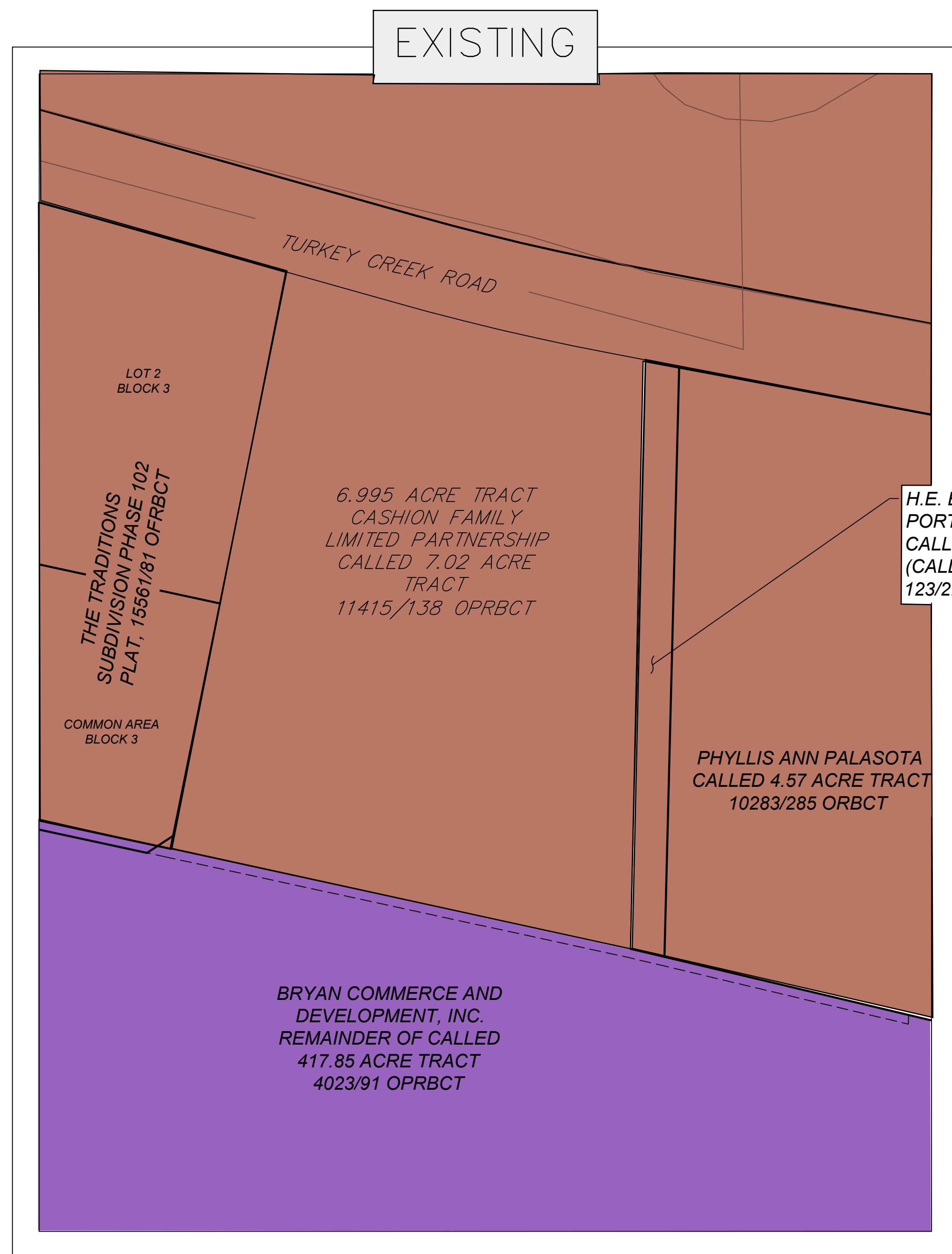
DEVELOPMENT HISTORY

Annexed: June 1995

Zoning: A-O Agricultural-Open (upon annexation 1995)
A-O Agricultural to R Rural (2013)

Final Plat: Unplatted

Site Development: Undeveloped



- NEIGHBORHOOD
CENTER

URBAN
RESIDENTIAL

BUSINESS
CENTER

FLOODPLAIN NOTE:
THIS TRACT LIES WITHIN FLOOD ZONE 'X' UNSHADED
AND DOES NOT LIE WITHIN A SPECIAL FLOOD HAZARD
AREA SUBJECT TO THE 1% ANNUAL CHANCE FLOOD
(100 YEAR FLOOD PLAIN) ACCORDING TO THE BRAZOS
COUNTY FLOOD INSURANCE RATE MAP (FIRM) PANEL
NO. 48041C030285, REVISED DATE: 05-16-2012, &
48041C0305F, REVISED DATE: 04-02-2014.

