



Alan Binstock's "Pilgrim's Quandary": in an early fabrication stage.

The finished sculpture stands in the 3500 block of East-West Highway (MD 410) at Post Park Apartments. Hyattsville residents envision the installation of public art as one of scores of opportunities to be further realized as their community develops.

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City of Hyattsville, Maryland
2010 Community SWOT Analysis
for the 2010 Community Legacy
Revitalization Plan Update

Report

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Introduction

A. The Overall Community Planning Context

The City's existing Community Legacy Revitalization Plan was created to increase the City's capacity to improve the economic conditions, the quality of life, and identify the service potential of the City. The Hyattsville Community Development Corporation administered the development of the 2004 Plan in collaboration with key City personnel. The plan's relatively successful implementation has been due to the extensive inputs from a broad spectrum of local stakeholders, an honest assessment process of local conditions, and the continuing attention to the Plan after its adoption by the local government.

The original plan is considered a highly successful planning document by Maryland DHCD and the City, and has provided a mechanism that has facilitated significant economic revitalization. The update to the plan should identify and confirm the feasibility of the current long-term goals or present new goals; identify mechanisms necessary and potential partners for implementation of these goals; and identify governing bodies responsible for authorizing specific revitalization initiatives.

Just as the previous 2004 planning effort was grounded in community-derived ideas of where our strengths and vulnerabilities were to be found, the following analysis of a series of facilitated, community-wide Strength/Weakness, Opportunity/Threat identification exercises helps us to create a baseline understanding of present community perceptions of existing conditions in Hyattsville. The exercise clarifies the question of where the community thinks itself as starting from today.

The Maryland Department of Housing and Community Development (DHCD) requires all Community Legacy Area designees to update their Community Legacy Plan every five years to stay eligible for programmatic funds. Additionally,

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due to the recently adopted Sustainable Communities Act of 2010, these communities will now also be required to develop and adopt Sustainability Plans (enhancing/replacing their Legacy Plans) in order to fulfill new funding guidelines for maintaining State grant-worthiness.

As part of this requisite planning update, Hyattsville engaged in a City-wide process to review and assess the present relevance of its 2004 Revitalization Plan; its performance implementing the initiatives the Plan identified; and its residents' sense of present community conditions. In addition to updating the existing plan, the City will develop a strategic five-year plan to guide the City's future implementation of planned initiatives. The 2010 Revitalization Plan will be based on several inputs:

- The community's assessment of the 2004 Plan, and
- The findings of the 2010 SWOT Analysis which identify and frame residents' perceptions of Hyattsville's local conditions and place within the region, and
- The recently completed Community Visioning Process facilitated by ACP Visioning and Planning.

In the arena of community development in the State of Maryland, The City of Hyattsville occupies a notable position. The City has been a designated Community Legacy Area for more than six years, and has effectively leveraged the more than \$1,200,000 in grants it has received directly as a result of the program. Other funds and state investments in infrastructure and programming have also been steered towards the Hyattsville area as a result of the focused, strategic approach to revitalization the City adopted. These funds have not been an antidote for eliminating all of the problems confronting the City, but much progress has been made in the years between the 2004 adoption of the Community Legacy Revitalization Plan and now. One important benchmark, the City's assessable tax base, had been growing and diversifying at a steady rate.

Hyattsville's tax base has more than doubled between 2005 and 2010. The growth is due to new developments; the planned phase-in of annexed commercial properties in the Prince George's Plaza Transit District; rising assessments on improved single-family houses, and a formerly rising real estate market. Only just this year has this tax base growth been tempered by the recent drop in assessments due to the faltering national and local economy. The 2011 tax base represents a 6.4 % reduction in total assessed values from the previous year. Even accounting for this recent drop, the City's tax base development

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exceeds both that of Prince George's County's and the State of Maryland's for the same five-year period.

As a result of the improved tax base, Hyattsville has had the ability to pursue its strategic objectives and maintain better staffing levels over a wider range of services than most comparable municipal governments. Additionally, continued infrastructure improvements, continuing planning and development initiatives, pedestrian and bike accessibility improvements, and more competitive employee salary offerings are just a few of the more positive consequences of this positioning. While some persistent community issues still remain and new ones emerge, the City has greater and more sustainable financial capacity to address them.

B. Method

The Hyattsville Community Development Corporation (CDC) worked with the Office of Community Development to structure PowerPoint presentations demonstrating the nature and the scope of implementation of the 2004 Community Legacy Revitalization Plan for a series of resident-focused Community Assessment workshops and SWOT Analysis workshops. Six publicly held Community Assessment workshops and Seven SWOT Analysis workshops were conducted at six diverse locations across the City over the course of one month. One City Council-dedicated SWOT Analysis workshop was also held. More than 20 similarly structured, by-invitation stakeholder interviews within the municipal government, business and development community were also conducted by Hyattsville CDC.

These workshops were also supplemented by a Hyattsville CDC staff review of approximately 30 Hyattsville-related studies, land-use & zoning plans, which were also compiled and provided as background and boundary condition research for the planning firm selected to perform the 2010 Legacy Plan Update. Outreach for the meetings consisted of announcements placed in the Hyattsville Reporter, Hyattsville Life and Times, and Gazette. Bulletin Board postings were placed at Magruder Park and Kirkwood. City website and group listserv postings and direct e-mails to stakeholders served as electronic outreach. Neighborhoods were flier-ed door-to-door to promote the sessions, and posters placed in popular commercial and institutional locations

C. Participation

Based-upon sign-in sheet documentation and direct count, more than 80 residents and stakeholders participated in the Community Assessment workshops, and 168 residents and stakeholders participated in the SWOT Analysis. Over 100 Community Assessment surveys were also turned in by hand or on Survey Monkey (an online survey tool employed in this project).

2010 City of Hyattsville Community SWOT Meetings Interpretive Summary

Key Stakeholder Inventory Findings:

Strengths:

Common themes arise across the community and demographics

- Geographic convenience and strategic proximity to regional resources is widely acknowledged by community members as a major attractant and contributor to quality of life
- The key element, across the board, that cements Hyattsville's internal identity is the unique and heartfelt sense of place and sense of community experienced by its residents. It is characterized most vocally by the community's strong embrace of diversity in all of its manifestations and the underlying tolerance that is a nearly universally held value
- Key physical fundamentals also contribute to quality of life: varied and rich historic housing stock, niche neighborhoods, access to parks and open space, access to transit options
- In large part residents view municipal service delivery and public safety activity to be effective and consistent
- Residents welcome the delivery of recreational services across the spectrum the City attempts to deliver them
- The City's website is identified as a welcoming and increasingly effective communication tool: necessary, but not sufficient for the entire community.
- The infrastructure renewal has been widely recognized and named as a key component in advancing redevelopment goals and securing fundamental quality of life in the neighborhoods

Weaknesses

- Respondents feel that planning and development don't always do what is promised by the process: traffic continues to worsen, and lack of control over traffic and other boundary conditions along State Highways diminishes quality of life and frustrates and confounds residents and policymakers alike.
- Residents asserted that Hyattsville and its satellite organizations fail to promote our community's best features in a way that penetrates across the regional consciousness, and therefore fail to capitalize on many opportunities to attract

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investment and improve. This also ties into and feeds the resident understanding of the Hyattsville-City / Zip Code identity issue.

