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**Mayor**

Nancy Berry

**Mayor Pro Tem**

John Crompton

**City Manager**

Glenn Brown

**Council members**

Jess Fields

Dennis Maloney

Katy-Marie Lyles

Dave Ruesink

Jana McMillan

**Agenda**

**College Station City Council Retreat  
Friday, January 21, 2011 8:00 a.m.  
College Station Utilities Training Facility  
1603 Graham Road  
College Station, Texas**

1. Call meeting to order.
2. Presentation, possible action, and discussion regarding the Recreation, Parks and Open Space Master Plan and Parks Development Model.
3. Presentation, possible action, and discussion on the status of the new Recreation Fund included in the FY 11 Budget.
4. Presentation, possible action, and discussion concerning an alternative to address the administrative office space needs, the need for a larger city council chamber, and more public meeting space.
5. Presentation, possible action, and discussion regarding the proposed Community Development project at 204-220 Holleman Drive East.

6. Executive Session

Consultation with Attorney {Gov't Code Section 551.071}; possible action. The City Council may seek advice from its attorney regarding a pending or contemplated litigation subject or settlement offer or attorney-client privileged information. Litigation is an ongoing process and questions may arise as to a litigation tactic or settlement offer, which needs to be discussed with the City Council. Upon occasion the City Council may need information from its attorney as to the status of a pending or contemplated litigation subject or settlement offer or attorney-client privileged information. After executive session discussion, any final action or vote taken will be in public. The following subject(s) may be discussed:

Litigation

- a. City of Bryan's application with TCEQ for water & sewer permits in Westside/Highway 60 area, near Brushy Water Supply Corporation to decertify City of College Station and certify City of Bryan
- b. City of Bryan suit filed against College Station, Legal issues and advise on Brazos Valley Solid Waste Management Agency contract, on proposed methane gas contract
- c. Water CCN / 2002 Annexation / Wellborn Water Supply Corporation
- d. Weingarten Realty Investors v. College Station, Ron Silvia, David Ruesink, Lynn McIlhaney, and Ben White

## City Council Retreat Agenda

Friday, January 21, 2011

- e. Chavers et al v. Tyrone Morrow, Michael Ikner, City of Bryan, City of College Station, et al
- f. Clancey v. College Station, Glenn Brown, and Kathy Merrill

Legal Advice

- a. Legal Issues Related to Wellborn Annexation
- b. Legal Issues Related to Recall Petitions
- c. Legal issues of purchase and lease back to Arts Council
- d. Discussion of Legal Issues Regarding: Creation of a Special Biocorridor District

Personnel {Gov't Code Section 551.074}; possible action

The City Council may deliberate the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer. After executive session discussion, any final action or vote taken will be in public. The following public officer(s) may be discussed:

- a. City Manager

- 7. Action on executive session.
- 8. Presentation, possible action, and discussion regarding citizen interaction at Council Meetings.
- 9. Presentation, possible action, and discussion regarding a Sunset Review of City Boards and Commissions.
- 10. Presentation, possible action, and discussion regarding a City Charter Review.
- 11. Presentation, possible action, and discussion regarding the City's potential role in the County Commissioners Court redistricting process.
- 12. Presentation, possible action, and discussion regarding a review of the current Strategic Plan and Council's Prioritized Goals and Actions.
- 13. Adjourn.

Notice is hereby given that a City Council Retreat of the City Council of the City of College Station, Texas will be held on the 21<sup>st</sup> day of January, 2011 at 8:00 pm in the College Station Utilities Training Facility, 1603 Graham Road, College Station, Texas. The following subjects will be discussed, to wit: See Agenda

Posted this 16th day of January, 2011 at 2:00 pm

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Tanya McNutt, Deputy City Secretary

I, the undersigned, do hereby certify that the above Notice of Meeting of the Governing Body of the City of College Station, Texas, is a true and correct copy of said Notice and that I posted a true and correct copy of said notice on the bulletin board at City Hall, 1101 Texas Avenue, in College Station, Texas, and the City's website, [www.cstx.gov](http://www.cstx.gov) . The Agenda and Notice are readily accessible to the general public at all times. Said Notice and Agenda were posted on January 16, 2011 at 2:00 pm and remained so posted continuously for at least 72 hours proceeding the scheduled time of said meeting.

City Council Retreat Agenda

Friday, January 21, 2011

This public notice was removed from the official board at the College Station City Hall on the following date and time: \_\_\_\_\_ by \_\_\_\_\_.

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2011.

CITY OF COLLEGE STATION, TEXAS

By \_\_\_\_\_

Subscribed and sworn to before me on this the \_\_\_\_\_ day of \_\_\_\_\_,

\_\_\_\_\_ Notary Public – Brazos County, Texas My commission expires: \_\_\_\_\_

This building is wheelchair accessible. Handicap parking spaces are available. Any request for sign interpretive service must be made 48 hours before the meeting. To make arrangements call (979) 764-3517 or (TDD) 1-800-735-2989. Agendas may be viewed on [www.cstx.gov](http://www.cstx.gov). Council meetings are broadcast live on Cable Access Channel 19.

**January 21, 2011  
Council Retreat Agenda No. 2  
Recreation, Parks and Open Space Master Plan and Parks Development  
Model**

**To:** Glenn Brown, City Manager

**From:** David Schmitz, Interim Director of Parks and Recreation  
Bob Cowell, AICP, CNU-A, Director of Planning & Development Services

**Agenda Caption:** Presentation, possible action, and discussion regarding the Recreation, Parks and Open Space Master Plan and Parks Development Model.

**Recommendation:** Staff recommends the Council provide direction and clarification on the items discussed in the presentation.

**Summary:** In response to the adoption of the City's Comprehensive Plan and to numerous discussions by the City Council over the past couple of years, the staff has initiated a series of efforts designed to respond to changing conditions and expectations in the delivery of the City's parks and recreation facilities and services. This response includes a change in leadership and direction, updating of the City's Recreation, Parks, and Open Space Master Plan, and the development of a revised Parks Development Model.

The presentation and discussion at the Council retreat will focus on the concepts detailed in the updated Master Plan and the Parks Model. Staff has been working closely with the Parks and Recreation Advisory Board and the Planning & Zoning Commission in the development of this information and before proceeding to completion would like further direction from the City Council.

**Budget & Financial Summary:** Will be developed with the Master Plan

**Attachments:**

1. Draft Executive Summary of Master Plan update

Open Space, Parks, and Recreation Master Plan  
Executive Summary - Draft

January 21, 2011

*“Provide a diversity of facility and leisure services which are geographically accessible to our citizens”*  
– Parks and Recreation Department mission statement

By Year 2020 we will.....

In the Year 2020, it is projected that the City of College Station will have a population of nearly 114,000 (20,000 more than today). Between now and then, we want to accomplish the following:

- Continue to use parks and open space to define the character of neighborhoods, corridors, districts, and therefore the entire City
- Retain accreditation status with the National Parks and Recreation Association
- Add neighborhood parkland as needed to continue to provide at least 3.5 acres of neighborhood parkland for every 1,000 residents
- Add community parkland as needed to continue to provide at least 3.5 acres of community parkland for every 1,000 residents
- Complete all voter-approved capital projects
- Develop Southeast Community Park on Rock Prairie Road and acquire land for a site for a new Community park in the Southwest portion of the City
- Increase the amount of parkland and open space located in close proximity (<1,500 feet) to residences
- Increase the number of trees planted and preserved in existing parks, existing and new city facilities, and along city streets
- Renovate and upgrade existing neighborhood parks to intergenerational standards
- Increase and enhance pedestrian and bicycle connectivity to and between parks and open space
- Develop a community center
- Fully implement the Green Parks and Recreation Program (waste reduction and recycling, water conservation, land uses, air quality, and energy conservation)
- Develop a Park Enterprise Fund and other sources of revenue to sustain recreation program and facility enhancements
- Enhance partnerships with private development interests and other public entities in the provision of park, open space, and recreation offerings
- Increase the diversity of park types and develop design guidelines and standards for each

### Why Parks, Open Space, and Recreation Programs Matter in College Station

Why are parks, open space, and recreation programs important to the residents of the City of College Station? There are many and varied reasons parks, open space, and recreation programs are important components to the success of the City and to the lives of its many residents. These reasons range from the esoteric – the role parks and open space play in the physical growth pattern of the City to the very practical – locations for children to play and for adults to remain active and healthy.

Recent surveys and focus groups of city residents noted their belief that parks, open space, and recreation programs play a critical role in the prevention of youth crime, enhancing real estate values,

and improving health within the community. These same respondents indicated a desire to focus on “greening the City”, improving the City’s network of trails, continuing high levels of maintenance for parks and facilities, and continuing to offer high-quality youth-oriented programs. Further, these same respondents (nearly 90%) indicated a preference for maintaining or increasing funding for parks, open space, and recreation programs. Recent voter-approved funding initiatives for additional park development, open space acquisition, and recreation programs further validate the significance residents place on parks, open space, and recreation in College Station.

For the purposes of this overview, a brief explanation of the role parks, open space, and recreation programs can play in neighborhood and community character, property value and tax revenue enhancement, and health and wellness will be provided.