[illegible]



QUIDDITY

Professional Estimators and Contractors, Inc. # 23720
 4503 Westcreek Plaza Drive, Suite 220 • Fort Worth, Texas 76137 • 817-358-7300

SCALE:	AS SHOWN	DESIGNED BY:	ACH
DATE:	DECEMBER 2025	CHECKED BY:	ACH
JOB NO.:	20250-0016-01	DRAWN BY:	AM

INTERIM REVIEW

Not intended for construction,
bidding or permit purposes.

Engineer: RYAN J. ALCALA

P.E. Serial No.: 137832

Date: **DECEMBER 2025**

77 ACRE MF - TURKEY CREEK

COMP PLAN

AMMENDMENT MAP

COLLEGE STATION, BRAZOS, TEXAS

CPA



COMP PLAN APPLICATION SUPPORTING INFORMATION

Name of Project: NEIGHBORHOOD CENTER TO URBAN RESIDENTIAL (CPA2025-000002)

Address: 8650 TURKEY CREEK RD

Legal Description: A002601, JOHN H JONES (ICL), TRACT 61, 7.02 ACRES

Total Acreage: 7.02

Applicant: PARKWAY CONSTRUCTION

Property Owner: CASHION FAMILY LIMITED PARTNER

What element of the Comprehensive Plan and at what location is requested to be amended?

We are amending the current zoning of the property to develop a multi family multiple buildings.

What is the amendment requested?

Rezoning from R-Rural to MF-Multi Family

NEIGHBORHOOD CENTER TO URBAN RESIDENTIAL

What is the reason for the amendment?

Rezoning from R-Rural to MF-Multi Family

How will this change be compatible with the existing uses, development patterns, and character of the immediate area concerned, the general area, and the city as a whole?

Rezoning from R-Rural to MF-Multi Family

Explain the impact on environmentally sensitive and natural areas and infrastructure, including water, wastewater, drainage and transportation network.

Developing adjacent to a Existing Multi Family Development

Explain how this change will be consistent with the goals and strategies set forth in the Comprehensive Plan.

N/A

List any other reasons to support this zone change.

N/A

List any other additional properties.

N/A

EXISTING

Future Land Use



PROPOSED

Future Land Use



February 19, 2026
Item No. 5.5.
Rezoning - Turkey Creek

Sponsor: Gabriel Schrum

Reviewed By CBC: Planning & Zoning Commission

Agenda Caption: Public Hearing, presentation, discussion, and possible action regarding an ordinance amending Appendix A, Unified Development Ordinance, Article 4, "Zoning Districts," Section 4.2 "Official Zoning Map," of the Code of Ordinances of the City of College Station, Texas by changing the zoning district boundaries from R Rural to MF Multi-Family for approximately 7.02 acres generally located southwest of the intersection of Turkey Creek Road and Health Science Parkway. Case #REZ2025-000027 (Note: Final action of this item will be considered at the March 26, 2026, City Council Meeting – Subject to change).

Relationship to Strategic Goals:

Diverse and Growing Economy

Recommendation(s): Staff recommends approval of the rezoning request.

Summary: This request is to rezone approximately 7.02 acres of undeveloped land generally located Northwest of the intersection of Turkey Creek Rd and Raymond Stotzer Pw from R Rural to MF Multi Family. The tract proposed to be rezoned consists of an un-platted property with frontage to Turkey Creek Rd. This zoning request is an effort to provide additional housing and residential density to this area. The applicant is requesting a zoning district change to allow a multi-family development, which would not be allowed on properties zoned R Rural, and to meet the associated zoning standards as required by the district.

REZONING REVIEW CRITERIA

1. Whether the proposal is consistent with the Comprehensive Plan:

The subject tract is currently designated as Neighborhood Center on the Comprehensive Plan Future Land Use & Character Map. There is an associated Comprehensive Plan Amendment (CPA2025-00002) with this rezoning request to change the Land Use to Urban Residential.

The Comprehensive Plan generally describes the Neighborhood Center land use designation as follows:

Areas that are appropriate for a mix of uses arranged in a compact and walkable pattern at a smaller scale than Urban Centers. These areas consist of residential, commercial, and office uses arranged horizontally in an integrated manner and may be mixed vertically within structures. Neighborhood Centers should also incorporate consolidated parking facilities, access to transportation alternatives, open space and recreational facilities, and public uses.

The intent of the Neighborhood Center Land Use is to

- Create and reinforce walkable activity centers that are connected to surrounding development and include a mix of complementary uses that accommodate a mix of building types that frame attractive pedestrian spaces.
- Support vertical mixed-use structures with ground-floor retail in appropriate locations such as along corridors or major intersections.