- There is a prevalent local perception of a strong gang presence in the City far in excess of direct individual experiences. Poor illumination in key transportation corridors and streets; in commercial corridors; especially in West Hyattsville, the Hamilton Street area, and Route One contribute to a sense of insecurity and diminish activity.
- The perception that the Prince George's County public schools are divorced from the concerns of the community, and that they are delivering substandard or inadequate educational progress is still widespread among participants in this process, but not universal.
- Identification of commercial vacancies, ongoing business corridor blight and the recent increase in foreclosures, and property maintenance decline was cited by respondents.
- Both residents and external stakeholders shared a perception that times are hard, that Hyattsville is vulnerable, and its revitalization progress is fragile

Opportunities

- Hyattsville is regionally recognized as a community that seeks redevelopment investment.
- Residents believe the community can better utilize the external investment it attracts at its metro stations and in the Arts District to attain the elements of our communities' most commonly held vision and values.
- By more clearly defining the outcomes the community seeks from new development and then adopting more clearly stated smart growth values and policies not currently in place at the municipal level, residents felt that our Metro station's economic development and environmental enhancement potential could be better fulfilled, while maintaining the core residential neighborhood strengths.
- The growth of immigrant communities in Hyattsville presents some unique educational opportunities for sharing cultures, and promoting greater understanding and tolerance

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- Strong historic and architectural resources within Hyattsville and the maturation of the housing stock now enable us to target an expansion of our historic district into the western side of the City, and to expand access to tax credits that more affordably enable housing stock renewal.
- A growing consciousness of the importance of the health of the Chesapeake Bay, combined with our proximity to Stream Valley parklands, and the Northeast and Northwest Branches of the Anacostia invites more environmental stewardship initiatives, and educational programming
- The presence of numerous, diverse, faith communities and houses of worship in Hyattsville could lead to better community outreach, code compliance, and promotion of area strengths through the establishment of more formal and regular communication
- By utilizing proven and established local & regional organizations for youth outreach, and providing access to available facilities and space, needed services could be secured without expanding local government costs.
- An actual heritage tourism experience could be designed and established through the Anacostia Trails Heritage Area's (ATHA) presence and incorporating other contributing and nearby historic resources.
- Newly developed and developing tax resources and expanded staff capacity (the Community Development Office, Volunteer Services, internal marketing and communication /technology capacity) could enable the identification and elimination of long standing service gaps

Threats

- In the short term the economic downturn slows the pace of revitalization; erodes the tax base; diminishes the quality of community and neighborhood conditions, while increasing demand on City services. In the long term, the ability of the tax base to sustain both City services and public infrastructure has still not been adequately determined. Appropriate levels of sustainable service have not been established.
- Looming overdevelopment or development that does not achieve our strategic goals diminishes our quality of life, taxes our infrastructure, worsens traffic flow, and lessens the viability and attractiveness of our commercial districts.

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- The misrecognition of our Hyattsville community due to the widespread institutional use of the Hyattsville name by multiple Zip Codes fosters misperceptions about the prevalence of crime & the crime rate both inside and out of the community; that we remain unable to effectively counter. In the broader Washington Metropolitan region our competitiveness and desirability as a destination, place to do business, and as a community are damaged by our lack of a distinct and clear identity as a municipality.
- Local threats to an aging populace include: rising property assessments, accessibility limitations, limited sidewalk connectivity, too few support programs, poor public lighting, and limited affordable housing options.
- The lack of consensus within City leadership and within the community regarding change and the direction of change, a perception of declining civic engagement, non-engagement of our immigrant community, combined and linked to unmet community expectations, and a perceived unresponsiveness from elected and appointed officials to vocal or activist perspectives seems to lead to a sanctioning of collective apathy across the community.
- The continued presence of obsolete, empty or underutilized commercial buildings and now residential properties too, and associated declining property maintenance that is somewhat linked to the tight credit market and foreclosure crisis continues erosion of neighborhood stability and augments concerns over the implications of high rental to ownership ratios throughout the City.
- Perceived and real Prince George's County School underperformance and unresponsive school system management deters long term resident commitment to Hyattsville
- Concern over rising crime; a perception of a strong gang presence in the City far in excess of direct individual experiences. Poor illumination in key transportation corridors and streets; in commercial corridors; especially in West Hyattsville, the Hamilton Street area, and Route One contribute to a sense of insecurity and diminish activity. (Found to be both Threat & Weakness)

2004 Plan Priorities:
Assessment of Implementation



Assessment of Implentation of 2004 Revitalization Plan Priority Actions

A: COMMUNITY ORGANIZATIONS & PROGRAMS				
2004 PRIORITY & COMMENT	2004 CLRP PLAN RECOMMENDATION	KEY ORG	SUPPORTING PARTNERS	TIME FRAME
2004 Priority: 1	Expand role of the Hyattsville CDC (Accomplished)	HyCDC	City of Hyattsville, PG County MD DHCD, local entrepreneurs	Ongoing
Expansion of CDC by hiring staff, creation of funding mechanisms and generation of operating revenue on fee for service basis				
Ongoing Need: program out to 5 years	Conduct Real Estate Developer Forums (Accomplished)	HyCDC	Port Towns CDC, Gateway CDC, PGC EDC, MNCPPC	2007, 2008, 2010 +
Developed and Implemented Urban Edge Conference series: attendance at 105 participants @ event				
Continued Need: freshen approach for next phase	Identify Target Markets (Accomplished)	HyCDC	City of Hyattsville, MD DHCD, EYA, UTC, local entrepreneurs, DBED	2006 - present
Developed and Marketed Restaurant District Feasibility Study: documented demand and supply capacity, assisted developers and restaurateurs w/ market data to support recruitment & finance efforts. 8-10 new restaurants added to Route One market, 7 at UTC. Used market data to analyze and advise "no go" on many proposed business plans				
Continued Need: program out to 5 years	Improve Physical Appearance of Buildings (Partially Accomplished)	City	Hyattsville CDC, Neighborhood Design Center, PG County	2009-2011

Assessment of Implentation of 2004 Revitalization Plan Priority Actions

A: COMMUNITY ORGANIZATIONS & PROGRAMS				
2004 PRIORITY & COMMENT	2004 CLRP PLAN RECOMMENDATION	KEY ORG	SUPPORTING PARTNERS	TIME FRAME
City obtained funding for 6-8 Façade Improvements for 2010/11: worked with HyCDC, who recruited 6 business & property owners of targeted properties in need, to work with NDC on designs in 2009/10				
2004 Priority: 2	Strengthen Hyattsville Business Assoc. (Not Accomplished)	City	HyCDC	2008-2009
City organized and collaborated with local business managers and the HyCDC on marketing, events and programming to resurrect this historically hard to energize entity				
Drop program: let group/s evolve as need grows	Form a HBA Retention Subcommittee (Not Accomplished)	City	HyCDC, local merchants	
After many organizing meetings and a year's worth of program offerings and networking, the group adopted a mission and Bylaws, but never had enough potential member support to get off the ground. City subsidy not worthwhile, absent underlying organizing basis for local businesses				
Continue varied approaches as success dictates	Develop a Coordinated Marketing Approach (Partially Accomplished)	HyCDC, City	Route One merchants, Gateway Arts District Management Team, EYA, MNCPPC	2008 - present
As an aftermath of the organizing effort: a cluster of cooperating Route One merchants organizes a Holiday Season marketing and sales campaign under the buy local rubric. Hyattsville CDC works on Branding and marketing for the overall Gateway Arts District				

Assessment of Implentation of 2004 Revitalization Plan Priority Actions

A: COMMUNITY ORGANIZATIONS & PROGRAMS				
2004 PRIORITY & COMMENT	2004 CLRP PLAN RECOMMENDATION	KEY ORG	SUPPORTING PARTNERS	TIME FRAME
Recruit specialist to adopt; need remains	Establish a Bi-Lingual Program Subcommittee (No action)			
No action				
BIDs now enabled: formation to wait on business district need basis	Build Toward Becoming a BID (Enabled)	HyCDC	Port Towns CDC, 47th District legislators	2009-2010
HyCDC researched, developed draft & model legislation, & lobbied 2 years until MD legislature created BID enabling law				
2004 Priority: 3	Create Hyattsville Civic Assoc. (HCA) (No action)			
No action: Annexed University Hills community has civic association that struggles to operate				
Ongoing Need: program out to 5 years	Promote Festivals and Events (Accomplished)	City	HyCDC, EYA, local merchants, MNCPPC	2005 - present
City Rec Dept. conducts highly successful International Festival, Summer Jam & Family Night Out series. EYA,HyCDC, City collaborate on Arts Festival				