- Neighborhood and Community Character

Since its founding, neighborhoods within College Station and the very pattern of the City itself, has been greatly influenced by the location and design of its parks and open space. The City’s first park (Thomas Park) was established in 1938, the same years as the City’s incorporation. Thomas Park’s central location within the surrounding neighborhood established much of this neighborhood’s unique character, impacted its development pattern, and provided ready access to recreation opportunities. Similar patterns of development can be found throughout the City in neighborhoods as diverse as Oakwood with Brison Park, Edelweiss with Edelweiss Park, Lincoln Street Neighborhood with the Lincoln Center and W.A. Tarrow Park, and Pebble Creek with Lick Creek Park. The fact is that for essentially all of its history, the City of College Station has been a city of neighborhoods built around parks and open space networks.

The recently updated Comprehensive Plan envisions nothing less in the future. The plan is built around a land use concept that results in places of distinction, that is, neighborhoods of enduring character, corridors and districts with unique natural and man-made features, preserved rural areas, and a context sensitive mobility system. Parks and open space are critical to this vision. The Comprehensive Plan establishes the following as the goal for the City’s future parks and recreation system – a diversity of parks, greenways, and the arts for the leisure and recreation as well as for the entertainment, education, and culture to achieve a high quality of life for all residents and visitors.

*Parks have and are expected to continue to play an integral role in the character of neighborhoods and the City as a whole.*

- Property Value and Tax Revenue Enhancement

One of the many benefits associated with the parks and open space provided in College Station has been the increase in property values near such areas. Extensive research has

been conducted nation-wide demonstrating that properties located near parks and open space benefit with higher property values, which in turn also typically result in higher tax revenues to the City. One such study in the Dallas-Fort Worth area demonstrated a 20% premium for properties located within 100-200 feet of a park. Even properties located as far as 1,500 feet from a park saw an increase in values. Further, parks and open space are a highly desired amenity by many, increasing the marketability of new developments, providing a benefit to those developing and marketing such projects.

Local examples of this dynamic can be seen throughout the City. Properties fronting on Thomas or Brison Park, properties backing along the protected open space of Lick Creek Park, and the entire Wolf Pen District are but a few examples of local property values that benefit substantially from their proximity to parks or open space. One of the most effective ways for the City to increase its tax revenues is by taking steps that add value to existing properties. This is seen every time the City constructs a new road through open land or extends a sewer line to a property. A very cost-effective way to realize such increases is through the protection of open space, especially those that offer recreation opportunities with limited maintenance responsibilities – such as urban forests, greenways, etc.

*Parks and open space have played a significant role in increasing the value and marketability of property in the City and are expected to do so into the future.*

- Health and Wellness

Regular physical activity increases life expectancy, reduces the risk of obesity and the many-related health issues. The Center for Disease Control estimates that nation-wide an estimated 17% of children and adolescents are obese. Studies indicate that children that are obese are far more likely to become adults that are obese. The CDC estimates that between 1998 and 2000, the State of Texas spent \$5.3 Billion on obesity related medical expense. The CDC reports that the design of neighborhoods and communities that result in less walkability, the lack of sidewalks and bicycle facilities, and lack of access to safe places to play as major contributors to low rates of physical activity by adults and children.

Parks provide amenities such as playgrounds, trails, and athletic fields that encourage physical activity. The structured and regular programming of these parks and other city facilities for activities such as organized sports, after school care, etc help ensure the opportunities to engage in physical activities are maximized. National surveys indicate that nearly 90% of all Americans participate in at least some form of outdoor recreation annually. In College Station, recent surveys and focus groups indicate that nearly 40% of residents visit a City park and nearly 34% use a walking or biking trail once a week or more.

National studies indicate that park use and physical activity increases as parks are located in closer proximity to residences. The same studies indicated that the communities that have

more park facilities also have populations reporting more physical activity levels. Further, these studies indicate that organized recreation programs, good park maintenance, and specific types of facilities (such as playgrounds and skate parks), increase physical activities, especially among children.

*The number, design, and location of parks and recreation facilities play a significant role in the rate of physical activity, which itself is a major contributor to the health and wellness of children and adults.*

## Current Conditions

It is always helpful to understand where one is before setting out on a different path. The development of the master plan is no exception. The following is intended to provide a snapshot of some of the most critical factors in parks, open space, and recreation planning.

- Population and Housing

The population of College Station is currently estimated at nearly 94,500. At the time of the adoption of the current Parks Master Plan (2003) it was estimated that the population of the City of College Station was approximately 78,300. Therefore, it is estimated that the population of the City has increased by approximately 16,200 or 21% between 2003 and 2010.

It is estimated that there are currently slightly more than 36,000 dwelling units present in College Station. It is estimated that at the time of the adoption of the current Master Plan (2003) there were approximately 31,000 dwelling units. Therefore, it is estimated that the number of dwelling units in the City have increased by approximately 5,000 or 16% between 2003 and 2010.

- Current System

The City of College Station currently has nearly 1,200 acres of developed parklands and approximately 118 acres of undeveloped parkland. In 2003, the system consisted of nearly 560 acres of developed parkland and approximately 640 acres of undeveloped parklands, thus the entire system has grown by about 120 acres of 9% between 2003 and 2010.

The City also currently maintains more than 30 miles of striped bike lanes, 130 miles of sidewalks, and 8 miles of multi-use paths. The City has also acquired more than 500 acres of flood-prone property through the greenway program.

The Department provides a wide range of programs, which serve not only College Station's population but also residents of Bryan and Brazos County. Aquatics programs include swim

lessons, aquatic camps, water aerobics, and lifeguard training. Organized athletic leagues for adults and youth include basketball, flag football, softball, tennis, volleyball, and track and field.

The Department sponsors a number of annual educational programs, celebrations, and joint events with local entities. The Arbor Day Celebration, Black History Month, and a Certified Pool Operators Course are but a few examples. In association with the College Station Independent School District, the Parks and Recreation Department's "XTRA Education" program offers over 165 classes in leisure learning, including such fields as dance, the culinary arts, music and voice, and computers. The two entities also co-sponsor "Kids Klub," an after-school enrichment program for children in grades pre-kindergarten through sixth, and a jointly operated natatorium at the Junior High School (now College Station Middle School).

Since 2003, the addition of a number of program include but are not limited to kickball as an organized athletic league, Sister Cities Event, International Scholars Picnic, as well as the "Starlight Music Series held at the Wolf Pen Creek Amphitheater.

The survey conducted and focus groups held in anticipation of the development of the master plan indicate that approximately 40% of the residents in College Station visit a neighborhood or community park at least once a week. This same information indicated that nearly 34% of residents use a walking/bike trail at least once a week, nearly 30% use a city swimming pool at least once a month, and more than 50% indicated they attend an event or festival at least a few times each year. Playgrounds, ponds, and picnic areas are also used frequently.

In 2003, it was estimated that there were 130,000 visits to the city's swimming pools annually. By 2009, this number had increased to 139,000. In 2003, it was estimated that nearly 3,000 participated in Xtra Education classes. This number remained virtually unchanged by 2009. In 2003, it was estimated that there were nearly 49,000 visits to the Wolf Pen Creek Amphitheater. By 2009, this number had increased to nearly 185,000. In 2003, , it was estimated that there were approximately 68,000 visits to the Lincoln Center. By 2009, this number had increased to nearly 83,000.

- Current Funding

The Parks and Recreation Department's operating budget of \$8,349,027 (FY 2010-11) is approximately 3.6% of the City's total budget of \$233,465,937 (represents 13.8% of the total general fund). Currently, the Department has 88 full-time budgeted positions (out of a total City government staff of approximately 924.5 full-time equivalent positions).

In 2003, the Department's operating budget was \$6,091,330, approximately 16% of the City's total budget. There were 72 full-time budgeted positions. The budget has grown by \$2,257,697 or 27% and 16 budgeted positions since 2003. Total spending on parks and recreation services is currently \$88.35 per capita (based on population estimate of 94,500). In 2003, per capita spending was \$77.79. There has been an increase of 12% or \$10.56.

By Ordinance the City requires that residential development provide developed parkland with projects or fees in lieu. The intent of this ordinance is to ensure that parks and recreation needs associated with new development are primarily paid by the new residents creating the increased demand. The City recently increased the fees associated with neighborhood parks and added a fee for community parks to ensure that the funds collected were keeping pace with the costs of providing such facilities.

Between 2003 and 2010, the City collected nearly \$3.8 Million in parkland dedication park development fees. These fees are in addition to land dedicated and parks developed concurrent with development, though this number has been relatively small in recent years. During this same time, the City expended from these funds XXXXX on parkland acquisition and XXXXX on parkland development.

- Adopted Standards and LOS

Most communities evaluate need and establish standards for levels of service following three approaches. One approach is the standards based approach, referencing adopted standards of the National Recreation and Park Association. The second approach is the demands based approach, referencing community-based input from such sources as surveys, focus groups, and task forces. The third approach is the resource based approach, referencing the natural and man-made features present in the community that may warrant protection or offer recreation opportunities.

For a number of years, the City has had an objective of retaining at least 7 acres of parkland per 1,000 residents while accommodating population growth. Using the population estimate of 84,500 City residents (94,500 residents minus the 10,000 students living on campus) and the 1,318 acres of parkland in the system there is an average of 7.5 acres of parkland available for every 1,000 residents. *This calculation excludes* the two regional parks (Lick Creek Park and Veterans Park) and the arboretum. In 2003, there was an average of 8.92 acres of parkland available for every 1,000 residents. Since 2003, there has been a decrease of 1.42 acres of parkland for every 1,000 residents. Though this metric is best established by local preference, for comparison purposes, a recent study conducted by the Trust for Public Land found that the median value for U.S. cities of varying density, was approximately 13 acres of parkland per 1,000 residents.

