

FEBRUARY 26, 2026

# CITY OF COLLEGE STATION ECONOMIC DEVELOPMENT MASTER PLAN

## CITY COUNCIL PRESENTATION

- ▶ TRACYE MCDANIEL, PRESIDENT
- ▶ JOHN KARRAS, VP BUSINESS DEVELOPMENT
- ▶ ERICA COLSTON, CONSULTANT



Photo Credit: City of College Station

# AGENDA

- ▶ EDMP Overview
- ▶ Strategic Framework
- ▶ Operationalizing the Plan



# OVERVIEW

# PROJECT SCHEDULE



# STAKEHOLDER ENGAGEMENT OVERVIEW

*About 140 unique participants contributed to this plan through multiple touchpoints*

<b>140+</b> <b>COMMUNITY TOUCHPOINTS</b>	<b>85+</b> <b>LEADERSHIP TOUCHPOINTS</b>	<b>65+</b> <b>ROUNDTABLE PARTICIPANTS</b>	<b>20+</b> <b>ORGANIZATIONS INTERVIEWED</b>	<b>3</b> <b>SITE VISITS CONDUCTED</b>
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 and Expansion • City Staff • Economic Sustainability • Education and Workforce • Entrepreneurship and Innovation • Infrastructure and 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.

# ECONOMIC DATA ANALYSIS

TIP compiled an interactive Tableau file, assessing the following quantitative data components



## CITYWIDE BASELINE & PEER ANALYSIS

### DEMOGRAPHICS

Population Trend	Population Change
City Share of MSA Population	
Population Drivers	Population Pyramid
Texas Triangle Peer Map	
Socioeconomic Peers	Socioeconomic Map

### EMPLOYMENT & INDUSTRIES

Employment Trend	Employment Recovery
City Share of MSA Employment	
Employment Annual Change	
Major Industries	
Industry Employment Share of MSA	
Net Employment Change by Industry	
Industry Trends	Industry Specialization

### COMMERCIAL PROPERTY DYNAMICS

Texas Triangle Peer MSA Comparisons
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## INNOVATION INFRASTRUCTURE

### PRIORITY SECTOR ALIGNMENT

Job Posting Demand	Job Qualifications	Skills Needed	Job Posting Trends
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### WORKFORCE ALIGNMENT | Postsecondary

Awarding Institutions Map	General Program Distribution	General Program Trends
Detailed Program Distribution		Detailed Program Trends

### WORKFORCE ALIGNMENT | Alternative career paths

CTE Learners Map	Apprenticeship Trends	Apprentice Organizations
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### CAPITAL INVESTMENT | Private

Investment Value	Investment Distribution	Investment Timeline
Out of State Investors	Investment Destination	Investment Origins
Venture Equity Timeline	Venture Equity Destinations	Venture Equity Stages
Venture Equity Origins		Venture Equity Investors

### CAPITAL INVESTMENT | Public

SBIR / STTR Locations	SBIR / STTR Timeline	SBIR / STTR Recipients
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### CAPITAL INVESTMENT | Academic

R&D Expenditures	R&D by Field of Study
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## COMMERCIAL REAL ESTATE & DEVELOPMENT OPPORTUNITIES

### FISCAL TRENDS

Revenue & Debt
Property Taxes
Sales Taxes

### COMMERCIAL PROPERTY & LAND USE

Commercial Real Estate Comparisons
Commercial Real Estate Share of MSA
Commercial Real Estate Maps
Infrastructure & Developable Land Maps
Priority Districts & Density

# PROJECT GOAL

To prepare a **five-year** economic development master plan that provides a roadmap for **sustainable economic growth and development** tailored to the needs and opportunities of College Station.

# WHY THIS MASTER PLAN MATTERS

*Translating challenges into opportunities*

## Challenges:

Transient student population and talent retention gaps, housing affordability pressures, limited office, industrial, and starter commercial space, infrastructure strain and organizational silos

## Outcomes:

Diversify the economy and expand private-sector growth, build vibrant, mixed-use districts with strong identity, strengthen the innovation and entrepreneurship ecosystem, improve workforce development and collaboration across partners

## Assets:

- ▶ Visitor economy and regional hub for retail, amenities, and entertainment
- ▶ Texas A&M's research, talent, and innovation engine
- ▶ Strategic location in the Texas Triangle
- ▶ High educational attainment, strong quality of life, and community appeal
- ▶ Growing tech transfer, commercialization, and RELLIS proximity