Assessment of Implentation of 2004 Revitalization Plan Priority Actions

A: COMMUNITY ORGANIZATIONS & PROGRAMS				
2004 PRIORITY & COMMENT	2004 CLRP PLAN RECOMMENDATION	KEY ORG	SUPPORTING PARTNERS	TIME FRAME
Continue approaches as success dictates: program for 5 years out	Celebrate Public Art (Accomplished)	HyCDC	Hyattsville Community Arts Alliance	2006 - present
HyCDC maintains a Public Art program: develops public art and events w/ private developers and with City: 4-public artworks: many events delivered to date. City commenced Artway North				
Continue varied approaches as success dictates: drop from plan	Activate Resident Self Help (Accomplished)	HOPE, HPA	City , HyCDC	2005-present
HOPE listserv (civic/private run) maintains database of information and advice for range of life issues and community needs and concerns. Several citizen watch groups work with HPD, HyCDC maintains business guide and database on its website				
	Parking District Authority (No action)			
No action				
Will happen w/o being in plan	Coalition of Congregations (Partially Accomplished)	HyCDC	area churches	2010
HyCDC recently initiated effort to start-up				
Ongoing Need: program out to 5 years	Crime Watch Task Force (Partially Accomplished)	City Police Dept		2005 - present
Ongoing effort				

Assessment of Implentation of 2004 Revitalization Plan Priority Actions

A: COMMUNITY ORGANIZATIONS & PROGRAMS				
2004 PRIORITY & COMMENT	2004 CLRP PLAN RECOMMENDATION	KEY ORG	SUPPORTING PARTNERS	TIME FRAME
Ongoing Need: program out to 5 years	Volunteer Database (Accomplished)	City	AWS, other orgs	2008 - present
City created full time Office of Volunteer Services: mobilizes hundreds of volunteers City-wide on dozens of initiatives				
Ongoing Need: program out to 5 years	Community Gardening (Partially Accomplished)	Community Garden Group		2010
City providing appropriate parkland and infrastructure support. Citizen-led community gardening group initiating agreement with City to develop one garden site				
Ongoing program	Home Improvement Wknd. (Accomplished)	City	City	2008 -present
City support with special trash pick ups and promotion				
Ongoing program	Annual Garage Sale (Accomplished)	City	NA	2008 - present
Rec Dept initiated Bi-annual City-wide yard sale				
	Antique Swap Meet (No action)		NA	
No action				

Assessment of Implementation of 2004 Revitalization Plan Priority Actions

B: ECONOMIC DEVELOPMENT				
2004 PRIORITY & COMMENT	2004 CLRP PLAN RECOMMENDATION	KEY ORG	SUPPORTING PARTNERS	TIME FRAME
2004 Priority: 1	Increase Homeownership (Accomplished)	City	HyCDC, District 2 County Council Office, MNCPPC, Private Development partners	
<p>Encouraged homeownership to stimulate growth: City & CDC both aggressively promoted a development strategy to lead local development investments with homeownership creation via promulgation & distribution of CL Plan at Agency level: MD Dept of Planning, DBED, DHCD, PGC DHCD. Via promulgation & distribution of CL Plan to all prospective developers, at public meetings, at conferences, and through media, word of mouth, cold calling and recruiting successful developers to tour the area. City & Planning Committee recommended & urged developers proposing new developments to build or include or enable future ownership models into their developments. E.g. UTC, EYA, Post Park, West Hyattsville Commons (not realized): despite market preference for rental products</p>				
Await census data: worthwhile approach, but could lower the priority status	Encourage the Development of For-Sale Housing Stock (Accomplished)	City	HyCDC, District 2 County Council Office, MNCPPC	
<p>The City negotiated with and provided the development community with supportive correspondence or promoted the position of this approach at the level of Planning Board & District Council review of proposals. CDC's attempted redevelopment of 4307 Jefferson (unsuccessful: but became popular low income / artist rental housing)</p>				
Still a resident held priority, but requires a more programmatic basis to accomplish better results	Increase Owner-Occupied Units in Existing Housing Stock (Partially Accomplished)	HyCDC		

Assessment of Implementation of 2004 Revitalization Plan Priority Actions

B: ECONOMIC DEVELOPMENT				
2004 PRIORITY & COMMENT	2004 CLRP PLAN RECOMMENDATION	KEY ORG	SUPPORTING PARTNERS	TIME FRAME
<p>Annexation of University Hills was a mixed success in terms of the home ownership delta, with its concentration of university student housing conversions within the single-family housing stock. City also began a program of enhanced code enforcement of neighborhoods and increased regulation of single family housing rentals, to improve neighborhood attractiveness as a means of increasing and retaining homeownership in the community. Benchmarking data on ownership rate changes in Hyattsville await census results. Compiled real estate data and anecdotal information under development only indicates high turn over in homeownership not the rate of ownership to rental itself</p>				
Requires a more programmatic basis to accomplish better results	Provide Owner Financing Assistance Programs (Partially Accomplished)	City		
<p>City funded minor "Live Where You Work" program assistance for employees, an income delimited homeowners tax credit, and funded a \$1,000 K home purchase stimulus, expanded Historic District to expand access for Homeowner's to Historic Property Tax credits. But no comprehensive incentive program, past revitalization activity itself has been undertaken to date</p>				
<p>2004 Priority: 2 Should continue as a high priority: it eliminates blight, it is the basis for sustainable tax base of varied sources beyond the homeowner property tax burden and optimizes metro usage</p>	Facilitate New investment (Accomplished)	City	HyCDC, MD Dept of Planning, MNCPPC, District 2 PG County Council Office, MD DBED, MD DHCD, WMATA HIP, Private Development Community	

Assessment of Implementation of 2004 Revitalization Plan Priority Actions

B: ECONOMIC DEVELOPMENT				
2004 PRIORITY & COMMENT	2004 CLRP PLAN RECOMMENDATION	KEY ORG	SUPPORTING PARTNERS	TIME FRAME
<p>High levels of official City, HyCDC and stakeholder involvement in the creation of the Gateway Arts & West Hyattsville Transit Districts shaped the land use guidelines in a way to improve and facilitate new investments in the City by emphasizing form over specific use, while guiding development towards the goals of transit-oriented development & mixed-uses. Targeted promotion of strategic & developable properties by City & HyCDC. This multi-layered activity and effort is probably one of the most distinguishing and successful elements of our revitalization strategy. By promoting desired & predictable development outcomes, the City and its partners were able to attract investments. Publicly articulated market direction coupled with an aggressive capital investment campaign in the City & in infrastructure over the past five years created developer confidence to realize concepts and plans. Effective. use of Special Tax Districts</p>				
Should continue as a high priority: keeps region apprised of Hyattsville's strengths, viability, and strategic advantages	Initiate Public Awareness Campaigns (Accomplished)	City, HyCDC	PGC EDC, local development community, Gateway CDC, MD DHCD	
<p>Development tours coordinated through county & state agencies; municipal tours with developers; HyCDC developer outreach; participation in regional conferences to promote local development; local conference hosting ; conducting participatory media campaigns with local developers and regional stakeholders. Lobbying and community organizing around better land use outcomes (and against the proposed Chillum LNG plant). The region learned the how and why of Hyattsville's resurgence and plans for development. Positive press (Washington Post Magazine, Washingtonian; Fox News, WAMU) and more nuanced media coverage follow our continuing efforts.</p>				
Requires a more programmatic basis to accomplish better results	Promote Business Financing Programs (Partially Accomplished)	City	HyCDC, PGCEDC	

Assessment of Implementation of 2004 Revitalization Plan Priority Actions

B: ECONOMIC DEVELOPMENT				
2004 PRIORITY & COMMENT	2004 CLRP PLAN RECOMMENDATION	KEY ORG	SUPPORTING PARTNERS	TIME FRAME
<p>No local programming budgeted. HyCDC funding efforts for business financing through CDBG & Community Legacy were under or not funded at all. Too little capacity at present. Too little coordinated programming from all level of agencies. HyCDC initiated campaign to preserve Neighborhood Business Works (NBW) funding in 2011. City supported NBW loans for local businesses. City & CDC assisted EYA retail to close funding gap through state & county financed mechanisms in order to commence 40,000 sq ft new retail phase of Arts District Hyattsville. HyCDC website provides a comprehensive list of small business financing resources, but lacks funding to fully realize its proposed economic development programming goals</p>				
Requires a more programmatic basis to accomplish better results	Create a New Economic Development Program (Accomplished)	City, HyCDC	MD DHCD, PGC DHCD, Gateway Arts District Management Team	
<p>City created Office of Community Development to apply focused resource allocation and a coordinated planning approach to economic & community development. City maintained and extended the Enterprise Zone tax incentive program. HyCDC worked with City & Gateway Arts District MT to formalize and adopt Arts District tax incentives. CDC's & City's promotion & support of Restaurant District Development (adopted by both EYA & UTC as recruitment strategies based on market data). City and CDC coordinate on targeting strategic properties for facade improvements, infrastructure investment, and eliminating barriers to investment. Attempts to involve the City in marketing local businesses regionally have had challenges in funding & Council support</p>				
2004 Priority: 3	Promoting Information Access (Accomplished)	City		
<p>Creation of a City Communications Manager position to comprehensively address City communication issues internally, locally, and regionally</p>				