The zoning districts that are generally appropriate within the Neighborhood Center land use include: Mixed-use, Wolf Pen Creek zoning (in Wolf Pen Creek only), commercial and multi-family zoning may be considered in some circumstances if designed in an integrated manner through a Planned Development District with a preferred emphasis on urban form.

The subject tract is proposed to be designated as Urban Residential on the Comprehensive Plan Future Land Use & Character Map. For the Urban Residential land use, the Comprehensive Plan provides the following:

Areas that are appropriate for a range of high-density multifamily and attached residential development in various forms including townhomes, apartment buildings, mixed-use buildings, and limited non-residential uses that are compatible with the surrounding area..

The intent of the Urban Residential land use is to:

- Accommodate a wide range of attractive multifamily housing for a diverse population where buildings may be clustered and grouped.
- The building setback from street varies but is generally consistent within a development and Provide vehicular and pedestrian connectivity
- Accommodate streetscape features such as sidewalks, street trees, and lighting
- Support commercial, service, office uses, and vertical mixed-use within redevelopment areas between developments.

The zoning districts that are generally appropriate within the Urban Residential land use include: Multi-family, townhouse, mixed-use, and limited suburban commercial zoning.

The City of College Station's adopted Housing Action Plan identifies goals and strategies that create and incentivize more housing units and diverse housing types for not just the current, but future community members. This request aligns with this overall Plan and its guiding goal, as it intends to provide the community with housing options such as apartment homes that will help enrich the housing stock and the surrounding area as well. It additionally helps promote Strategy 1 of the Housing Action Plan as it encourages increased density where it can be supported with appropriate standards, infrastructure, and services.

The proposed zoning district of MF Multi Family would be in line with the proposed amendment to the Comprehensive Plan (CPA2025-00002) as the request will be providing a development with permitted uses allowed by the zoning district.

2. Whether the uses permitted by the proposed zoning district will be appropriate in the context of the surrounding area:

The subject property is near another existing Multi Family use which is located along Turkey Creek Rd to the northwest. The proposed zoning district is appropriate in the context of the area as it would allow for supportive housing and density near the BioCorridor. While there are existing rural properties in the area, the proposed rezoning and development is appropriate and in accordance with the plan and development seen in the last few years. The vision for this area has been to support the biocorridor's commercial and industrial development by providing density in the surrounding region such as proposed on this property.

3. Whether the property to be rezoned is physically suitable for the proposed zoning district:

The size and location of the subject property is suitable for multifamily development, and the site has adequate space to meet the minimal dimensional standards as set forth in the Unified Development Ordinance.

4. Whether there is available water, wastewater, stormwater, and transportation facilities generally suitable and adequate for uses permitted by the proposed zoning district:

The existing water and wastewater infrastructure is adequate to support the needs of this development. Drainage and any other infrastructure required with site redevelopment shall be designed and constructed in accordance with the BCS Unified Design Guidelines. The subject property is located just west of the intersection of Raymond Stotzer and Turkey Creek Rd. Turkey Creek Rd is identified as a Major Collector on the Thoroughfare Plan. The use is expected to generate less than 150 trips in any peak hour; therefore, a Traffic Impact Analysis (TIA) was not required to be submitted with the application.

