



College Station, TX

Meeting Agenda
Economic Development Master Plan Steering Committee
College Station Visitor Center
1207 Texas Avenue
College Station, TX 77840

The City Council may or may not attend this meeting.

February 27, 2026

8:30 AM

1207 Event Space

1. Welcome and Introductions.

2. Agenda Items.

2.1. Presentation, discussion, and possible action on the implementation of the Economic Development Master Plan.

3. Adjourn.

Adjournment into Executive Session may occur in order 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 16, 2026 at 5:00 p.m.


Deputy 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.

February 27, 2026
Item No. 2.1.
Economic Development Master Plan

Sponsor: Michael Ostrowski, Chief Development Officer

Reviewed By CBC: Economic Development Committee

Agenda Caption: Presentation, discussion, and possible action on the implementation of the Economic Development Master Plan.

Relationship to Strategic Goals:

- Diverse & Growing Economy

Recommendation(s): Staff recommends that the committee receive the presentation.

Summary: The City entered into an agreement with TIP Strategies, Inc. on May 8, 2025, to provide consultant services related to the development of an update to our Economic Development Master Plan. In the subsequent months, TIP conducted extensive research and stakeholder engagement, along with numerous touchpoints with City staff, the City Council's Economic Development Committee, and the Economic Development Master Plan Steering Committee.

In September 2025, following an update presentation to the City Council, the consultant, together with City staff, facilitated an "Opportunity Workshop" to identify and discuss prospective strategies and opportunities considered during the implementation phase of the plan. This included developing College Station's economic development priorities, areas of focus, and resource allocation.

It is expected that the plan will be presented to the Planning & Zoning Commission and City Council on February 19 and 26, 2026, respectively. Following the City Council presentation, this meeting will serve as the "Implementation Workshop" with the consultant. Committee members, along with City staff and other key economic development stakeholders, will walk through the plan's implementation matrix to establish shared ownership, review prospective tasks, and develop an ongoing cadence of engagement.

Budget & Financial Summary: N/A

Attachments:

1. Economic Development Master Plan



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.

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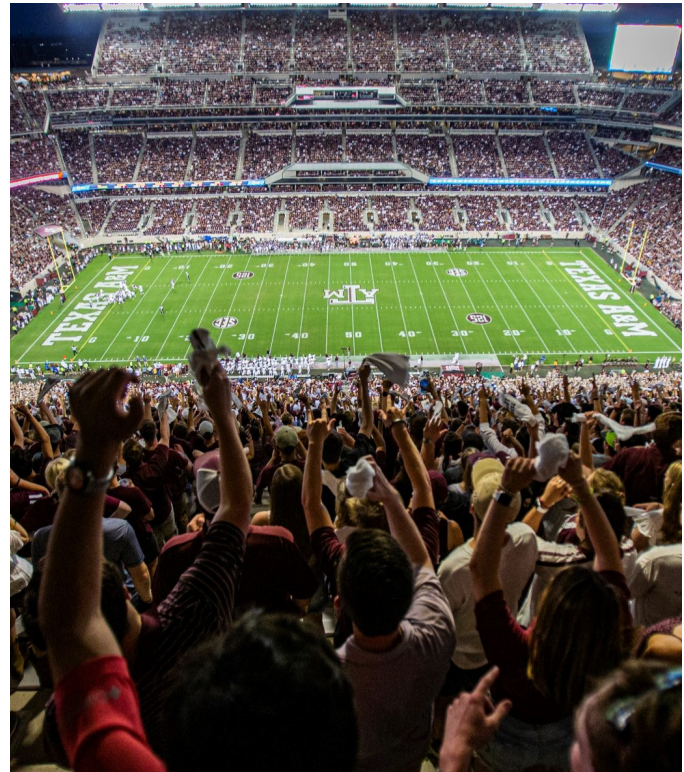
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THE COLLEGE TOWN OF TEXAS

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

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

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

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

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.

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.

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

- 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

<p>HEALTHCARE</p> 	<p>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.</p> <p>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.</p>
<p>LIFE SCIENCES, BIOTECH, & ANIMAL HEALTH</p> 	<p>Description. Includes biology-related R&D, biomanufacturing, and innovative biotechnology companies for both human and animal health applications, such as agri-tech.</p> <p>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).</p>
<p>PROFESSIONAL SERVICES</p> 	<p>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).</p> <p>Niches. Financial, real estate, and software/information technology service providers. For example, some semiconductor, advanced manufacturing, and engineering services fall under this category.</p>
<p>AEROSPACE, NATIONAL SECURITY, & ENERGY</p> 	<p>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.</p> <p>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.</p>
<p>RETAIL, HOSPITALITY, & ENTERTAINMENT</p> 	<p>Description. Includes food and beverage, hotel accommodations, conference and event spaces, and clothing/general merchandising.</p> <p>Niches. Sports tourism, conference-supporting opportunities, and neighborhood-serving, experiential retail and entertainment, which promote diversity in place-based experiences.</p>

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
<ul style="list-style-type: none">• 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
<ul style="list-style-type: none">• 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 <ul style="list-style-type: none">• Increase affordable and workforce housing options.
P	PLACEMAKING <ul style="list-style-type: none">• 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 <ul style="list-style-type: none">• Equip infrastructure to support population growth and business development.
T	TARGET INDUSTRIES AND BUSINESS ATTRACTION <ul style="list-style-type: none">• 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 <ul style="list-style-type: none">• 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 <ul style="list-style-type: none">• Develop a local identity beyond Texas A&M.
C	INSTITUTIONAL COORDINATION <ul style="list-style-type: none">• 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
 <p>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.</p>	
 <p>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.</p>	
 <p>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.</p>	
 <p>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.</p>	
 <p>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.</p>	
 <p>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.</p>	
 <p>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.</p>	
 <p>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.</p>	
 <p>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.</p>	
 <p>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.</p>	
 <p>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.</p>	

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

 <h2>Strengths</h2> <p>Assets and resources to build on</p>	 <h2>Weaknesses</h2> <p>Potential limits to economic growth</p>
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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
 <h2>Opportunities</h2> <p>Competitive advantages, positive trends</p>	 <h2>Threats</h2> <p>Unfavorable factors, trends (often external)</p>
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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.



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