Assessment of Implementation of 2004 Revitalization Plan Priority Actions

B: ECONOMIC DEVELOPMENT				
2004 PRIORITY & COMMENT	2004 CLRP PLAN RECOMMENDATION	KEY ORG	SUPPORTING PARTNERS	TIME FRAME
No longer a priority: however implementation of a communication strategy should become an ongoing program	Improve the City website (Accomplished)	City		
Ongoing but largely successful effort to make website more attractive, user friendly, and more comprehensively reflect the City's strategic goals				
Continue focus on improving communication across media	Expand the Content of the Hyattsville Reporter (Accomplished)	City	Hyattsville Life & times	
Dual strategy: utilizing Communications Manager to optimize content, while supporting a locally focused newspaper media option through a publication and distribution contract. Locally published non-profit newspaper focuses on positive and locally relevant issues: revealing the depth and uniqueness of the community				
Critical underpinning to successful community & economic development programming	Promote a Safe Place to Live (Accomplished)	Hyattsville Police Dept, City	Target, local business community	
Hyattsville Police initiated a Community Action Team to infuse Hyattsville with Community-Oriented policing strategies. Also began Safe Cities monitoring and communication program to make Commercial Districts safer. Crime rates on the downswing for several years despite largest commercial annexation in MD history. City focused many years of DPW project coordination on replacing water, sewer, and natural gas pipelines with local utilities				

Assessment of Implementation of 2004 Revitalization Plan Priority Actions

B: ECONOMIC DEVELOPMENT				
2004 PRIORITY & COMMENT	2004 CLRP PLAN RECOMMENDATION	KEY ORG	SUPPORTING PARTNERS	TIME FRAME
Continue focus on other Gateway improvements	Improve Signage and Gateway Treatments (Accomplished)	City	SHA, County, MD DHCD, Planning Committee, Marketing Task Force	
Office of Community Development installed a comprehensive package of environmentally sensitive and innovative gateway signage City-wide				

Assessment of Implementation of 2004 Revitalization Plan Priority Actions

C: PHYSICAL IMPROVEMENT				
2004 PRIORITY & COMMENT	2004 CLRP PLAN RECOMMENDATION	KEY ORG	SUPPORTING PARTNERS	TIME FRAME
<p align="center">2004 Priority: 1 Continue as an ongoing, slightly lower priority</p>	<p align="center">Improve Us Route One Streetscape and Gateway (Partially Accomplished)</p>	City	SHA, EYA, DHCD, Prince George's County, DeMatha	Ongoing
<p>Progress has been made at gateway entrances to the City at the north and south ends of Route One. The City's solar-lit Gateway signage at Armentrout Drive to the south, along with the clean-up & occupancy of the once trash-laden & unsightly 4700 Rhode Island Ave by a cafe have improved the southern entrance markedly. To the north, the City, HyCDC, and Planning Committee worked with DeMatha HS to strengthen their street presence and improve the streetscape and shielding of the surface parking lots. The DeMatha streetwall forms a campus-like entrance to DeMatha & serves as an improved Gateway presence on Route One as southbound travelers are keyed to the revitalization activity underway. Streetscapes along the EYA development site on Route One and along Jefferson Street to the east are improved to serve as 16-20 foot wide, pedestrian-friendly locations. Public Art at Centennial Park & the City parking lot have been added. There is still a long way to go and many challenges to address in order to make the streetscapes on Route One more friendly and effective gathering places serving a downtown destination.</p>				
<p align="center">2004 Priority: 2 Redevelopment of remaining parcel should be referred to the Planning Committee for recommendation: lower priority or subsume under part of broader effort to identify redevelopment sites</p>	<p align="center">Redevelop Former City Hall Site (Accomplished)</p>	City	HIP, MD DHCD, 22nd District Team, Cong. Hoyer, HUD, MEA	2004 to 2009
<p>City conducted a competitive RFP process: selected non-profit Housing Initiative Partners to build a 44-unit, low-income/affordable artist housing facility. Development proposal & concept also included an indoor pool-laden YMCA facility on the adjacent city-owned parcel. Artist housing built as a low-cost, high-value green-imbued energy efficient building. The housing is a great success, and asset: but the YMCA component of the development proposal could not be feasibly delivered.</p>				

Assessment of Implementation of 2004 Revitalization Plan Priority Actions

C: PHYSICAL IMPROVEMENT				
2004 PRIORITY & COMMENT	2004 CLRP PLAN RECOMMENDATION	KEY ORG	SUPPORTING PARTNERS	TIME FRAME
<p align="center">2004 Priority: 3 Fund and finish, maintain ongoing status</p>	<p align="center">Rehabilitate 4318 Gallatin Street (Partially Accomplished)</p>	<p align="center">City, HyCDC</p>	<p align="center">MD DHCD, MHAA, ATHA, PGC DHCD, MNCPPC</p>	<p align="center">2006 to present</p>
<p>Ongoing, successful, mutual capacity-building public/non-profit partnership exercise. Thus far funded incrementally, principally by external sources (\$1 million of \$1.4 million to date), the building is halfway rehabilitated and will serve the community as an annex to City Hall: as a 220-seat assembly facility with conference and arts performance hosting capacity. Facility originally envisioned to provide replacement public meeting spaces as City Hall offices and police functions expand into the current municipal building at 4310 Gallatin St: over-taking the current uses of that building. Also envisioned to house the non-profit Anacostia Trails Heritage Area (ATHA inc) and a heritage tourism visitor's center. City Council will work with HyCDC on final programming for the facility, final architectural and engineering designs prior to committing funding to finish the project. Parking issues in the lower downtown Route One area will have to be addressed as this facility is completed</p>				
<p align="center">2004 Priority: 4 Continue to work with developer to facilitate optimal revitalization outcomes in a collegial manner: maintain priority status</p>	<p align="center">Facilitate Mixed Use Town Center (MUTC) West of Route One (Accomplished)</p>	<p align="center">City</p>	<p align="center">EYA, HyCDC, DeMatha, MD DHCD, Prince George's County</p>	<p align="center">2004 to present</p>

Assessment of Implementation of 2004 Revitalization Plan Priority Actions

C: PHYSICAL IMPROVEMENT				
2004 PRIORITY & COMMENT	2004 CLRP PLAN RECOMMENDATION	KEY ORG	SUPPORTING PARTNERS	TIME FRAME
<p>A more successful revitalization outcome than originally envisioned in the 2004 Legacy Plan: award-winning private in-fill developer EYA was recruited by the property owner's agent, the Michaels' Company, in response to the clear cut development planning message the City cleaved to as devised in the previous Legacy Plan. A \$ 200,000,000, mixed-use, moderate density, single-family row-home community is emerging on 25 acres of the downtown corridor. Bringing expanded single family housing options, a partially restored street grid, renewed streetscape & infrastructure, income diversity upwards towards the county median, and large-scale blight elimination. The City and HyCDC have since partnered with EYA on numerous revitalization initiatives and community-driven efforts. More revitalization activity in the downtown area should be realized as this project continues to be completed. In conjunction with this project DeMatha undertook an ambitious expansion of their campus: building a 1,200 seat Convocation Center and home team basketball destination.</p>				
<p>2004 Priority: 5 Continue to pursue at a lower priority status</p>	<p>Reconfigure Downtown Circulation (Partially Accomplished)</p>	<p>City</p>	<p>NA</p>	<p>2009 to present</p>
<p>A City-funded Traffic Study (Sabra-Wang) has made recommendations, and one City Alley has been approved for a new traffic pattern at a local property owner's request; based upon the redevelopment scheme for a 6000 sq ft mixed-use building.</p>				
<p>2004 Priority: 6 Continue to pursue as a lower priority status project, but do not abandon</p>	<p>Develop Hyattsville Trolley Trail (Partially Accomplished)</p>	<p>City</p>	<p>Riverdale Park, SHA, EYA, HPA, Trolley/Legacy Trail Task Force, MNCPPC</p>	<p>2006 to present</p>