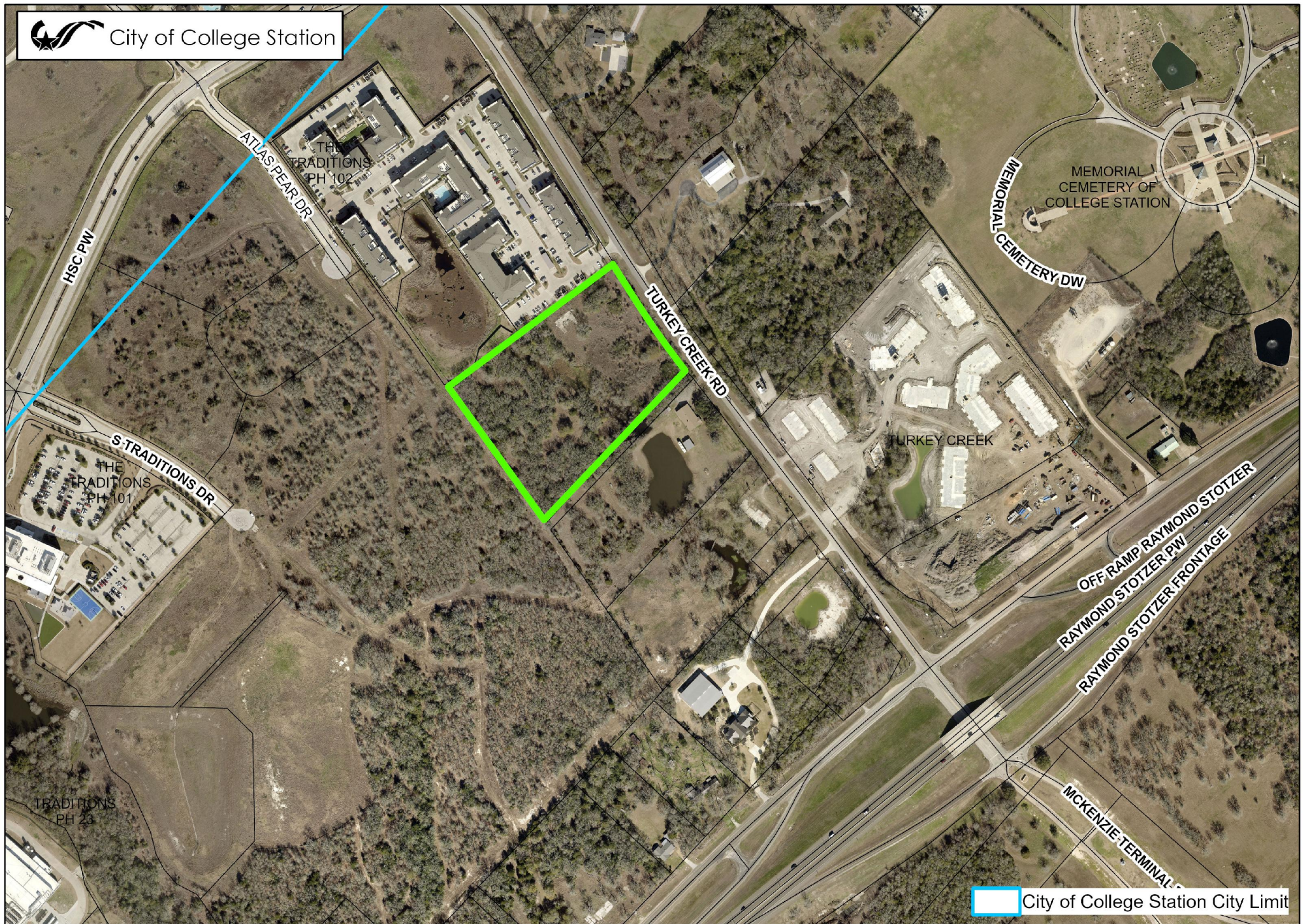
5. The marketability of the property:

The applicant states rezoning and developing this property as Multi Family will be marketable "apartments for students".

Budget & Financial Summary:

Attachments:

1. Aerial and SAM
2. Rezoning Exhibit
3. Background Information
4. Applicants Supporting Information
5. Existing Future Land Use Map
6. Rezoning Map