The reduction in acres of parkland per 1,000 acres in recent years is likely due to several variables, but most certainly, the challenges associated with securing land for park development, the City's preference for fewer, larger parks, and concerns over the availability of funds to cover long-term operations and maintenance costs have resulted in a slower pace of park development. It is anticipated that these challenges are likely to remain in the future if a different approach is not pursued.

Based on the afore-mentioned approaches to establishing levels of service, if the City adds no additional parkland, it is projected that the city will be nearly 60 acres deficient in neighborhood parkland and more than 90 acres deficient in community parkland, resulting in a decrease in the acres of parkland per 1,000 residents to a value of approximately 5.6 acres of parkland per 1,000 residents. Additionally, based on the same approaches, the City is need of additional adult athletic fields, basketball courts, flag football fields, open play areas, picnic tables, community centers, shelters, soccer fields, tennis courts, walking trails, and youth athletic fields.

#### What are the Goals?

Just as it is important to understand where we are today, we must have a sense of what our preferred future is to successfully develop the Master Plan. Preferred conditions are based on a combination of need, opportunity, and vision. The City's adopted Comprehensive Plan, the input from community members, and the direction from the Parks and Recreation Advisory Board and the Planning & Zoning Commission provide the visionary elements of this preferred future. Opportunities are presented through development activities that occur over the next decade and also through the presence of the unique natural features found within College Station, such as forested and riparian areas. Needs are based upon current deficiencies and anticipated deficiencies as the City's population grows and changes. Each of these aspects will help define a preferred future, establish goals and set strategies for accomplishing such a future.

- Relationship to Comprehensive Plan

As noted previously, the City's Comprehensive Plan focuses on the City's future as one of accommodating growth and expansion in a manner resulting in unique places of distinction. Parks and open space are integral to this future. As in the past 75 years, it is expected that parks and open space, will be one of the key determinants to the physical form of our many neighborhoods, special corridors and districts, and thus the City as a whole.

Further, the Comprehensive Plan envisions a City where parks, greenways, and recreation programs play an integral role in improving the quality of life for the residents of College Station. Parks, open space, and recreation opportunities foster social, environmental, and health benefits by uniting families, building cultural diversity, promoting stewardship of

natural resources, attracting business, enhancing property values, and offering places for a healthy lifestyle.

- Key Objectives

The key objectives of the Master Plan are noted in the following:

- Use parks and open space to shape the physical form of neighborhoods, corridors, and districts
- Develop and implement more cost-effective ways to acquire, develop and maintain parks and open space and to deliver recreation programs
- Meet identified needs and adopted guidelines and standards
- Increasing “green” operations
- Emphasis on open space and natural area preservation and restoration and on the “greening” of parks, city facilities, and streets

- Gaps Between Where We are and Where We Need to be

With an understanding of where we are and where we need to be, we can turn our attention to identifying the gaps. As noted earlier, the development of this Master Plan has relied on varying approaches to determine the parks, open space, and recreation needs of the residents and visitors of College Station. This assessment indicates the:

- Need to develop park prototypes or models that are less costly to maintain
- Need to secure additional funding sources for parks, open space, and recreation
- Need to be certain that parkland acquisition and park development keeps pace with the rate of development to maintain identified parkland to resident ratios
- Need to provide additional opportunities for parks and open space to be located in close proximity to more
- Need to provide more “natural” amenities such as more trees, passive areas, and non-programmed play areas.
- Need to provide more pedestrian and bicycle facilities in parks and connecting parks
- Need additional park enhancements and facilities that address changing needs and demographics – examples include community parks, skate parks, urban parks, and community centers
- Need to provide additional athletic facilities including softball and baseball fields, basketball courts, flag football fields, playgrounds, shelters, swimming pools, and practice fields
- Need to maintain park facilities at a high level
- Need to enhance awareness of the City’s facilities and programs through various media
- Need to maintain and enhance partnerships with other partners such as the College Station Independent School District

All of these needs, of course must be met in an increasingly challenging economic environment. It is therefore, that these needs be met in innovative and efficient ways that will, in many instances represent significant departures from past practices.

- Goals and Strategies

- Resource Conservation & City Character

Protected open space, natural features, and natural resources contributing to the unique character desired for various areas of the City and for the City as a whole

- Ø Greening the City through park restoration, plantings, streetscape, etc.
    - Ø Green parks and recreation design and operations
    - Ø Preservation of open spaces through acceptance of land dedications and acquisition

- Health & Wellness

Parks and Recreation system enabling residents to attain and sustain an active lifestyle and reduce the economic costs associated with poor health

- Ø Provide open space and parks in close proximity to residences
    - Ø Enhance existing parks and facilities to increase opportunities to be more physically active

- Economic Sustainability

Parks and Recreation system that adds economic value to the City through enhanced property values, reduced medical costs, and through attraction of guests and participants to events and programs

- Ø Identify and support one or two signature events within the community
    - Ø Ensure that parks, preserved open space, greenways, etc are located within close proximity to residences

- Connectivity & Mobility

Parks and open spaces linked together and to the City's vehicular, bicycle, and pedestrian networks

- Ø Link parks to larger transportation system
    - Ø Link parks to greenway system
    - Ø Use parks to further implementation of the City's adopted Plans (Comprehensive Plan, neighborhood plans, thoroughfare plan, bicycle, pedestrian, and greenways plan, etc.)

- Parkland & Neighborhood Character

High-quality environments located in close proximity to as many residences as practical meeting the needs and levels of service of those residents

- Ø Renovate and enhance existing parks and facilities
- Ø Meet future parks and recreation needs through a diversity of context-based park types (such as regional parks, community parks, neighborhood parks, linear parks, etc.)
- Ø Provide open space and parks in close proximity to residences
- Ø Preserve open space areas that contribute to the character of a neighborhood or contain significant natural features

- Diversity in Recreation & Cultural Programs

Opportunities for persons of all ages and abilities and to celebrate the diversity of cultures found in the community

- Ø Provide inter-generational facilities in all parks and facilities
- Ø Develop a community center within the City
- Ø Provide high-quality youth programs and facilities
- Ø Continue development and programming of the Wolf Pen District as a unique facility that protects significant natural features, offers gathering places for the entire City, and offers opportunities to celebrate our City's diversity in the arts and culture

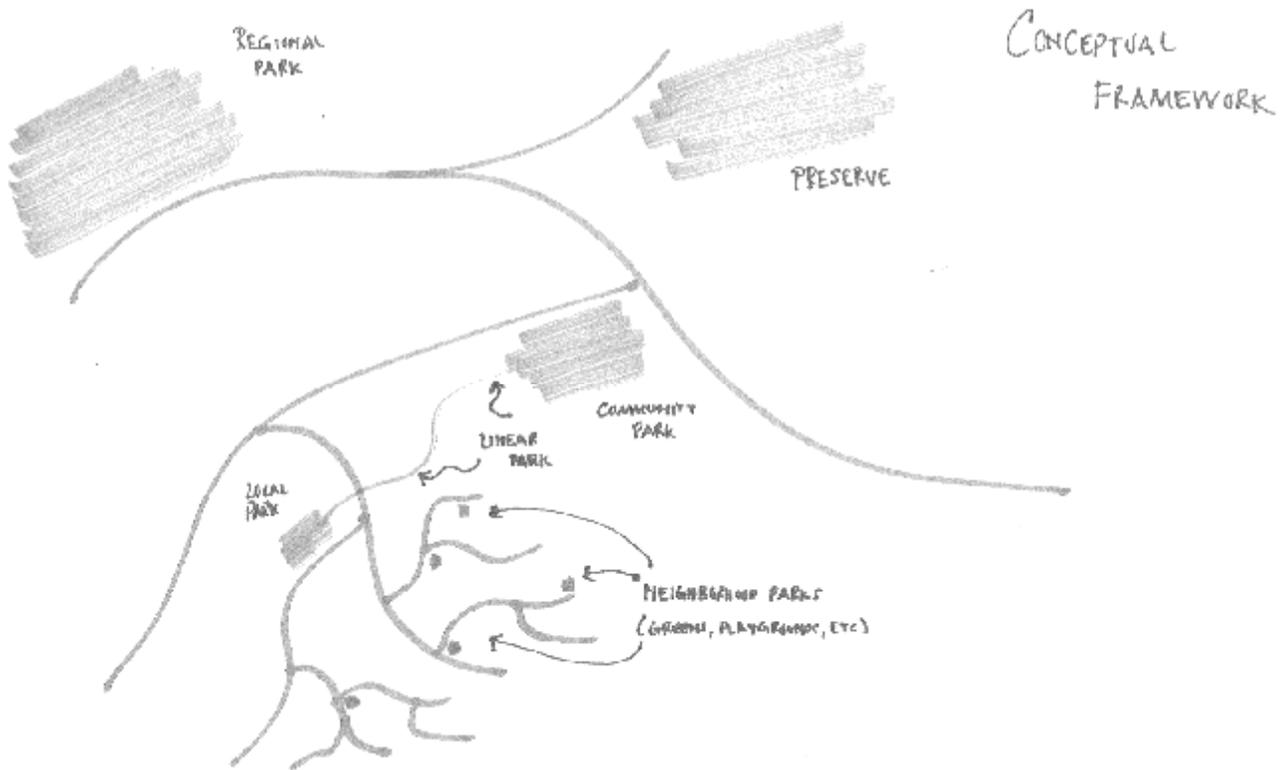
- Responsible Governance

Cost-effective system where those generating demand for facilities and programs provide the means to deliver those facilities and programs and where partnerships are maximized

- Ø Identify projected O&M costs for facilities and programs and identify revenue sources to meet these needs
- Ø Develop and implement the "pay to play" concept for recreation programs and facilities
- Ø Seek out and implement partnership opportunities with CSISD, private recreation providers, private developers, land trusts, and others

## Conceptual Physical Framework

*The Framework or Physical Concept – Hierarchy and diversity of parks designed to protect natural features and open space and provided necessary recreation opportunities with linkages between park types. Local and Neighborhood parks located close to as many residences as practical.*

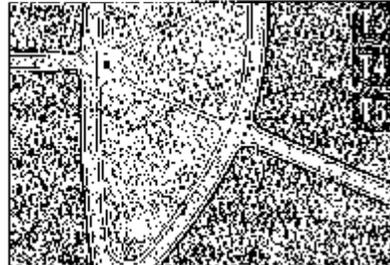


*Increased Diversity in Park Types and Designs – Move away from “one size fits all” and toward context appropriate design. Create opportunities/expectations for additional privately maintained facilities to meet some or all dedication requirements.*

**a. Park:** A natural preserve available for unstructured recreation. A park may be independent of surrounding building frontages. Its landscape shall consist of Parks and meadows, waterbodies, woodland and open fields, all naturalistically disposed. Parks may be linear, following the trajectories of natural corridors. The minimum size shall be 3 acres. Larger parks may be approved by Variants or Special Districts in all areas.