Assessment of Implementation of 2004 Revitalization Plan Priority Actions

C: PHYSICAL IMPROVEMENT				
2004 PRIORITY & COMMENT	2004 CLRP PLAN RECOMMENDATION	KEY ORG	SUPPORTING PARTNERS	TIME FRAME
<p>Much progress has been made on this truly ambitious and somewhat complicated project, that links the actions of multiple agencies and entities towards a connected whole. City initiated a Tolly/Legacy Trail Task Force, whose recommendations are under review and refinement. In the interim the City obtained the agreement of EYA to develop a portion of this trail alongside their development, and the Town of Riverdale Park has also agreed to work on obtaining right of way and building a trail connector to link up as far north as College Park and the Paint Branch Trail. The City is working with SHA and the County on portions of the trail by the railroad on Route One below the 4800 block of Rhode Island Ave, and the City-connected components. This project may take 5 to 7 more years to be fully realized.</p>				
<p>2004 Priority: 7 Continue to pursue, but raise priority status to near the top of the list.</p>	<p>Calm traffic and Improve Pedestrian Crossings on Queen's Chapel Road (Partially Accomplished)</p>	<p>MDOT, City</p>	<p>SHA</p>	<p>2004 to present</p>
<p>Minimal progress via road narrowing, virtual (painted) median separators and minimal crossing improvements at the Jamestown Road/ New Branch Trail crossing and the Belcrest walk/don't walk light. Planned for improvements by the SHA have been on the books since 2002, but limited funding and shifting administration priorities have delayed the critically needed improvements planned for by SHA working with the citizen-led MD 500 Task Force</p>				
<p>2004 Priority: 8 Lower priority status or wait until more strategic and relevant again</p>	<p>Consolidate Small Parcels Near Hamilton Street Triangle (No Action)</p>	<p>City</p>	<p>NA</p>	<p>na</p>
<p>No actions have taken place towards this goal, but a smattering of new businesses have arrived: Aldi's, A Kitchen Near You, and a computer learning center.</p>				

Assessment of Implementation of 2004 Revitalization Plan Priority Actions

C: PHYSICAL IMPROVEMENT				
2004 PRIORITY & COMMENT	2004 CLRP PLAN RECOMMENDATION	KEY ORG	SUPPORTING PARTNERS	TIME FRAME
<p align="center">2004 Priority: 9 Raise Priority Status for broader, more collaborative effort</p>	<p align="center">Facilitate Development of West Hyattsville Metro TDOZ (Partially Accomplished)</p>	<p align="center">WMATA City</p>	<p align="center">HyCDC, Prince George's County, MNCPPC</p>	<p align="center">2004 to present</p>
<p>2005 Adoption of the West Hyattsville Transit District Sector Plan and Sectional map Amendment was a critical step in insuring transit-oriented, low-impact development outcomes will result from any effort to redevelop the site. Unsuccessful development attempt by WMATA RFP process selecting Centex Homes and Gunston Hall Realty as development partners. Mediocre, lukewarm 40-acre, mixed-use development concept was approved by Planning Board, but remanded by the District Council back to the Board for improvement. An unprecedented 14 months, multi-party negotiation process ensued to develop a better project cleaving closer to the Development Plan. Compromises all around led to an approved concept that market conditions led the developer to walk away from, as it had fled from projects all across the region. There is an urgent need to proactively engage WMATA in discussions about the development of the West Hyattsville Metro Station and Transit District development. WMATA presently has no plans to issue an RFQ or RFP for redevelopment at the site in the near future. It is important that we engage in dialog before any RFQ and RFP documents are issued in order to align our planning goals with their development requirements. HyCDC continues to work to protect Transit District potential from disastrous outcome of an approved and built LNG storage plant proposal.</p>				
<p align="center">2004 Priority: 10 Continue program at low status priority as funding is available</p>	<p align="center">Enhance Hamilton Street as a Parkway (Partially Accomplished)</p>	<p align="center">City</p>	<p align="center">MNCPPC, Maryland DHCD, PGC DHCD</p>	<p align="center">2007 to present</p>
<p>Excellent progress on the initial stages of this segmented, combined infrastructure/pedestrian upgrade and Artway project. Multiple community identified traffic, circulation, safety and access deficits are being addressed by the City on Hamilton Street as infrastructure improvements proceed through grant-funded mechanisms under the oversight of the Office of Community Development. The implementation of the Gateway Arts District Sector Plan-identified Artway North concept: concept-design funded by MNCPPC through previously committed planning funds that were reprogrammed at the recommendation and request of the HyCDC.</p>				

Appendix A. SWOT Inputs: By Thematic Area

A. SWOT ANALYSIS BY THEMATIC AREA

1. NEIGHBORHOODS AND PLANNING

STRENGTHS

Neighborhood, small, town feel
Strong sense of community and place
Stable community
Small town w/big town access & opportunities
Family oriented
Seniors
Affordable housing and unit mixes
Senior housing
Housing stock

- Affordable
- Close to Metro, retail
- Variety of types
- Architectural / Historic character

Valuable real estate
Development and planning documents
Aggressive planning implementation
Good sized community: no need for more
Urban tree canopy
Yoga studio
Gateway Arts District
Farmer's Market
Movie Theater
Grocery delivery
Food Bank
Diversity: Racial, Income, Nationality, Cultural, Religious

WEAKNESSES

Enclaves / exclusivity
Post annexation ignorance of Hyattsville
Blighted property
Not enough Artists' housing
Aging apartment stock
Lack of common ground/information between cultures
Disconnect between Hyattsville City identity & zip code
East side / west side of QC mindset
Poor student behavior, escapades, no respect
Too many cars in neighborhood
Old house energy efficiency
Outreach to new residents
Bordering and surrounding communities
Communication gap between young and old
Access to historical information limited

Appendix A. SWOT Inputs: By Thematic Area

OPPORTUNITIES

Bring more affordable housing
Housing market now more affordable
Low-mod income tracts
Develop local live/work units
Post Properties: home ownership opportunity
Rehab historic housing stock
Quality of Buildings
Historic District expansion
Define, Implement smart growth policies and connect them to communities
Planned Construction /Growth
Access to planning to protect neighborhood character
Develop Hamilton Street
Develop West Hyattsville
Diversity: age, nationality
New residents
Use new and existing performance resources for better access to performance programming
Buy-in from new non-English speaking residents
Arts Community
Draw students to Hyattsville
One stop shopping
Create a wellness center
Gateway Arts District collaboration

THREATS

Over-development
Imbalanced unit mix
Cookie cutter development
Fragmented Arts District development
Metro accessibility: affordable housing
Lack of affordable housing
Need rent control
Lack of identity
Arts District in name only
Inappropriate zoning, not easily corrected
Conversion of single-family homes to multi
Connect to Metro area
Stagnant planning and development: West Hyattsville, UTC, WSSC
Intransigence of property owners to improve
Community disconnect: physical & social
Gentrification: threat to affordability & diversity
Rising Assessments
Gentrification policies
Old, obsolete buildings
Absentee landlords
Older housing stock condition
Senior flight
Disgruntled aging in place in Hyattsville
Transient population (apartments)
U of MD
Student rentals
Graduate Hills/ Gardens
Lousy landlord / Southern Management
Students vs. homeowners