# VISION

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

# PLAN FRAMEWORK: GOAL AREAS



## 1. IDENTITY

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



## 2. INDUSTRY

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



## 3. INNOVATION

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



## 4. IGNITION

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

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# STRATEGIC FRAMEWORK



## GOAL 1. IDENTITY WHY IT'S IMPORTANT

- ▶ Leverage the high visibility of Texas A&M—especially its student base and tourism draw—without being exclusively defined by it
- ▶ Balancing the City's university-focused character with the needs of a growing community
- ▶ Improving talent retention factors across different age groups, backgrounds, and lifestyle preferences; addressing mid-career outmigration

# GOAL 1 OVERVIEW: IDENTITY

## STRATEGIC INITIATIVES

- 1.1. Establish distinctive, place-based districts, promoting balance between university and resident communities.
- 1.2. Launch a City real estate strategy that prioritizes prime site opportunities.
- 1.3. Position College Station as a destination for year-round tourism and asset activation.
- 1.4. Enhance specific quality of life factors through connectivity and place-based initiatives.



## GOAL 1 AT-A-GLANCE

- 4 Strategies to achieve the goal
- 17 Action items to accomplish strategies
- 30 Tactics for implementing actions
- 51 Total strategies, actions, & tactics**

## MEASURING SUCCESS

### SAMPLE INDICATORS

- ▶ Tax revenue from new development/redevelopment projects
- ▶ Annual hotel tax revenues

### SAMPLE METRICS

- ▶ Estimated return on investment (ROI) for real estate projects
- ▶ Number of marketing touchpoints for districts (e.g., web, social media, and print media)

# Titletown District

*Green Bay, WI*

- ▶ Titletown District (45 acres mixed-use) adjacent to Lambeau Field
- ▶ Hotel, breweries, 10-acre park and plaza, residential
- ▶ Office space, Bellin Health sport medicine facilities, office space, TitletownTech venture capital fund





## GOAL 2. INDUSTRY

### WHY IT'S IMPORTANT

- ▶ Broaden the City's employment base beyond education/hospitality to grow primary jobs
- ▶ Diversify the commercial and industrial tax base by attracting and retaining target sector industries
- ▶ Encourage small business growth as essential contributors to the City's identity

# GOAL 2 OVERVIEW: INDUSTRY

## STRATEGIC INITIATIVES

- 2.1. Focus attraction and retention efforts on strategic growth areas and target industries.
- 2.2. Enhance workforce and talent development efforts to meet industry demand.
- 2.3. Support the growth of existing small businesses and local market-serving entrepreneurs as important contributors to the City's identity.



## GOAL 2 AT-A-GLANCE

- 3** Strategies to achieve the goal
- 15** Action items to accomplish strategies
- 37** Tactics for implementing actions
- 55** **Total strategies, actions, & tactics**

## MEASURING SUCCESS

### SAMPLE INDICATORS

- ▶ Job creation/growth
- ▶ Tax base growth/diversification

### SAMPLE METRICS

- ▶ Number of in-person visits to existing businesses in College Station
- ▶ Number of meetings with corporate site selectors, real estate professionals, landowners



## GOAL 3. INNOVATION

### WHY IT'S IMPORTANT

- ▶ Coordinate innovation ecosystem partners to retain university-affiliated spinouts
- ▶ Use local research and innovation assets to attract startup companies from competitive markets
- ▶ Improving specific innovation ecosystem components (mentorship, wet lab space, competitions and events, etc.)

# GOAL 3 OVERVIEW: INNOVATION

## STRATEGIC INITIATIVES

- 3.1.** Retain and expand local science and tech-driven employers in College Station across all industry types, with particular attention to target sectors.
- 3.2.** Attract science and tech-driven employers from competitive markets by showcasing College Station's innovation ecosystem assets across target sectors.
- 3.3.** Enhance innovation ecosystem components that support science and tech-based entrepreneurs, also known as startups, to facilitate business growth.



## GOAL 3 AT-A-GLANCE

- 3** Strategies to achieve the goal
- 15** Action items to accomplish strategies
- 17** Tactics for implementing actions
- 35** **Total strategies, actions, & tactics**

## MEASURING SUCCESS

### SAMPLE INDICATORS

- ▶ Growth in incubator, accelerator, coworking, wet lab space (by SF, or by number of entities)
- ▶ New patents/intellectual property registered

### SAMPLE METRICS

- ▶ Number of startup founders participating in local incubation or accelerator spaces
- ▶ Number of startup founders receiving technical assistance



## GOAL 4. IGNITION

### WHY IT'S IMPORTANT

- ▶ Refine local and regional economic development relationships, structures, commitments, and practices
- ▶ Tapping into statewide opportunities through College Station's unique position
- ▶ Optimize the success of the economic development team's highest-stakes priorities

# GOAL 4 OVERVIEW: IGNITION

## STRATEGIC INITIATIVES

- 4.1. Ensure the effectiveness of the EDMP by enhancing partnerships with local and regional partners through regular communications and collaborations.
- 4.2. Position College Station as a strong regional and state-level economic leader and business-friendly community.
- 4.3. Equip the City of College Station's economic development team with tools, resources, and structure to deliver results in implementation of the EDMP.
- 4.4. Bring awareness to the community about the City's economic development goals and the importance of specific topics, like redevelopment and innovation.