**b. Green:** An Open Space available for unstructured recreation. A Green may be spatially defined by landscaping rather than building frontages. Its landscape shall consist of lawn and trees, naturalistically disposed. The minimum size shall be 1/2 acre and the maximum shall be 6 acres.



**c. Square:** An Open Space available for unstructured recreation and civic purposes. A Square is spatially defined by building frontages. Its landscape shall consist of paths, lawns and trees, formally disposed. Squares shall be located at the intersection of important thoroughfares. The minimum size shall be 1/2 acre and the maximum shall be 5 acres.



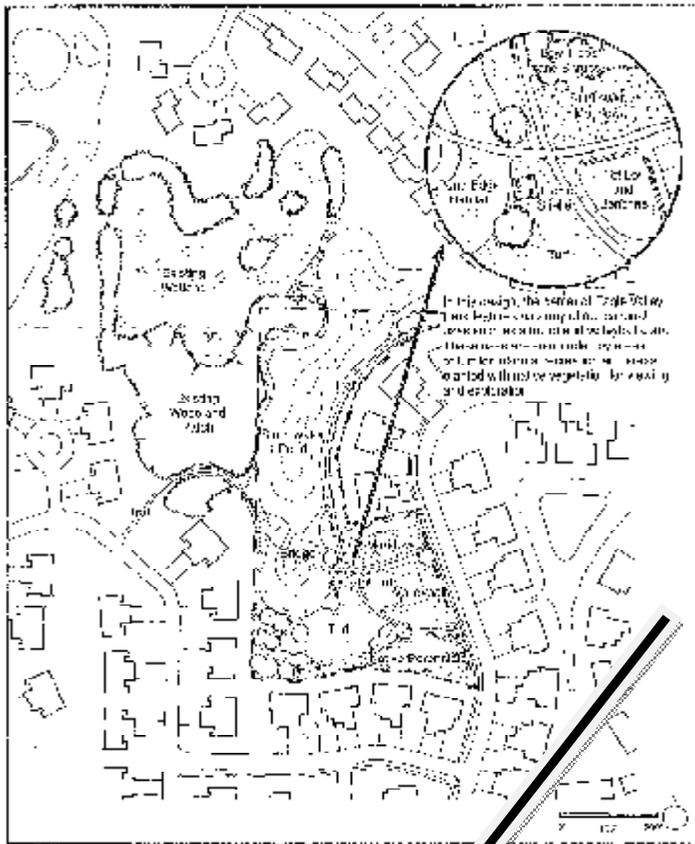
**d. Plaza:** An Open Space available for civic purposes and commercial activity. A Plaza shall be spatially defined by building frontages. Its landscape shall consist primarily of pavement. Trees are optional. Plazas shall be located at the intersection of important streets. The minimum size shall be 1/2 acre and the maximum shall be 2 acres.



**e. Playground:** An Open Space designed and equipped for the recreation of children. A playground shall be fenced and may include an open shelter. Playgrounds shall be interspersed within residential areas and may be placed within a block. Playgrounds may be included within parks and greens. There shall be no minimum or maximum size.



*Revised Prototypical Park "Model" – Neighborhood Park designs that continue to meet recreation needs but in a more cost-effective way and in a way that protects and enhances natural features.*

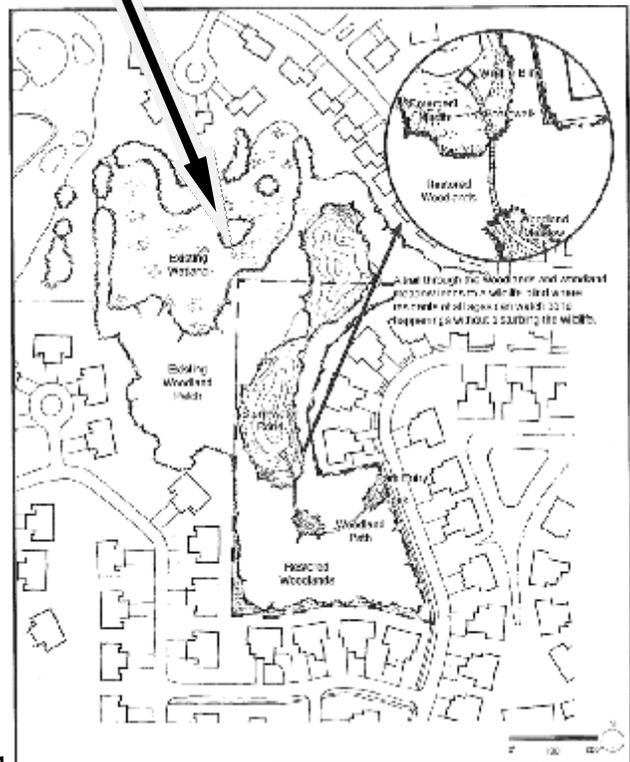
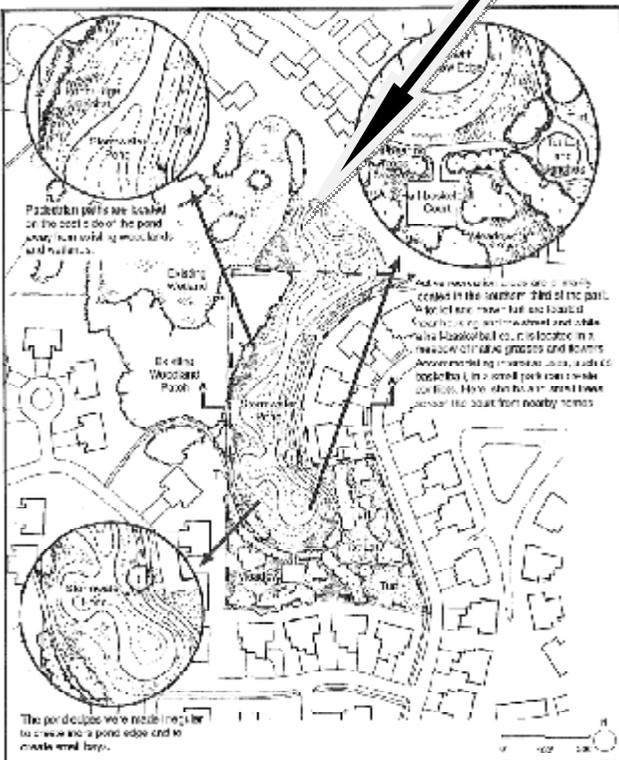


Or

New Neighborhood Park Models –

Focus Equally Placed on Natural Resource Protection and Active Recreation

Focus on Natural Resource Protection and Passive Recreation with Limited Focus on Active Recreation



*Revised Fiscal Approach – Less costly neighborhood parks, opportunities/requirements for some or all neighborhood parkland dedications to be met through privately maintained parks and open space, greater emphasis on community parks to meet more costly recreation needs, Development and implementation of recreation enterprise fund, continue to enhance “pay to play” concepts*

*Revised Operations Approach – New leadership, less costly neighborhood park maintenance model, greater emphasis on open space and natural area preservation and restoration, continue to “green operations”, continued and expanded partnerships*

**January 21, 2011  
Council Retreat Agenda Item No. 3  
Recreation Fund Update**

**To:** Glenn Brown, City Manager

**From:** Jeff Kersten, Chief Financial Officer  
David Schmitz, Interim Parks and Recreation Director

**Agenda Caption:** Presentation, possible action, and discussion on the status of the new Recreation Fund included in the FY 11 Budget

**Relationship to Strategic Goals:** Goal I.5. Develop revenue streams independent of the General Fund.

**Recommendation(s):** Staff recommends continuing implementation of the Recreation Fund.

**Summary:** In May 2010 staff made a presentation to the City Council regarding the establishment of a Recreation Fund, or Parks Enterprise Fund, for certain Parks and Recreation activities. The intent of such a fund is to separate the revenue producing Parks and Recreation activities and determine the total revenues and costs for providing such programs.

This presentation is an update on the status of the Recreation Fund since Council direction was received last May, and the most recent update given during the FY 11 budget process. A great deal of work has been done to identify the various programs to include in the Recreation Fund and to identify the total costs (direct and indirect) associated with each of those programs.