Appendix A. SWOT Inputs: By Thematic Area

2. PARKS AND OPEN SPACE

STRENGTHS

- Magruder Park and parks
 - Bike Trails
 - Duck Pond
 - Heurich Dog Park
- NW Branch Stream Valley
- Walkability, Bikability
- Wildlife
- Undeveloped green space
- Recreation opportunities at Friendship Arms
- Prince George's Community Center

WEAKNESSES

- Limited youth recreation opportunities
- Lack of senior recreation programs
- Lack of variety of activity: physical / recreational
- Magruder Park "bomb shelter" community building
- People don't leash their dogs
- Seating for seniors and public benches

OPPORTUNITIES

- Better park utilization: trail system
- Public art / murals
- Community gardening
- To improve environmental performance
- Encourage more youth athletics
- Northwest / Northeast Branch
 - Access to nature
 - Restoration activity
 - Environmental protection / stewardship
 - Recreation
- Jack & Jill Property
 - Recreational enhancement
 - Environmental showcase opportunity
- Connections to trail system
- For more senior recreation programming

THREATS

- Loss of tree cover/ Aging tree canopy
- Mosquitoes
- Not enough handicapped parking facilities in town
- Not enough bus shelter / seating
- Few handicap accessibility amenities on "The Bus"

Appendix A. SWOT Inputs: By Thematic Area

3. TRANSPORTATION

STRENGTHS

Two metro stations and MARC
Infrastructure, transit & accessibility
Proximity to DC
Regional traffic is light
Parking
Commuting times better
Sidewalk connectivity

WEAKNESSES

Route One/ E-W Hwy traffic
Internal road network capacity
Lack of parking
Litter: too few trash cans at PG
Metro
Feeling unsafe at night at metro
Bus circulation is infrequent,
irregular
Not enough bike paths / lanes
Inability to influence traffic
management & street
improvements
Growing pains / Transition from
municipal development
Parking fee at UTC
Inadequate interactions w/ WMATA:
planning gap
Pedestrian safety

OPPORTUNITIES

Metro Transportation
Purple line
Major Roads: E/W Hwy, Route One,
(495)
Public transit
Street car
Improve Bus service
#13 Bus connectivity
Improve handicapped access

THREATS

Metro accessibility: affordable
housing
Metro transients
Traffic @ QCR, Adelphi, 410, Route
One & local
Purple Line construction disruption
Traffic
Poor Illumination
Loss of Call-A-Bus
Crossing E/W Highway
Unfilled potholes
Limited sidewalk connectivity

Appendix A. SWOT Inputs: By Thematic Area

4. ECONOMIC DEVELOPMENT

STRENGTHS

- Human capital
- An affluent and educated population
- Visible development
- Affordable housing and unit mixes
- Commercial retail
- Retail within proximity to housing Franklin's
- (Re-)developable land
 - Strategic location
 - Talented trades people
 - CDC website
 - Restaurants

WEAKNESSES

- No job bank
- Few teen employment opportunities
- Blighted property
- Vacant storefronts
- High business turnover
- 50-60% vacancy of Route One commercial space
- Support of businesses
- Current small pool of local businesses
- Lack of zoning control
- Lack of retail choices

Appendix A. SWOT Inputs: By Thematic Area

OPPORTUNITIES

Wired for Fios
Implement community Wi-fi or Wi-max
Bring in more cell phone carriers
Tech jobs growth
Promote buy local movement
Attract businesses internationally
Realize the Arts District's potential
Support local food movement
Implement Façade improvements
Networking, mingle with a purpose
Courthouse /Old offices as an artist marketplace
Create an environmental job fair to develop green business
Proximity to DC & other areas
(Economic
Planned Construction /Growth
Arts District
WPFW could purchase BBT
Dining
Develop Waterfront property
(NW/NE Branch)
Attract vegan/vegetarian restaurants with growing demographic
Affordability
EYA's completion, Yes Market brings activity
Available commercial space for adaptive reuse
Job growth in area
Development of the Arcade: 4318 Gallatin Street
BB&T building use
WSSC building

Vacant Retail, opportunity for business expansion
U of MD employment
Route One businesses can be small and local
Historic resources: Architecture, Tax credits
Employment for seniors and handicapped

Appendix A. SWOT Inputs: By Thematic Area

THREATS

Economic cycle
Outside or competing development
Failed development
Foreclosures
Small business vulnerability
Slowdown restricts new business & redevelopment
Slow down in new projects due to the economy
Becoming less affluent

5. CITY SERVICES

Lack of investment
Disengaged business community
Being skipped over by tourists/visitors, “not enough there”
External misperceptions of Hyattsville as in decline
Lack of capital investment from utilities
Struggling businesses
Irresponsible property owners

STRENGTHS

City Services
Federal, county & local services
Fire department
City website information access
Increasing tax base
Police Department
Code Enforcement
Public Works
Summer Jam
Family oriented programming
PG Plaza Community Center
New Infrastructure: gas, water, Fios, sewer & gas pipes, roads
Senior programs
City customer service
Health and prescription programs
Summer Jam
International Festival

WEAKNESSES

Perceptions about crime and gangs
Politics: developers hold poor opinion of City government
DeMatha disconnect/poor opinion of City government
Sustainability of gov’t to support infrastructure
Municipal fiscal woes
Lack of services for adult teens
Too few services for seniors
Lack of food /drink at public meetings
Too few medical services
Lack of social services
Language
Citizenship engagement
Not enough meeting space
Lack of “programming”, classes
Crime
Bad Police
Bad Government
Tax burden

Appendix A. SWOT Inputs: By Thematic Area

OPPORTUNITIES

Lack of zoning control
Municipal police
Aim programming from police to youth
For Rec/Art to develop and provide intervention services
Target infrastructure development to maintain quality of life
Community oriented policing can create a tighter community
Personalize service delivery
Obtain technological, data-driven decision-making tools like GIS and CADD
Fill service gaps
To develop a Health Initiative
Improve street illumination through use of LED
Promote existing services
Expand Prince George's Community Centers
Senior Center

THREATS

Decaying Infrastructure, deferred maintenance
Increased demand on City services
Declining tax base:
industrial/commercial
Gang activity:
Uncertainty of Prince George's Hospital
Good policing makes numbers look worse
Crime in surrounding areas & some parts of town
PG Plaza shoplifting
Hyattsville dingoes (strays & loose dogs on the lam)
Erosion of tax base/housing values
Snow removal
Household trash
National disaster preparedness
Lack of enforcement of City Code, police presence
Lack of emergency phones / walking alone
Need public safety training
No aging-in-place support program

Appendix A. SWOT Inputs: By Thematic Area

6. EDUCATION

STRENGTHS

Proximity to the U of MD and other higher education
Hyattsville Branch library
DeMatha
Hyattsville
Eleanor Roosevelt
Rosa parks
Community oriented schools and activities

WEAKNESSES

Reputation of schools & county in general
School test scores/ perceived weaknesses in public education
Lack of options for kids/teens
Cut backs in substitute services & volunteers in public schools

OPPORTUNITIES

Educational institutions
Explore non-profit, federal, internal and external education opportunities
Be more active engaging City youth
Engaging High School Students in Community Life
Bring English learning for new Hispanic residents
Attracting a school, charter or other non-profit as part of the re-use of BB&T

THREATS

School capacity / school system
Low educational attainment
lack of opportunity for youth
Lack of input into school direction
School system reputation
2-working parents: no supervision for some kids
School Redistricting
School Board's disconnectedness from local needs
Poor school performance
Service gaps due to language barriers in schools
Inadequate school funding

Appendix A. SWOT Inputs: By Thematic Area

7. LEADERSHIP

STRENGTHS

Non-profits with capacity
Inclusive government engagement
Many civic organizations
Good Councilmembers
Open & accessible City Council
Good effort from municipal government
Can work w/ government to do positive things
Track record of success
Staff commitment
Volunteer services
Public participation welcome in planning

WEAKNESSES

Too many people complain but don't act
Lack of cooperation among council members
No podcasting or webinars by City Government
Not enough access or interaction w/Councilmen
People outside the community have
Lack of consensus on change / direction of change
Limited depth in staff, lack of follow-through
Lack of consistent service delivery, customer service
Should be easier to attend public meetings
Not everyone can make/ feels safe at night meetings
Not enough resident participation
Little or no access to Councilmembers