City of College Station City Limit

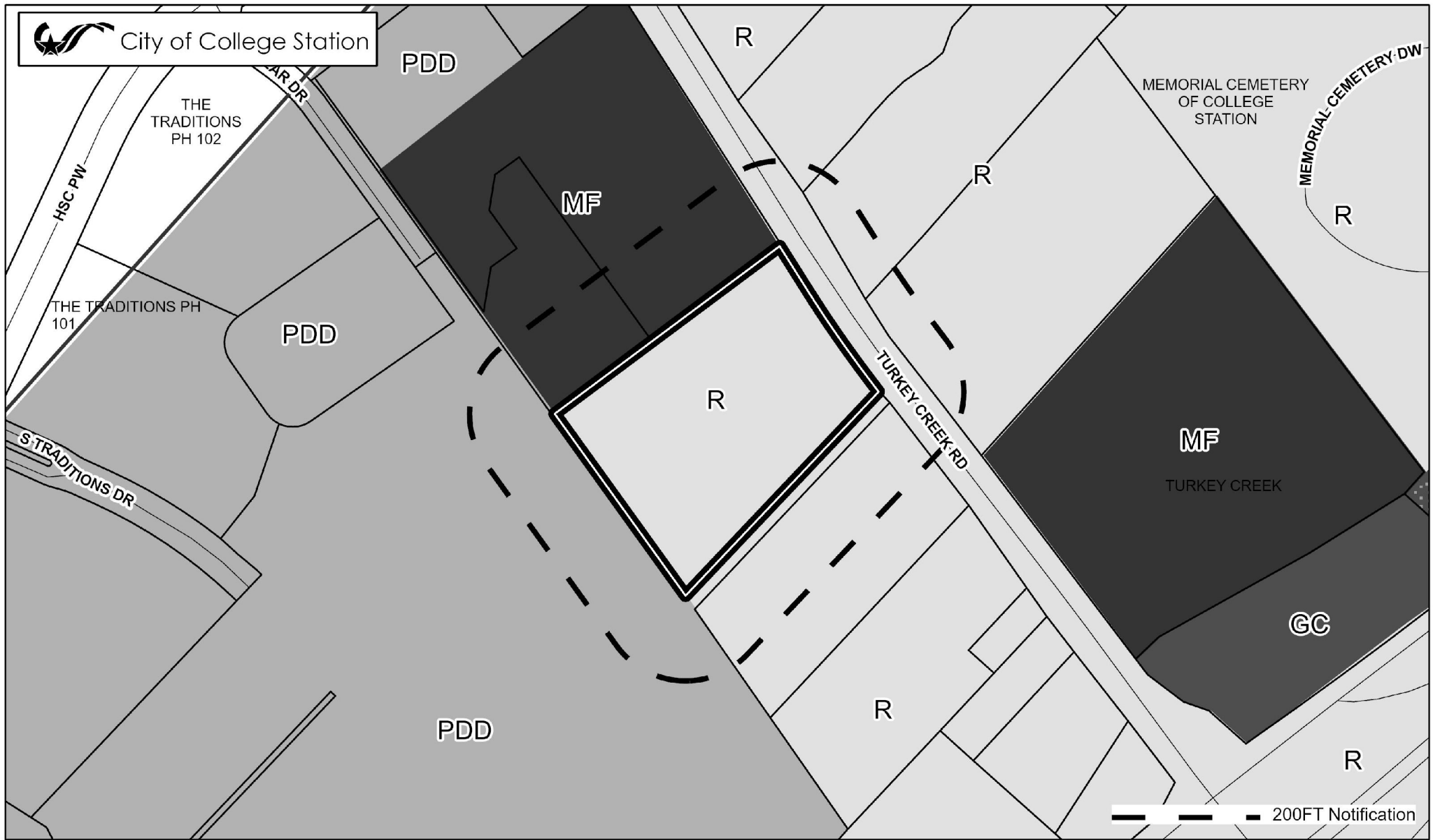


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REZONING FROM R-RURAL
TO MF-MULTI FAMILY

Case:
REZ2025-000027

REZONING



ZONING DISTRICTS (In Grayscale)

Residential		
R	Rural	MH Middle Housing
WE	Wellborn Estate	MF Multi-Family
E	Estate	MU Mixed-Use
WRS	Wellborn Restricted Suburban	MHP Manufactured Home Pk.
RS	Restricted Suburban	
GS	General Suburban	
D	Duplex	
T	Townhome	

Non-Residential

NAP	Natural Area Protected
O	Office
SC	Suburban Commercial
WC	Wellborn Commercial
GC	General Commercial
CI	Commercial Industrial
BP	Business Park
BPI	Business Park Industrial
C-U	College and University

Planned Districts

P-MUD	Planned Mixed-Use Dist.
PDD	Planned Develop. Dist.

Design Districts

WPC	Wolf Pen Creek Dev. Cor.
NG-1	Core Northgate
NG-2	Transitional Northgate
NG-3	Residential Northgate

Overlay Districts

OV	Corridor Ovr.
RDD	Redevelopment District
NPO	Nbrhd. Prevailing Ovr.
NCO	Nbrhd. Conservation Ovr.
HP	Historic Preservation Ovr.

Retired Districts

R-1B	Single Family Residential
R-4	Multi-Family
R-6	High Density Multi-Family
C-3	Light Commercial
RD	Research and Dev.
M-1	Light Industrial
M-2	Heavy Industrial