**Budget & Financial Summary:** The Recreation Fund was included in the FY 11 budget. A budget amendment will be coming back to the City Council to move additional funds from the General Fund to the Recreation Fund.

**Attachments:**

N/A

**January 21, 2011  
Council Retreat Agenda Item No. 4  
City Staff and Public Meeting Space Needs**

**To:** Glenn Brown, City Manager  
**From:** Chuck Gilman, Director of Public Works

**Agenda Caption:** Presentation, possible action, and discussion concerning an alternative to address the administrative office space needs, the need for a larger city council chamber, and more public meeting space.

**Relationship to Strategic Goals:** Goal I, Financially Sustainable City Providing Response to Core Services and Infrastructure.

**Recommendation(s):** None, staff is seeking direction from Council.

**Summary:** In September 2009 City Council requested an update from staff on the status of a solution to address the administrative space needs, and the need for larger public meeting spaces to hold City Council Meetings, Planning and Zoning Meetings, etc. At the October 8, 2009 City Council meeting, staff presented an option to expand the Municipal Courts Building in an effort to address the intermediate-term space needs while being sensitive to the current economic conditions and the public reaction to the cost of constructing a new city hall. Council direction was to proceed with the study.

Staff retained the services of an architect to conduct a feasibility study for this alternative that included the following:

1. Development of a facility program for the meeting and office space to meet the City's intermediate-term needs (10 years)
2. Determination of the additional improvements that will be required by our design criteria and development ordinances (e.g. additional parking, utility improvements façade improvements, additional landscaping/streetscaping, etc);
3. Development of a preliminary floor plan for the building expansion
4. Development of a preliminary opinion of probable construction cost for the expansion.

Staff will present the findings from the study and seek direction from the Council.

**Budget & Financial Summary:** Funds for phase I of a City Hall facility that would include a new Council Chambers and limited administrative offices were approved as part of the 2003 General Obligation Bond (GOB) package. A total of \$4,300,000 was approved. Funds in the amount of \$215,968 have been expended or committed to date on design work and miscellaneous expenditures, leaving a balance of \$4,084,032 for future design and construction needs.

**January 21, 2011**  
**Council Retreat Agenda Item No. 5**  
**Holleman Mixed Use Development Project Direction**

**To:** Glenn Brown, City Manager

**From:** David Gwin, Director of Economic and Community Development

**Agenda Caption:** Presentation, possible action, and discussion regarding the proposed Community Development project at 204-220 Holleman Drive East.

**Relationship to Strategic Goals:** Goal I.5 Develop revenue streams independent of the General Fund; Goal II. 1 Preserving and restoring older neighborhoods; Goal III. 1 Expand and retain existing businesses; Goal III. 12 Housing affordability

**Recommendation(s):** Staff requests that the City Council receive a presentation and provide any input or direction in this regard.

**Summary:** In October 2009, Council approved the City's purchase of 6.1368 acres located at 204-220 Holleman Drive East for development as a targeted mixed use project under the City's Community Development Program. In January 2010, Council approved the project vision, and soon after, staff initiated a Request for Proposal (RFP). The RFP process aimed to identify a development team to finance, design, develop, and manage this exciting new project. Two development teams submitted proposals.

The long term vision of this proposed project is to assist in promoting College Station as a more vibrant place to live, work, shop, and play. This project intends to encourage new development and provide additional housing and job opportunities for low- and moderate-income households in College Station. In addition, by partnering with a development team, this project can become a long-term financial asset to benefit the City's Community Development Program.

**Budget & Financial Summary:** N/A

**Attachments:**

Attachment 1: Property Location Map (will be provided at the retreat)

**January 21, 2011  
City Council Retreat Agenda Item No. 8  
Citizen Interaction at Council Meetings**

**To:** Mayor and Council  
**cc:** Glenn Brown, City Manager  
**From:** Sherry Mashburn, City Secretary

**Agenda Caption:** Presentation, possible action, and discussion regarding citizen interaction during Council meetings

**Recommendation:** Staff seeks council direction to clarify the Hear Visitors policy and procedure.

**Summary:** In order to simplify the sign up process, we are recommending that citizens can sign up in the City Secretary's Office to speak at the **Hear Visitor period** or during the **public hearing period** during regular business hours (8:00 a.m. – 5:00 p.m.) on any day prior to the meeting or between 5:00 p.m. – 6:45 p.m. on the day of the City Council meeting. Citizens may also fax or email their request. Instituting a deadline to sign up, provide time for staff to make requisite copies for the Mayor and City Secretary prior to the beginning of the meeting at 7:00 p.m. This will also assist in better management of the Hear Visitor's period. The Mayor, upon his/her discretion, can allow others to speak after the deadline has passed.

The most important policy change relates to individuals wishing to provide a Powerpoint presentation. Staff recommends that they must submit the presentation to the City Secretary's office no later than noon the day of the meeting. This will allow staff time to review any type of video or powerpoint to determine appropriateness for display at a public meeting, and to give the IT department enough time to check the files or CDs to make sure that there are no viruses prior to loading on the City computers.

If Council agrees to these proposed policy changes, staff will begin implementation by educating the public and providing a two-month transition phase to become accustomed to the new policy before full implementation.

Citizens will have two forms to choose from when they sign up: 1) to speak during Hear Citizens; or 2) to speak during Public Hearing. Having separate forms will assist staff and the Mayor as to who will be speaking when.

**Financial Summary:** There is no fiscal impact to these changes.

**Attachments:**

Attachment A: Public Comments at City Council Meetings  
Attachment B: Citizen Comment Sign Up Sheet  
Attachment C: Public Hearing Comment Sheet

## Public Comments at City Council Meetings

**Public Comments.** The City Council welcomes written and oral comments from the public at regular meetings. Individuals wishing to speak must sign in at the City Secretary's Office at City Hall during regular business hours, or from 5:00-6:45 p.m. the day of the meeting. Speakers will have one opportunity to speak during the time period, and they must observe the three-minute time limit. Time cannot be transferred. When a speaker yields the floor, he/she waives their remaining time, but that remaining time does not get added to another speaker's time.

**Written Comments/Handouts/Powerpoints.** Individuals may use the comment sheets provided in the City Secretary's Office at City Hall. Comment sheets submitted to the City Secretary by 6:45 p.m. on the day of the Council meeting will be copied and distributed to the Council Members. An individual who wishes to submit other written material should submit 10 copies to the City Secretary for distribution to Council Members and senior staff. Individuals wishing to provide a Powerpoint presentation, must submit the presentation to the City Secretary's office no later than noon the day of the meeting. This will allow staff time to review any type of video or powerpoint to determine appropriateness for display at a public meeting, and to give the IT department enough time to check the files or CDs to make sure that there are no viruses prior to loading on the City computers.

**Hear Visitors Period.** The Hear Visitors section is set aside during Regular Meetings in order to give the public the opportunity to speak on City-related matters not covered by the agenda. However, no formal action will be taken on any matters not listed on the agenda. The response of the Council to any comment under this heading is limited to making a statement of specific factual information in response to the inquiry, or reciting existing policy in response to the inquiry. Any deliberation of the issue is limited to a proposal to place it on the agenda for a later meeting. *Please note: This is a 30 minute comment period, and it is possible that no more than 10 speakers will be heard. The comment period may be extended at the discretion of the Mayor.*

**Consent and Regular Agenda Items.** At the discretion of the Mayor, individuals may be allowed to speak on either a Consent or Regular Agenda item. Individuals who wish to address the Council on either a Consent or Regular agenda item shall register with the City Secretary during regular business hours, or from 5:00-6:45 p.m. the day of the meeting. Speakers will have one opportunity to speak during the time period, and they must observe the three-minute time limit. Time cannot be transferred. When a speaker yields the floor, he/she waives their remaining time, but that remaining time does not get added to another speaker's time. Comments on the agenda items must be made when the agenda item comes before the Council.

**Public Hearings.** Registering to speak at a Public Hearing is the same as for a regular agenda item. After a Public Hearing is closed, there shall be no additional public comments. If Council needs additional information from the general public, some limited comments may be allowed at the discretion of the Mayor.

### **Rules for Speakers.**

1. Members of the public may address the City Council at the following times during a meeting:
  - During Hear Visitors Period, if such a period is on the agenda for the meeting.
  - During a public hearing on an agenda item.
  - During Consent and Regular Agenda items with the permission of the presiding officer.
  - During Work Study Agenda items with the permission of the presiding officer.
2. Speakers must state their name and address for the record.
3. Speakers must address all comments and questions to the presiding officer.
4. Speakers must limit their comments to three minutes.
5. Speakers may not employ tactics of defamation, intimidation, personal affronts, profanity, or threats of violence.



# CITY COUNCIL COMMENT SHEET

Regular Meeting Date: Nov 10, 2010

## CITIZEN COMMENT SIGN UP SHEET

*"Please **PRINT** all information."*

Name: \_\_\_\_\_ Telephone: \_\_\_\_\_

Address: \_\_\_\_\_

e-mail address: \_\_\_\_\_

**Circle one:**    written    or    oral    comments on \_\_\_\_\_ Hear Visitors    \_\_\_\_\_ Agenda item # \_\_\_\_\_

***Please be aware that the Hear Visitors Period is a 30 minute time period. There is a chance that after the 10<sup>th</sup> speaker there may not be any time remaining. Please ask staff which number you are. The time may be extended at the Mayor's discretion.***

### **CITIZENS WHO WISH TO MAKE WRITTEN COMMENTS SHOULD COMPLETE THE WRITTEN COMMENTS PORTION:**

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### **CITIZENS WHO WISH TO MAKE ORAL COMMENTS:**

1. MUST SIGN UP TO SPEAK PRIOR TO THE MEETING (CITY SECRETARY'S OFFICE DURING REGULAR BUSINESS HOURS, AND FROM 5:00 PM TO 6:45 PM ON THE DAY OF THE MEETING);
2. WILL HAVE ONE OPPORTUNITY TO SPEAK; AND
3. MUST OBSERVE THE 3-MINUTE TIME LIMIT. (TIME CANNOT BE TRANSFERRED TO ANOTHER SPEAKER.)