Appendix A. SWOT Inputs: By Thematic Area

OPPORTUNITIES

Near to national political figures
Preservation Community
Nearby municipality partnerships
Show recent successes
Increase volunteerism and advocacy
Develop an interfaith action
outreach
Engagement of old & new
leadership at ballot time
Active Religious Communities
Gain statewide recognition for our
accomplishments
New County Executive
Develop partnerships with
municipalities and private entities
Teen Council (youth legislature)
Latin American Youth Council or
similar organization
Can expand Non-Profits' role

THREATS

Too much social media, not enough
face-time
Not being heard or listened to about
development
Council gridlock
Lack of consensus / vision
Lack of participation in community
planning process
Inadequate interactions w/ WMATA:
planning gap
Low expectations for leadership

Appendix B. SWOT Inputs: Verbatim by Meeting

SWOT 3/9/10: Jim Chandler, City staff, facilitator (8 participants)

Opportunities

Metro Transportation
Proximity to DC & other areas (Economic)
Better park utilization: trail system
Affordability

Local live/work
Planned Construction /Growth
Arts District
West Hyattsville
Development of the Arcade: 4318 Gallatin Street
BB&T building use
WSSC building
Vacant Retail
Historic resources
 Architecture
 Tax credits
 No McMansions
Educational institutions
Diversity: age, nationality
New residents
Cultural proximity
Tradition
Buy-in from new non-english speaking residents
Multi-cultural celebration / sharing values and traditions
Churches
Public art / murals

Threats

Infrastructure
Economic cycle

Tax base: industrial/commercial
Increased demand on City services
Groups in planning process: technical
Over-development
Arts District in name only
Metro accessibility: affordable housing
Outside or competing development
Failed development
Lack of zoning control
Expectations
Lack of identity

School capacity / school system
lack of opportunity for youth
Community disconnect: physical & social
Gang activity
Apathy
Foreclosure

Drugs/HIV/AIDS

Appendix B. SWOT Inputs: Verbatim by Meeting

SWOT 3/9/10: Jim Chandler, City staff, facilitator (8 participants)

<u>Strengths</u>	<u>Weaknesses</u>
City Services	Limited youth recreation opportunities
Federal, county & local services	Perceptions about crime and gangs
Fire department	
City website information access	
Magruder Park and parks	
Human capital	No job bank
Engaged residents	Low voter turn out
HOPE listserv	Few teen employment opportunities
We value the arts and culture	
Value diversity	
An affluent and educated population	
Non-profits	
Neighborhood feel	
Development and planning documents	Lack of zoning control
Visible development	Politics: developers hold poor opinion of
Increasing tax base	City government
Two metro stations (clean)	Route One/ E-W Hwy traffic
Infrastructure, transit & accessibility	Blighted property
Affordable housing and unit mixes	
Housing stock	Internal road network capacity
Historic character	
Commercial retail	Vacant storefronts
Retail within proximity to housing	Lack of parking
Franklin's	
Volunteer opportunities	
Proximity to DC	Disconnect between City of & Hyattsville zip
Proximity to the U of MD and other higher education	code
Hyattsville Branch library	School test scores/ perceived weaknesses in
	public education
DeMatha	DeMatha disconnect/poor opinion of
St Jerome's & other churches	City government
Urban tree canopy	
Environmental awareness	

Appendix B. SWOT Inputs: Verbatim by Meeting

SWOT 3/9/10: Mark Ferguson, HyCDC Board, facilitator (8 participants)

Opportunities

Be more active engaging City youth
Encourage more youth athletics
Engaging High School Students in Community Life
Near to national political figures
Proximity to DC
 Metro & Purple Line
 Major Roads: E/W Hwy, Route One, (495)
Proximity to U of M
On the cusp of change
Arts Community
Affordable +/-
Diversity of Community
Historic housing stock
Quality of Buildings
Preservation Community
Can expand Not-for Profits
Low-mod income tracts
Opportunity for business expansion
Route One businesses are small and local
Show recent successes
Yay DPW for recent pothole patching
Municipal police
Identity as a small community
Increasing immigrant community
Go Google Gigabit
Wired for Fios
Tech jobs growth
Nearby municipality partnerships
WSSC Building
Becoming more affluent &
Job growth in area
Active Religious Communities

Threats

School system reputation
2-working parents: no supervision for some kids

Metro transients
Traffic @ QCR, Adelphi, 410, Route One & local

Losing civic engagement: the usual suspects
Slow down in new projects due to the economy
Gentrification: threat to affordability & diversity
Rising Assessments
Old, obsolete buildings
Absentee landlords
Old house energy efficiency

Transient population (apartments)
Small business vulnerability
Slowdown restricts new business & redevelopment
County reputation
Good policing makes numbers look worse
Crime in surrounding areas & some parts of town
All that is called Hyattsville is not Hyattsville
Non –engagement of immigrant community

Sustainability of gov't to support infrastructure

Becoming less affluent simultaneously

Threats to aging population:
 Rising assessments
 Accessibility limitations
 Limited sidewalk connectivity
 No aging-in-place support program
 Scammers

Appendix B. SWOT Inputs: Verbatim by Meeting

SWOT 3/9/10: Mark Ferguson, HyCDC Board, facilitator (8 participants)

<u>Strengths</u>	<u>Weaknesses</u>
Police Department	Gang Activity
Municipal departments	Too few services for seniors
Code Enforcement	Need a welcome wagon
Public Works	Lack of services for adult teens
Summer Jam	Lack of cooperation among council members
Parks	Municipal fiscal woes
City website	Communication:
CDC website	How we are telling our story
Stuart & the CDC	Getting words to residents &
Hyattsville Life & Times & the Reporter	Word isn't always connecting
Aggressive planning implementation	Too many people complain but don't act
Forward thinking	East side / west side of QC mindset
Franklin's	Current small pool of local businesses
Depth & diversity	Support of businesses
Housing stock:	Aging apartments
Affordable	
Close to Metro	
Variety of types	
Architectural character	
New Infrastructure: gas, water, Fios, etc	Inability to influence traffic management & street improvements
Bike Trails	No Hyattsville definition to outsiders
Strategic location	
We welcome people who might feel welcome everywhere else	Intransigence of property owners to improve
Small town w/big town access & opportunities	50-60% vacancy of Route One commercial space
(Re-)developable land	
Strong neighbor relations	
Churches	
Schools: Hyattsville, Eleanor Roosevelt, DeMatha, Rosa Parks	Reputation of schools & county in general

Appendix B. SWOT Inputs: Verbatim by Meeting

SWOT 3/11/10: Stuart Eisenberg, HyCDC staff: facilitator (4 participants)

Opportunities

Aim programming from police to youth
Rec/Art to provide intervention services
Gang intervention
U of MD
 Culture
 Employment
 Services
Historic District expansion
Purple Line / public transportation

Northwest / Northeast Branch
 Access to nature
 Restoration activity
 Environmental protection / stewardship
 Recreation
Jack & Jill Property
 Recreational enhancement
 Environmental showcase opportunity

EYA's completion brings activity
Available commercial space for adaptive reuse
Access to planning to protect neighborhood character
Housing now more affordable
Post Properties: home ownership opportunity
Revitalizing older homes
Wi-fi, Wi-max
Stick it to Verizon

Threats

Gangs

U of MD
 Student rentals
 Graduate Hills/ Gardens
 Lousy landlord / Southern Management

Purple Line construction disruption

Hyattsville dingoes (strays & loose dogs on the lam)

Lack of communal cohesiveness
 E/W QCR civil war & UH war still rages
 Students v homeowners

Traffic
Irresponsible property owners
Over-development
Inappropriate zoning
Foreclosures
Older housing stock condition

School Redistricting, schools in general
School Board's disconnectedness from local needs
Poor school performance

Too much social media, not enough facetime
Uncertainty of Prince George's Hospital

Appendix B. SWOT Inputs: Verbatim by Meeting

SWOT 3/11/10: Stuart Eisenberg, HyCDC staff: facilitator (4 participants)