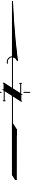


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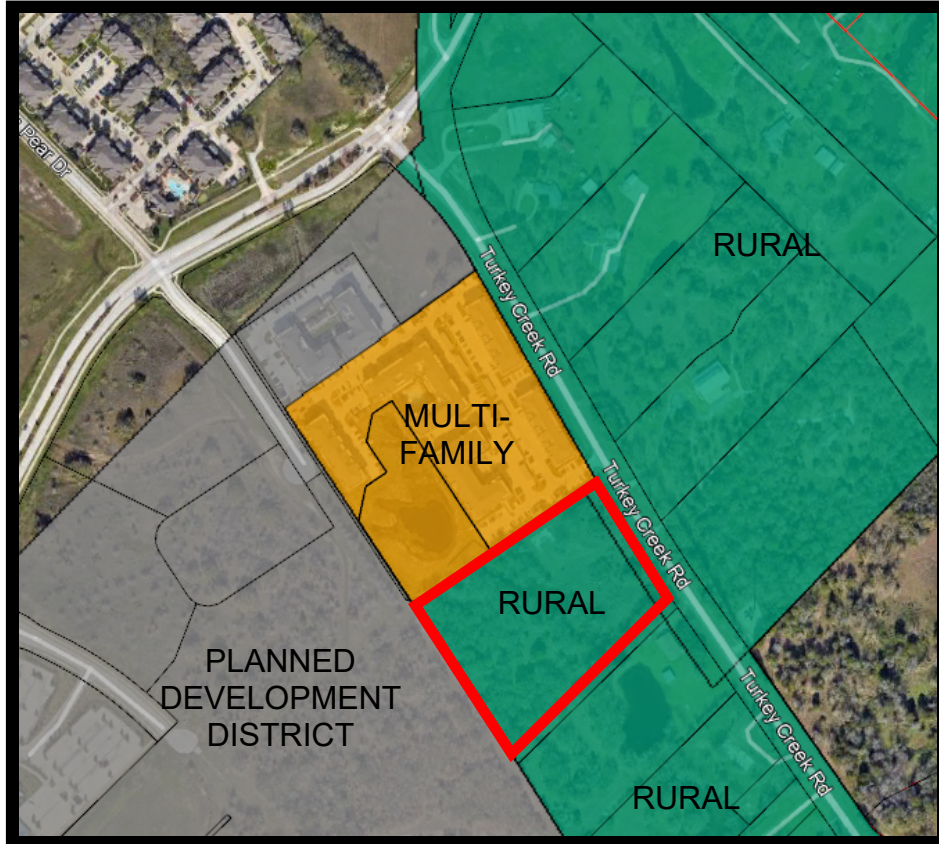
**REZONING FROM R-RURAL
TO MF-MULTI FAMILY**

Case:
REZ2025-000027

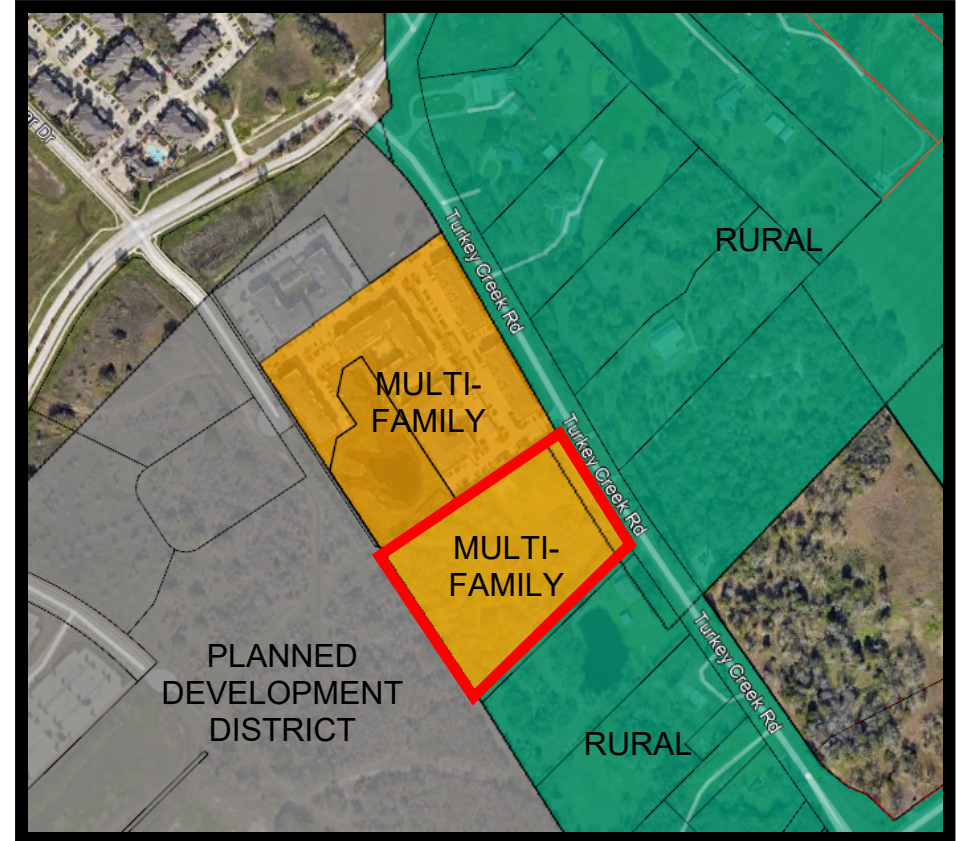
REZONING



EXISTING ZONING



PROPOSED ZONING



Rezoning Exhibit
Proposed Multi-Family Zoning
7.02 Acre Cashion Family LP
College Station, Tx

BACKGROUND INFORMATION

NOTIFICATIONS

Advertised Commission Hearing Date: February 19, 2026
Advertised Council Hearing Date: March 26, 2026