*(Inquiries from speakers about matters not listed on the agenda will either be directed to the Staff or placed on a future agenda for Council consideration.)*

OFFICE USE ONLY:  
(# in which received)



# CITY COUNCIL COMMENT SHEET

Regular Meeting Date: Nov 10, 2010

## PUBLIC HEARING SIGN UP SHEET

*"Please **PRINT** all information."*

Name: \_\_\_\_\_ Telephone: \_\_\_\_\_

Address: \_\_\_\_\_

e-mail address: \_\_\_\_\_

**Circle one:**    written    or    oral    comments

## PUBLIC HEARING ITEM # \_\_\_\_\_

**CITIZENS WHO WISH TO MAKE WRITTEN COMMENTS SHOULD COMPLETE THE WRITTEN COMMENTS PORTION:**

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### **CITIZENS WHO WISH TO MAKE ORAL COMMENTS:**

1. MUST SIGN UP TO SPEAK PRIOR TO THE MEETING (CITY SECRETARY'S OFFICE DURING REGULAR BUSINESS HOURS, AND FROM 5:00 PM TO 6:45 PM ON THE DAY OF THE MEETING);
2. WILL HAVE ONE OPPORTUNITY TO SPEAK; AND
3. MUST OBSERVE THE 3-MINUTE TIME LIMIT. (TIME CANNOT BE TRANSFERRED TO ANOTHER SPEAKER.)

*(Inquiries from speakers about matters not listed on the agenda will either be directed to the Staff or placed on a future agenda for Council consideration.)*

OFFICE USE ONLY: (# in which received)
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**January 21, 2011  
City Council Retreat Agenda Item No. 9  
Sunset Review Committee**

**To:** Mayor and Council  
**cc:** Glenn Brown, City Manager  
**From:** Sherry Mashburn, City Secretary

**Agenda Caption:** Presentation, possible action, and discussion regarding a sunset review of City Boards and Commissions.

**Recommendation:** Staff is seeking council direction to proceed or not to proceed with the sunset review of City Boards and Commissions. If Council wishes to proceed they will need to appoint a Sunset Review Commission at a regular Council meeting and be prepared to charge them with their duties and responsibilities.

**Summary:** A Sunset Review Commission serves as an advisory body to the Council concerning whether a public need exists for the continuation of a City board, commission or committee or for the performance of the functions of the City board, commission or committee.

Recommended criteria for Council to consider charging the Sunset Review Commission for its review of each City board, commission or committee are:

- The efficiency with which the board, commission or committee operates;
- The extent to which the city board, commission or committee is needed or used;
- The extent to which the jurisdiction of the city board, commission or committee overlaps or duplicates the jurisdiction of other city boards, commissions or committees and the extent to which the functions conducted or performed can be consolidated with the functions of other city boards, commissions or committees;
- Whether the city board, commission or committee has recommended to the city council changes calculated to be of benefit to the public, rather than to an occupation, a business or an institution;
- The promptness and effectiveness with which the city board, commission or committee disposes of complaints, if any, concerning persons affected by the city board, commission or committee;
- The extent to which the city board, commission or committee has encouraged participation by the public in making its decisions, as opposed to participation solely by an occupation, a business or an institution, and the extent to which the public participation has resulted in decisions compatible with the objectives established by the city council for the city board, commission or committee; and
- The extent to which the city board, commission or committee complies with the Open Records Act and with the Open Meetings Act.

**Financial Summary:** There is no fiscal impact.

**Attachments:**  
None

**January 21, 2011  
City Council Retreat Agenda Item No. 10  
Charter Review**

**To:** Mayor and Council  
**cc:** Glenn Brown, City Manager  
**From:** Sherry Mashburn, City Secretary

**Agenda Caption:** Presentation, possible action, and discussion regarding City Charter review.

**Recommendation:** Staff seeks council direction to proceed or not to proceed with the charter review process and appointment of a Citizen Charter Review Committee. If Council wishes to implement the process, staff also requests feedback regarding areas of interest to examine.

**Summary:** The current city charter was substantially revised in 2003 with the College Station City Council serving as the review committee. Approximately seven months of extensive review by the City Attorney and City Department Heads was necessary to complete the process. Twenty-six sections related to statutory and policy updates, and particularly the term length for City Council members, were submitted to the voters within six propositions.

A comprehensive review of the charter is a lengthy process, and most probably, proposed amendments to the current charter will not go before the voters until May 2012.

**Financial Summary:** The base cost for a city general election is approximately \$35,000. Depending on the number of charter amendments, the cost of publishing the notice of election could add a considerable amount to the base cost of the election. Council may also want to consider budgeting for marketing/advertising the proposed charter amendments, but that cost can be kept low by utilizing in-house Public Communications experts and available technology, e.g. PSA's on the public access channel, the blog, City website, etc.

**Attachments:**  
Attachment A: Possible Timeline  
Attachment B: Charter Amendments Election History

**ATTACHMENT “A”  
POSSIBLE TIMELINE**

Appointment of Charter Review Advisory Committee (CRAC)	February 24, 2011
Charter Review Advisory Committee (CRAC) meetings (At least once a month)	March 1, 2011 – October 15, 2011
City Council and staff work session “redline”	October 27, 2011
CRAC review and preparation of documents to City Council	November 1, 2011
CRAC report to City Council	November 10, 2011
Adoption of Ordinance to Order Election	January 12, 2012
Preclearance to Justice Department (CSO)	February 1, 2012
Election Day	May 12, 2012

## Attachment "B"

### Charter Amendments Election History

<u>Year</u>	<u>Ballot Proposition</u>	<u>Vote</u>
<u>Nov. 2008</u>	Shall the charter be amended to provide that city employees may apply and receive housing assistance or other assistance that is offered to other citizens?	YES 71% NO 29%
<u>May 2006</u>	Shall the charter be amended to provide for the creation of a 'City Internal Auditor'?"	YES 57% NO 36%
<u>Nov. 2003</u>	Shall the Charter be amended to provide for three (3) year terms for the Mayor and City Council; and amended to provide that the appointments for the City Secretary, Municipal Court Judge, and City Attorney positions will be for an indefinite term, at the will of the City Council?	YES 60% NO 37%
	Shall numerous sections of the City Charter be amended to conform to the current state law?	YES 69% NO 27%
	Shall Section 8 providing for wards to be established be repealed?	YES 66% NO 26%
	Shall the Charter be amended to provide for the updating and modernization of the finance and accounting provisions?	YES 74% NO 20%
	Shall the Charter be amended to provide for the updating and modernization of the budget provisions?	YES 74% NO 21%
	Shall the Charter be amended to delete Section 131?	YES 27% NO 68%
<u>May 1998</u>	Shall Section 18 of the City Charter be amended to limit the Mayor and Councilmen to three (2) two-year consecutive terms?	YES 51% NO 48%
<u>May 1992</u>	Do you favor amending Article III, Section 24, and Article IV, Section 42, authorizing the city Council to delegate to the City Manager the responsibility to designate a properly qualified person to perform the City Manager's duties during times when he is ill, out of town for business, or on vacation?	YES 81% NO 13%

May 1992  
Cont'd

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Do you favor repealing Article VII, Section 70, and amending Article V, Section 60, allowing that if the City Manager certifies that revenues are in excess of those estimated in the budget the City Council may make supplemental appropriations for the fiscal year up to such excess amount; that the City Council may make appropriations for any public emergency, but if no appropriated revenues or fund balances are available, emergency notes may be used which may be renewed from time to time but which shall not be paid later than the last day of the next fiscal year; that the City Manager shall report to the City Council during the fiscal year if revenues or funds will be insufficient to meet appropriated amounts and indicate the estimated deficit and any remedial action taken, and the City Council shall take action to prevent or reduce any deficit and may reduce one or more appropriations; that the city Manager may transfer any unencumbered appropriation balance or portion thereof between general classifications of expenditures within an office, department, or agency. At the City Manager's request, the Council may by resolution transfer any unencumbered appropriation balance or portion thereof from one office, department, or agency to another; and that no appropriation for debt service may be reduced or transferred, and that no appropriation may be reduced below any amount required by law or by more than the amount of the unencumbered balance thereof?

YES 60% NO 24%

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Do you favor repealing Article VII, Section 72, and amending Article V, Section 61, allowing that all appropriations shall lapse at the end of the fiscal year to the extent that they shall not have been expended or lawfully encumbered, in place of the current Charter provision?

YES 62% NO 21%

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Do you favor an amendment to Article VII, Section 69, removing the Director of Finance's responsibility for assessment of all property within the City limits for taxation, preparation of tax maps, and notice of such taxes and special assessments as may be required by law?

YES 61% NO 20%

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Do you favor an amendment to Article VII, Section 75, requiring that expenditures for city improvements shall be made pursuant to the requirements of Local Government Code Chapter 252 (Vernon 1991), as amended from time to time, and that all contracts and purchases shall be handled so as to obtain the best value for the city, with bids or quotes solicited whenever practicable, in place of the current Charter provision?