## GOAL 4 AT-A-GLANCE

- 4 Strategies to achieve the goal
- 17 Action items to accomplish strategies
- 30 Tactics for implementing actions
- 51 Total strategies, actions, & tactics**

## MEASURING SUCCESS

### SAMPLE INDICATORS

- ▶ Additional transportation routes (air, luxury bus) between Texas Triangle cities
- ▶ Increase in working population aged 25-34

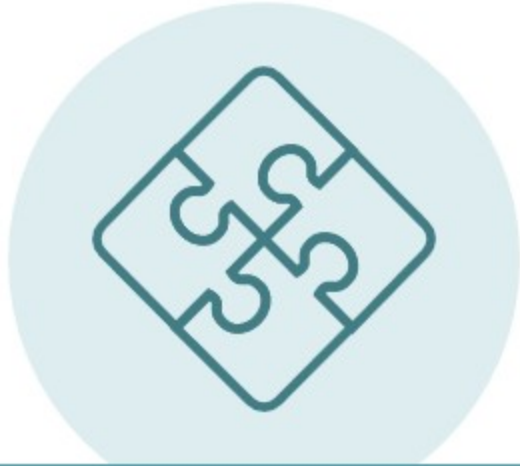
### SAMPLE METRICS

- ▶ Attendance at industry conferences, local and regional alliance meetings and events
- ▶ Number of "hits" to talent attraction specific webpages and social media

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# **OPERATIONALIZING THE PLAN**

# EDMP SUCCESS FACTORS



**SYNERGISTIC  
GOALS**



**PERFORMANCE  
MEASURES**



**COLLABORATIVE  
STRUCTURES**



**FINANCIAL TOOLS**

# WORKING DRAFT: EDMP COLLABORATIVE IMPLEMENTATION

	LEAD ORGANIZATION	SUPPORTING PARTNERS	TIMELINE FOR INITIATING ACTION				STATUS	FREQUENCY	PRIORITY	REQUIRED RESOURCES	METRICS	KEY ACCOMPLISHMENTS / NOTES
			ONGOING	0-6 months	6-12 months	1-3 years						
<b>Goal 1. Identity   Cultivate university and community synergies to create dynamic, authentic districts that attract residents, businesses, students, and visitors.</b>												
<b>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.</b>												
<b>1.1.1. Resident-University Convergence.</b> Cultivate intentional interactions between College Station's campus-oriented and off-campus communities into the City's overall district planning.	City of College Station	Texas A&M, B/CS Chamber	■	■					MEDIUM	\$		
<ul style="list-style-type: none"> <li>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.</li> </ul>	City of College Station			■					MEDIUM	\$		
<ul style="list-style-type: none"> <li>Support implementation of the Northeast Gateway Redevelopment Plan. Leverage the district's position to create lasting impressions of College Station's overall identity.</li> </ul>	City of College Station			■					MEDIUM	\$		
<ul style="list-style-type: none"> <li>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&amp;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.</li> </ul>	City of College Station	Texas A&M	■	■					MEDIUM	\$		
<b>1.1.2. Off-Campus Lifestyle.</b> Define and support districts in south College Station that can attract family-oriented and retiree audiences.	City of College Station		■	■					MEDIUM	\$\$		

# RECOMMENDED IMPLEMENTATION STRUCTURE



## Each Working Group will:

- ▶ Meet regularly for at least 6 months, identify resources, and reassess cadence at that time.
- ▶ Use the **implementation matrix** to manage initiatives for each goal area
- ▶ Leverage the **City's Economic Development Committee** to **report** progress.
- ▶ **Group members may change over time to better align with priority strategies, actions, or tactics**

## WHERE DO WE GO FROM HERE?

- ▶ Council Resolution (Feb 26)
- ▶ Implementation workshop (Feb 27)
- ▶ Working groups meet onward

## ANTICIPATED OUTCOMES

- ▶ Diversified economic base and thriving business environment
- ▶ Connected workforce and innovation ecosystems
- ▶ Enhanced quality of life appeal to multiple audiences
- ▶ College Station positioned as a vibrant university community



CITY OF COLLEGE STATION  
*Home of Texas A&M University\**

ECONOMIC DEVELOPMENT MASTER PLAN

February 2026

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**QUESTIONS?**

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# THANK YOU



13492 N Hwy 183  
Suite 120-254  
Austin, TX 78750

+1 512 3439113

[www.tipstrategies.com](http://www.tipstrategies.com)

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*Based in Austin  
with offices coast to coast*