Property owner notices mailed: 11

Contacts in support: None at the time of this report

Contacts in opposition: None at the time of this report

Inquiry contacts: 1

ADJACENT LAND USES

Direction	Comprehensive Plan	Zoning	Land Use
North	Neighborhood Center	MF – Multi Family	Apartments
South	Neighborhood Center	R- Rural	Detached Single Family
East	Neighborhood Center (across Turkey Creek Rd)	R - Rural	Turkey Creek Rd (Major Collector)
West	Business Center	PDD – Planned Development District	Undeveloped

DEVELOPMENT HISTORY

Annexed: June 1995

Zoning: A-O Agricultural-Open (upon annexation 1995)
A-O Agricultural to R Rural (2013)

Final Plat: Unplatted

Site Development: Undeveloped



REZONING APPLICATION SUPPORTING INFORMATION

Name of Project: REZONING FROM R-RURAL TO MF-MULTI FAMILY (REZ2025-000027)

Address: 8650 TURKEY CREEK RD

Legal Description: A002601, JOHN H JONES (ICL), TRACT 61, 7.02 ACRES

Total Acreage: 7.02

Applicant:: PARKWAY CONSTRUCTION

Property Owner: CASHION FAMILY LIMITED PARTNER

List the changed or changing conditions in the area or in the City which make this zone change necessary.

Rezoning from R-Rural to MF-Multi Family

Indicate whether or not this zone change is in accordance with the Comprehensive Plan. If it is not, explain why the Plan is incorrect.

In accordance with the comprehensive plan

How will this zone change be compatible with the present zoning and conforming uses of nearby property and with the character of the neighborhood?

Suitable as there is a MF adjacent to this property

Explain the suitability of the property for uses permitted by the rezoning district requested.

Suitable as there is a MF adjacent to this property

Explain the suitability of the property for uses permitted by the current zoning district.

Suitable as there is a MF adjacent to this property

Explain the marketability of the property for uses permitted by the current zoning district.