YES 76% NO 9%

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Do you favor an amendment to Article VII, Section 76, requiring that expenditures for city improvements shall be made pursuant to the requirements of Local Government Code Chapter 252 (Vernon 1991), as amended from time to time, and all the contracts and purchases shall be handled so as to obtain the best value for the City, with bids or quotes solicited whenever practicable, in place of the current Charter provision?

YES 76% NO 9%

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Do you favor an amendment to Article IX, Section 95, revising the filing deadline for candidacy for election to the College Station city Council from thirty (30) days to forty-five (45) days prior to the election, and deleting the petition requirement for candidates for City Council? YES 61% NO 27%

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Do you favor an amendment to Article X, Section 112, lowering the number of qualified electors required on a recall petition from fifty-one percent (51%) to forty percent (40%) of the total number of votes cast for the office in question at the last regular municipal election at which the office in question was filled? YES 54% NO 29%

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Do you favor an amendment to Article XII, Section 131, requiring that an employee of the City immediately forfeits employment with the City if he or she becomes a candidate for election to the College Station City Council? YES 40% NO 46%

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**August 1983**

Do you favor an amendment to Article III, Section 18, that would require at least thirty-four percent of the votes cast for all of the candidates for an office, for a candidate to be elected to that office? YES 66% NO 30%

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Do you favor an amendment to Article III, Section 23, providing for the city council to establish the organization of divisions within city departments? YES 59% NO 35%

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Do you favor an amendment to Article III, Section 29, deleting the current provision for the mayor to serve as alternate city judge and inserting the provision for the city council to appoint an alternate judge? YES 64% NO 31%

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Do you favor an amendment to Article III, Section 31, which would incorporate the provisions of the Texas Open Meetings Act into the Charter? YES 74% NO 20%

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Do you favor an amendment to Article III, Section 34, which would allow the city council to act by resolution or minutes order, as well as by ordinance, unless creating public debt or imposing a fine or penalty? YES 55% NO 37%

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Do you favor an amendment to Article III, Section 37, allowing the city to begin an audit more than sixty (60) days before the end of the fiscal year? YES 71% NO 23%

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<b>August 1983</b> Cont'd	Do you favor an amendment to Article IV, Section 44, which would allow the city manager to distribute the work of divisions without the necessity of passing an ordinance?	YES 62% NO 31%
	Do you favor an amendment to Article V, Section 46, which would recognize the analysis of property evaluation and tax rate on the basis of an estimated tax roll from the Central Appraisal District?	YES 60% NO 33%
	Do you favor an amendment to Article VI, Section 65 of the Charter, which could recognize statutory authority to issue other public obligations as well as bonds and time warrants?	YES 52% NO 39%
	Do you favor an amendment to Article VI, Section 66 which would allow the city, upon approval of the city council, to invest any surplus funds in any lawful securities, accounts, certificates or other investments?	YES 71% NO 23%
	Do you favor an amendment to Article VII, Section 69, which would allow the city council to determine the necessary time periods for financial reports?	YES 65% NO 28%
	Do you favor an amendment to Article VII, Section 70, which would allow the city council to transfer budgeted funds between departments or funds at any time during the fiscal year?	YES 56% NO 38%
	Do you favor an amendment of Article VII, Section 74, to incorporate into the Charter the provisions of state law pertaining to notices and the receipt of bids on the sale of public real property, in place of the current Charter provision?	YES 56% NO 35%
	Do you favor an amendment to Article VII, Section 75, to conform the amounts therein to the requirements of state law, and to provide for state law to govern purchasing procedure where inconsistent with the Charter?	YES 65% NO 27%
	Do you favor an amendment to Article VII, Section 76, to conform the amounts therein to the requirements of state law, and to provide procedures for contract bidding change orders for improvement?	YES 64% NO 27%
	All or part of Article VIII, Sections 85 through 92 of the current Charter were superceded by the enactment of the Texas Tax Code. Do you favor the repeal of Sections 86, 87, 88, and 89, and the amendment of Sections 85, 90, 91, and 92 to conform the Charter to the requirements of state law?	YES 63% NO 24%

Do you favor the amendment of Article IX, Section 93, to conform the provisions of the Charter to the Texas Election Code? YES 72% NO 20%

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Do you favor an amendment to Article X, Sections 99 and 100, which would recognize the effect of state law preventing initiative and a referendum section on zoning and rezoning of land? YES 56% NO 35%

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Do you favor the amendment of Article XII, Section 130, to incorporate the provisions of the Texas Open Records Act, Article 6252-17a, as amended from time to time? YES 71% NO 20%

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Do you favor the amendment of Article XII, Section 140, to provide that liens may be created against city property by ordinance, where authorized by state law? YES 57% NO 33%

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Do you favor an amendment to Article XII, Section 144, to incorporate into the Charter the provisions of State law pertaining to notices, bids, on the sale of public real property, in place of current charter provisions? YES 58% NO 33%

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Do you favor an amendment to Article XII, Section 148, which would delete the requirement that the list of qualified voters would be taken from the latest rolls of the Tax Collector? YES 55% NO 37%

**January 21, 2011**  
**Council Retreat Agenda Item No. 11**  
**Potential Role in County Commissioners Court Redistricting**

**To:** Glenn Brown, City Manager

**From:** City Manager's Office

**Agenda Caption:** Presentation, possible action, and discussion regarding the City's potential role in the County Commissioners Court redistricting process.

**Relationship to Strategic Goals:** All

**Recommendation(s):** Staff requests that the City Council receive the presentation and provide staff with further direction.

**Summary:** Staff will facilitate a discussion with the Council to review any potential role the City may have in the redistricting process of the Brazos County Commissioners Court precincts. Staff requests that the Council provide feedback and further direction on engaging the Commissioners Court in this regard.

**Budget & Financial Summary:** N/A

**Attachments:**  
None

**January 21, 2011**  
**Council Retreat Agenda Item No. 12**  
**Review of Current Strategic Plan**

**To:** Glenn Brown, City Manager

**From:** City Manager's Office

**Agenda Caption:** Presentation, possible action, and discussion regarding a review of the current Strategic Plan and Council's Prioritized Goals and Actions.

**Relationship to Strategic Goals:** All

**Recommendation(s):** Staff requests that the City Council receive a presentation on the Strategic Plan and Prioritized Goals and Actions and provide direction in this regard.

**Summary:** Staff will be presenting an update on the prioritized goals and actions that were developed from the five (5) year Strategic Plan and identified by the City Council at the June 2010 retreat. The Five Year Strategic Plan Executive Summary as well as the Prioritized Goals and Actions is attached.

Staff is also seeking Council direction on any changes they would like to see made to the Strategic Plan or the Prioritized Goals and Actions.

**Budget & Financial Summary:** N/A

**Attachments:**

1. Five Year Strategic Plan Executive Summary
2. 2010 Prioritized Goals and Actions
3. Goals and Actions Progress Report (Provided to the Council at the Retreat)

# College Station Five Year Strategic Plan

## Executive Summary

Adopted by City Council June 24, 2009

### Strategic Plan 2009-2014

***In College Station, we strive to set the bar.*** We conduct daily business as a City aiming to provide our citizens with the best quality of life possible. The City Council and City staff work hard to ensure that we are moving in a direction that is best for the overall character and betterment of our community based on the voices and opinions of those living in College Station. A highly qualified workforce, an extremely engaged citizenry and a set of focused goals are the cornerstones of what make this a successful community.

This is a one-of-a-kind community with a unique set of service demands from our citizens. As such, we demand a higher degree of innovation, technology and overall performance from our employees and staff. We have some of the most motivated and highly productive employees in their respective fields and they constantly perform under a demanding and challenging environment. We focus on forward thinking policies that retain the integrity and standard of service to which our citizens have become accustomed.

The Strategic Plan is a collaboration of the City Council and the numerous City departments working together to create a cohesive forward direction for College Station in the upcoming years. Updates were made to the plan as a result of the City Council's annual strategic planning retreat. The following is an outline for the goals and practices we have set to achieve in the near future so that each citizen may enjoy a greater quality of life than ever before.

#### ***Mission Statement***

ON BEHALF OF THE CITIZENS OF COLLEGE STATION, HOME OF TEXAS A&M UNIVERSITY, WE WILL CONTINUE TO PROMOTE AND ADVANCE THE COMMUNITY'S QUALITY OF LIFE.

#### ***Community Vision***

College Station, the proud home of Texas A&M University and the heart of the Brazos Valley, will be a vibrant, progressive, knowledge-based community which promotes the highest quality of life by...

- ensuring safe, tranquil, clean, and healthy neighborhoods with enduring character;
- increasing and maintaining the mobility of College Station citizens through a well planned and constructed inter-modal transportation system;
- expecting sensitive development and management of the built and natural environment;
- supporting well planned, quality and sustainable growth;
- valuing and protecting our cultural and historical community resources;
- developing and maintaining quality cost-effective community facilities, infrastructure and services which ensure our city is cohesive and well connected; and
- pro-actively creating and maintaining economic and educational opportunities for all citizens

College Station will remain among the friendliest and most responsive of communities and a demonstrated partner in maintaining and enhancing all that is good and celebrated in the Brazos Valley. It will forever be a place where Texas and the world come to learn.