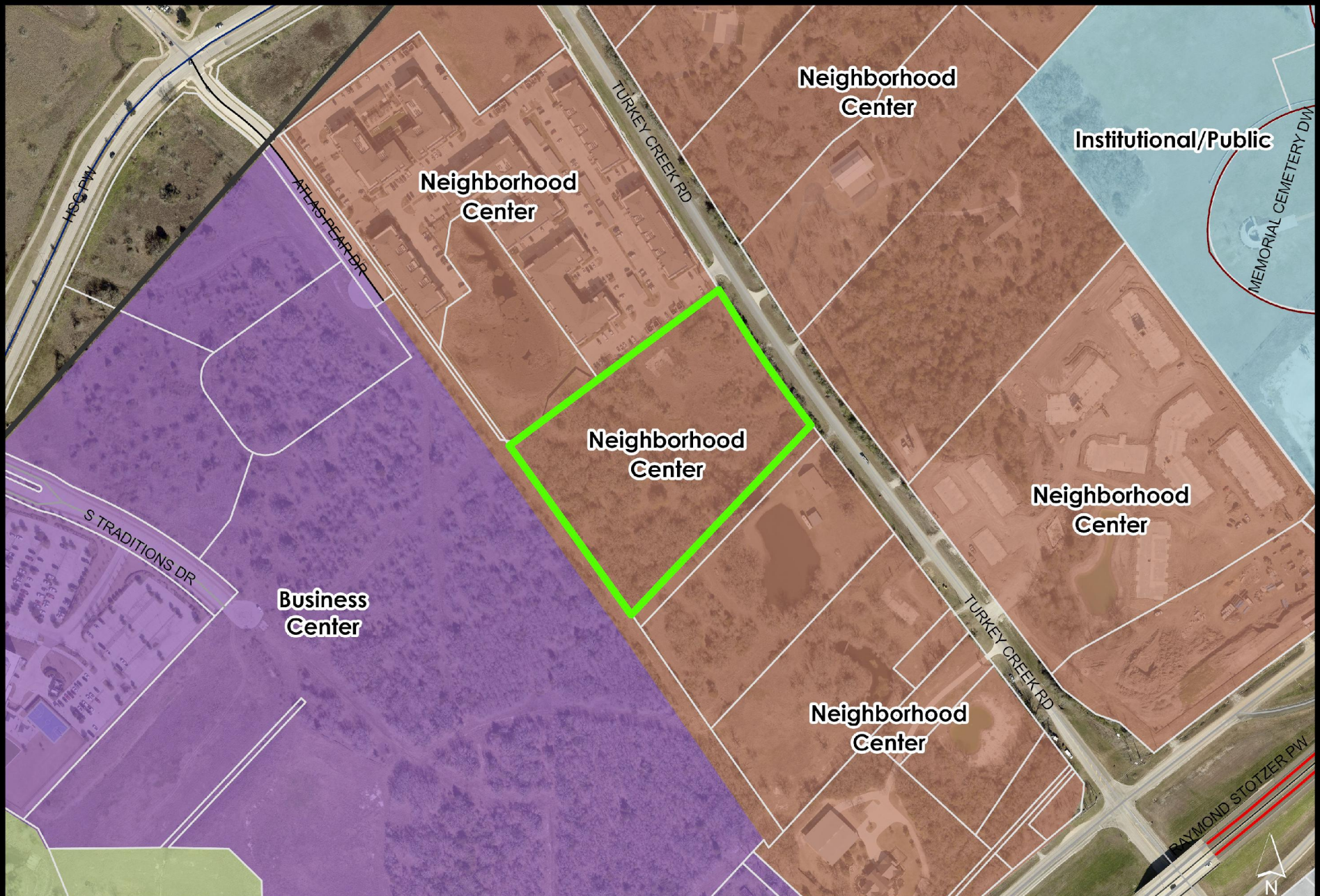
Apartments for Students

List any other reasons to support this zone change.

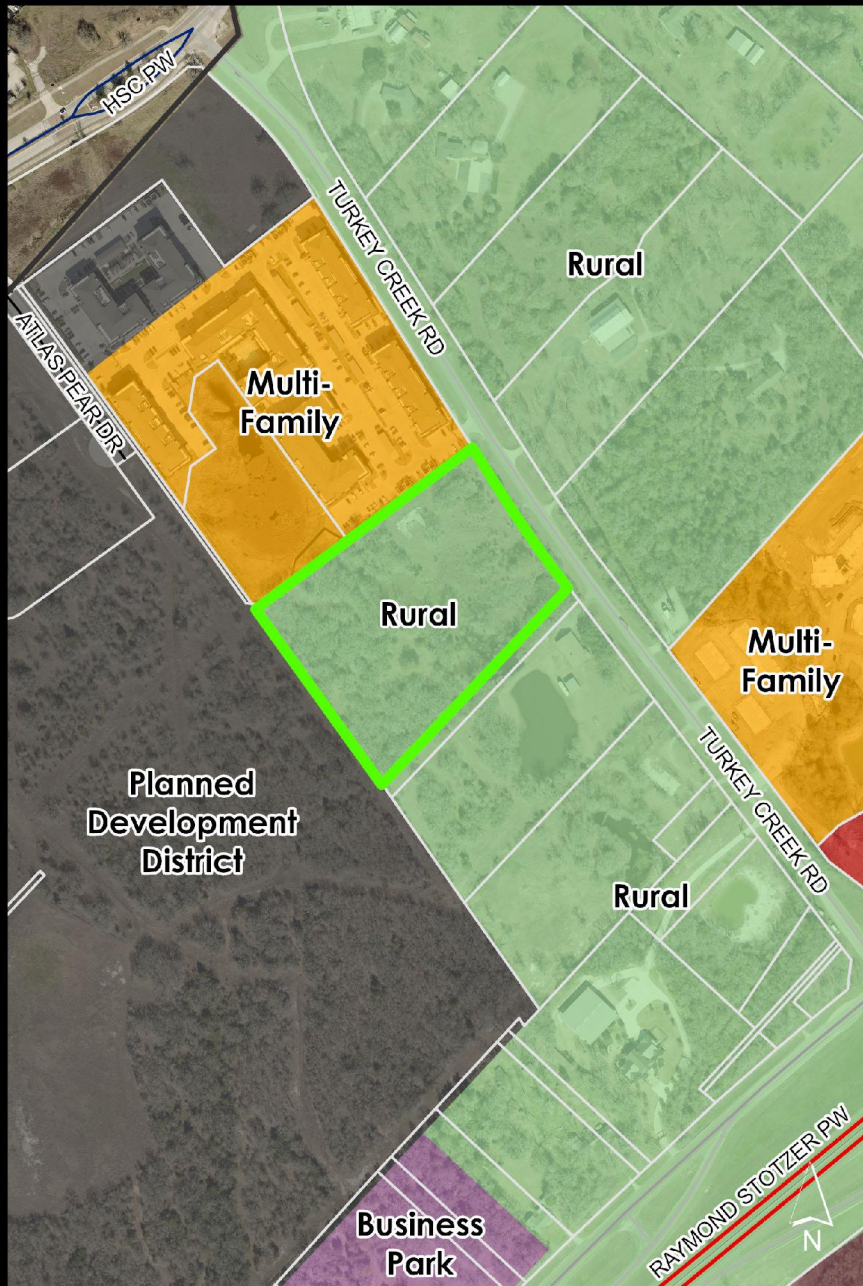
N/A

EXISTING

Future Land Use



EXISTING Zoning



PROPOSED Zoning