#### ***City of College Station Core Values***

To promote:

- The health, safety, and general well being of the community
- Excellence in customer service
- Fiscal responsibility
- Involvement and participation of the citizenry
- Collaboration and cooperation

- Regionalism: be active member of the Brazos Valley community and beyond
- Activities that promote municipal empowerment

### **Organizational Values**

- Respect everyone
- Deliver excellent service
- Risk, Create, Innovate
- Be one city, one team
- Be personally responsible
- Do the right thing - act with integrity and honesty
- Have fun

Using the community vision, mission statement, and values as a spring board, the College Station City Council has set the strategic direction for the city government through development of six goals with supporting action agendas. The Strategic Plan focuses organizational resources and identifies those intentional actions to be undertaken by city government to achieve the desired outcomes.

## **Financially Sustainable City Providing Response to Core Services and Infrastructure**

### **OBJECTIVES**

- Maintain sufficient, diverse city revenues to support defined core city services and service levels
- Maintain city reserves consistent with city policies
- Invest in the city’s physical infrastructure which is well maintained and expands to meet future needs
- Deliver core services in the most efficient, cost effective manner
- Attract and retain highly competent city staff based upon performance
- Maintain a high level of customer satisfaction with city services
- Improve communications (two way) with residents on city plans, policies and services through diverse methods

### **MEANS TO CITIZENS**

- Value for their tax dollars and fees.
- Easy access to city information and services.
- Top-quality employees committed to serving the College Station community.
- Responsible stewardship of the City’s resources.
- Reliable city services that are invisible on a daily basis.

### **SHORT TERM CHALLENGES AND OPPORTUNITIES**

- Defining “core” city services based upon community needs
- Implementing new programs and services with limited resources
- Uncertain national economy and the impact on College Station
- Effectively communicating with residents, businesses and visitors
- Resolution of lawsuits

### **LONG TERM CHALLENGES AND OPPORTUNITIES**

- Funding for major projects
- City facilities and their impact on productivity and service delivery
- Paying for growth
- Who pays for services and infrastructure improvement
- Taxpayers willingness and ability to pay for services, facilities and infrastructure

## **Neighborhood Integrity**

### **OBJECTIVES**

- Ensure that neighborhoods remain highly-livable and are driven by quality of life
- Implement the comprehensive plan through policies, ordinances and decisions
- Increase the safety of rental housing stock

- Support strong Homeowners Associations that work with residents and the City
- Develop sustainable neighborhoods that address the needs of various population groups
- Preserve the character of historic neighborhoods

**MEANS TO CITIZENS**

- Protection of property values.
- Attractive, livable neighborhoods.
- Sense of neighborhood identity and pride with neighbors helping neighbors.
- Place to live, raise our families and socialize with friends and neighbors.
- Predictable future development and redevelopment.

**SHORT TERM CHALLENGES AND OPPORTUNITIES**

- Community benefit vs. personal property rights
- Perception of the City’s development standards and processes
- Some owners not taking responsibility for their properties

**LONG TERM CHALLENGES AND OPPORTUNITIES**

- Clear, consistent and balanced policy direction
- Impact of national economic situation resulting in slower than anticipated growth
- Older areas needing redevelopment and revitalization
- Communications and coordination with Texas A&M University
- Relationship between neighborhoods and developers

**Diverse Growing Economy**

**OBJECTIVES**

- Expand and diversify the local economy and tax base
- Collaborate with community partners (Texas A&M University and Economic Development Organizations) to produce economic benefit to all residents
- Develop opportunities and partnerships which position College Station as a national center for biotechnology
- Expand tourism economy and supporting infrastructure
- Redevelop strategic commercial areas of College Station
- Have land available for business development
- Maintain and enhance retail economy
- Develop and enhance medical and health care center

**MEANS TO CITIZENS**

- Opportunities to work near home.
- Community partners working together.
- Opportunity to start and grow a business in College Station.
- Quality job opportunities for residents.
- Convenience for shopping, entertainment and jobs.

**SHORT TERM CHALLENGES AND OPPORTUNITIES**

- Growing number of retirees
- Need for a Convention Center to support the tourism economy
- Relationship between the City’s Economic Development and Research Valley Partnership
- Growing recognition as a biotechnology center
- Grow locally or attract new businesses

**LONG TERM CHALLENGES AND OPPORTUNITIES**

- Competition from other communities
- Aging commercial centers and corridors

- National economy and access to capital
- City's role and use of incentives

## **Best City to Live In the United States**

### **OBJECTIVES**

- Develop a reputation: “cool place” to live for attracting and retaining young professionals
- Maintain personal safety and security for College Station residents
- Expand leisure and recreational venues, programs and services responsive to the needs of all generations
- Continue as a place that is attractive for retirees

### **MEANS TO CITIZENS**

- Being safe and secure at home, in the neighborhood and throughout the community.
- Choices for your leisure time.
- Convenience – you can stay in the community during your leisure activities.
- Others desire to live in College Station, businesses desire to come here.
- Protection of property and home values.

### **SHORT TERM CHALLENGES AND OPPORTUNITIES**

- Job opportunities for well-educated, young professionals
- Defining the City's role in leisure activities
- Amenities for young professionals
- Funding for projects

### **LONG TERM CHALLENGES AND OPPORTUNITIES**

- Involving residents in community safety
- Competition with other cities

## **Green Sustainable City**

### **OBJECTIVES**

- Reduce overall per capita water consumption
- Increase renewable green energy in a portion of purchased power while reducing the overall energy consumption
- Develop mechanisms to reuse water in the community
- Reduce the overall per capita volume of waste generated in the community
- Develop environmentally sound, economically feasible means to dispose of waste
- Reduce global warming emissions in the city operations through realistic targets
- Expand open, green spaces throughout the community
- Incorporate LEED or equivalent standards in development regulations and building codes
- Become recognized as a leader in application of green and sustainability concepts to the City and community

### **MEANS TO CITIZENS**

- City acting as an environmental steward.
- Creating a culture in the community that embraces sustainability.
- Changing daily living patterns.
- Conservation and preservation of College Station's natural resources.
- Attractive, beautiful community.

### **SHORT TERM CHALLENGES AND OPPORTUNITIES**

- Educating the community on the concepts of “Green” and “Sustainable”
- Defining “Green and “Sustainability” concept and their application to College Station
- Changing consumption patterns

## **LONG TERM CHALLENGES AND OPPORTUNITIES**

- Funding for projects
- Resistance in the community
- Return on investment and community benefit
- Evolving technology

## **Exceptional Multi Modal Transportation**

### **OBJECTIVES**

- Provide an efficient public and private transportation network to ensure mobility and safety to our residents
- Implement state-of-the-art transportation management programs and systems
- Improve the operational efficiency of existing transportation networks
- Expand multi use trail system within College Station
- Secure state and federal transportation funds to improve the transportation system
- Expand road capacity to accommodate traffic volume at the existing level of service
- Increase traffic and pedestrian safety throughout the city
- Maintain high quality city streets consistent with City's policy

### **MEANS TO CITIZENS**

- Predictable, acceptable travel times within College Station.
- Mobility choices.
- Leveraging city resources to improve the City's transportation system.
- Safer travel within College Station.
- Quality, well-maintained city streets.

### **SHORT TERM CHALLENGES AND OPPORTUNITIES**

- Developing trails and bike lanes for connecting community destinations (work, school, parks, stores)
- Funding for transportation projects
- Changing mobility patterns of residents
- Safer travel for bikes

### **LONG TERM CHALLENGES AND OPPORTUNITIES**

- Conflicting priorities
- Residents' expectations of travel times
- Airline service to the community

## City Council Prioritized Goals and Actions

Adopted by City Council June 17–18, 2010

### I. Financially Sustainable City Providing Response to Core Services and Infrastructure

1. Spending taxpayer money efficiently
2. Those who benefit from services should pay
3. Transparent taxation
4. Services must pay for themselves
5. Develop revenue streams independent of the General Fund
6. Return on investment policy revision
7. Ensure taxable entities locate on city land
8. Evaluate public safety needs
9. Protect sales tax revenue
10. Hotel/Motel tax utilization for eligible projects

### II. Neighborhood Integrity

1. Preserving and restoring older neighborhoods
2. Resolution to parking in residential areas
3. Definition of public nuisance in residential areas for code enforcement
4. R-1 zoning classification for investment properties
5. Neighborhood services
6. Rental inspections
7. Town/Gown relationship

### III. Diverse Growing Economy

1. Promote knowledge-based businesses
2. Define roles of RVP and Economic Development staff
3. Expand and retain existing businesses
4. Promote business-friendly attitude
5. Senior-friendly
6. CS Economic Development Corporation
7. Reduce the cost of doing business provided it doesn't increase costs for taxpayers
8. Next-generation business park
9. Recognizing prudence of government intervention in the marketplace
10. Increase tourism, working with University
11. Utilize RVP and existing partnerships
12. Housing affordability

IV. Improving Multi Modal Transportation (not in priority order)

1. Rough proportionality for multi-modal paths in requirements for development
2. Cooperating with A&M and the District to develop true mass transit system
3. Hike/bike plan education
4. Sidewalk fund
5. Actively encourage high speed rail/T-Bone alignment
6. Funding stream for new road construction

V. Green Sustainable City (not in priority order)

1. Continue education to citizens and within city
2. Partner with businesses for promotion of environmental programs
3. Continue seeking revenue streams to fund initiatives
4. Recycling program evaluation
5. Traffic signal coordination in the budget
6. Green Building Advisory Committee
7. Re-establish Green Advisory Committee
8. Marketing and rebranding of Wind Watts
9. Rock Prairie Landfill transition to park/funding opportunities
10. Focus on natural areas/greenways vs. recreational parks
11. Incentives for renewable energy