<u>Strengths</u>	<u>Weaknesses</u>
Good Councilmembers	Prince George's County
Good effort from municipal government	Reputation
Can work w/ government to do positive things	Reality
Police force	Crime Bad police
Convenience of life, access to shopping	Bad government
Community Identity, neighborhood character	Tax burden
Sense of place	Post annexation ignorance of Hyattsville
	Apathy
	Poor cousin to University Park
	Poor cousin to Montgomery County
	Too few medical services
Diversity: Racial	Lack of social services
Income	Language
Nationality	Citizenship engagement
Cultural	Lack of "programming", classes
Religious	
Demographics spread about: got it all	
The People	
Talented trades people	
Good, renewed infrastructure: water sewer & gas pipes, roads	
Strong church community	
Strong social bonds	Poor student behavior, escapades, no respect
DeMatha: (and its sports teams)	
Valuable real estate	
Variety of housing types, architecture, price points	Absentee landlords
Housing is interesting, well-built	
Regional traffic is light	Too many cars in neighborhood
Convenient, strategic location	Growing pains / Transition from municipal
Public transit: buses, 2 Metro stations, & train system	development
Good sized Community: no need for more	Enclaves / exclusivity
Community oriented schools and activities	lack of consensus on change / direction of change
Parks: Duck Pond	
NW Branch Stream Valley	
Magruder Park	
Heurich Dog Park	
Walkability, Bikability	
Tree canopy	
Wildlife	
The Arts Community	
(Junk art guy on Nicholson Street)	
Restaurants : Franklin's Red's, Hank's, Carolina Kitchen,	
Calvert House, Shagga, Acapulco Spirit, Emerita's	

Appendix B. SWOT Inputs: Verbatim by Meeting

SWOT 3/16/10: Stuart Eisenberg, HyCDC staff, facilitator (13 participants)

Opportunities

Metro Station development
Redevelopment opportunities
Draw students to Hyattsville
Proximity to Washington DC
Improve pedestrian and bike facilities
Improve street illumination through use of LED
Improvements to parks
Dining
Attract vegan/vegetarian restaurants
Yes Market
Expansion of the Historic District
Access to a diverse community
Use new and existing performance resources
for better access to performance programming
Courthouse /Old offices as an artist marketplace
Attracting a school, charter or other non-profit
as part of the re-use of BB&T
To develop a Health Initiative

Bring English learning for new Hispanic residents
to better integrate into the community
Plan to bring new service providers
Networking, mingle with a purpose
To improve environmental performance
Increase employment via developing green business
Create an environmental job fair
Community gardening
Support local food movement
Promote buy local movement
Attract businesses internationally
Community oriented policing can create a tighter community
Churches could increase outreach
Develop an interfaith action outreach
Engagement of old & new leadership at ballot time

Threats

Feeling unsafe at night at metro
Lack of investment
Erosion of tax base/housing values
Not being heard or listened to about development
Disengaged business community
Poor Illumination
Government Funding problems
External misperceptions of Hyattsville as in decline
Struggling businesses
Lack of capital investment from utilities
Misidentification
Lack of investment in aging rental housing stock
Being skipped over by tourists/visitors, “not end
there there”
Vacant properties (WSSC)
Less bank lending/ less disposable income/
investment
Obesity, smoking, alcohol, lack of exercise
in youth and residents in general
Gangs, MS-13
Low educational attainment
Senior flight
Disgruntled aging in place in Hyattsville
Traffic: things are not getting better on major roads
Unemployment, lack of employment prospects
UMD hiring freeze

Less civic engagement from apartments

Appendix B. SWOT Inputs: Verbatim by Meeting

SWOT 3/16/10: Stuart Eisenberg, HyCDC staff, facilitator (13 participants)

<u>Strengths</u>	<u>Weaknesses</u>
City Communication City Newsletter Hyattsville Life & Times Gazette	Not enough civic promotion or self advocacy Not enough cable rebroadcasts No podcasting or webinars by City Government No local cable television access productions
Inclusive government engagement Open & accessible City Council Good police force / DPW/ overall services Responsive service provider (CoH) Beautification Family oriented programming	Not differentiating ourselves (The Geeky Kid) Not enough access or interaction w/Councilmen Disparate, separate resources Perception of gang presence Poor exterior illumination
Metro System / Bus access, Call-A-Bus Sidewalk connectivity Gateway Arts District Base of local artists, Arts Festival, Open Studio Tour Farmer's Market Hyattsville CDC DeMatha Many Volunteer and civic organizations Strong moms/parents group Babysitting coop Hops Hop/ Wine Crawl HPA / Historic House Tour	Bus circulation is infrequent, irregular Not enough bike paths / lanes Not enough engagement w/ arts community Not taking advantage of arts resources
Diversity of housing stock Subdivisions are not "planned" Tree City/tree canopy Northwest Branch Magruder Park	Magruder Park "bomb shelter" community building a disgrace
Small town feel: know your neighbor Strong sense of community Diversity of cultures	Lack of common ground/information between cultures and groups
Local businesses: Shagga, Hanks, Under the Coconut Tree Arrow, Three Brothers, Franklin's, Rhode Island Reds, UTC Regal Royale, Aldi, Tangled Skein	McDonald's Parking fee at UTC High business turnover
Parking Hyattsville Library, PG Plaza Community Center	Lack of parking on Route One

Appendix B. SWOT Inputs: Verbatim by Meeting

SWOT 3/16/10: Jon Fernandez, HyCDC Board, facilitator (11 participants)

Opportunities

Revitalization momentum
Route One development
Inspiration from new retail/anchor site
Small business opportunities
Infill /reuse opportunities
More restaurants, meeting places
West Hyattsville Metro
E/W Hwy / PG Plaza / EYA
Connections w/in Hyattsville
 Buses (E/W + Route One)
 Buses (E/W + Route One)
 Bike paths
 Street Car

Neighborhood friendliness
Park & open space
Waterfront property (NW/NE Branch)
Façade improvement
 Hamilton Street
 West Hyattsville
WPFW building purchase?
Community Garden
New County Executive
Better programming at key sites:
 UTC
 Parks
Community Events / Youth Events
Latin American Youth Council or similar organization
More activities for youth
 Recreation / Community Center for 14-18
 Teen Council (youth legislature)
Proximity to UMD: Consumers
 Volunteerism
 Housing
 Bus Service
Connecting residents (new/existing)
Untapped creative structure
Gateway Arts District collaboration
Reacquisition of Armory
ATHA

Threats

Cookie cutter development
Fragmented Arts District development
Collaboration w/other Route One jurisdictions
Commercial red-lining (development)
Absentee landlords
Connect to Metro area
Stagnant planning and development:
 West Hyattsville
 UTC
 WSSC
 PG Plaza shoplifting
 Motorized vehicles
 Transportation

Public Transit parking
Increased crime
Loss of tree cover
Foreclosures

Treatment of Prince Georges County @ State Level
Economy / recession

School cuts / politics / reputation
Gang activity schools
Auto theft /

Appendix B. SWOT Inputs: Verbatim by Meeting

SWOT 3/16/10: Jon Fernandez, HyCDC Board, facilitator (11 participants)

Strengths

Hyattsville police
Other municipal services
Parks / open space
Community events
 Block parties
 Summer Jam
 International Festival
 Yard Sale
Franklin's, Hank's, Shagga Café
Diverse community
Two metro stations
Commuting times better
Development happening
Yoga studio
DeMatha / Hyattsville Elementary School

Weaknesses

Lack of food /drink at public meetings
High property tax
Lack of options for kids/teens
Farmer's market's location and variety of offerings
Litter: too few trash cans at PG Metro
Not enough meeting space
Lighting generally: esp. @ the NW Branch Trail
Lack of variety of activity: physical / recreational
Lack of retail choices:
 pets, arts, groceries, & @ Mall
not enough bike paths
Traffic congestion (E-W Hwy, Route One)
Lack of control over major roads
Artist housing needed
Community newspapers (Gazette delivery)

Appendix B. SWOT Inputs: Verbatim by Meeting

SWOT 3/31/10: Stuart Eisenberg, HyCDC staff, facilitator (8+ Councilmembers)

Opportunities

Personalize service delivery
Fill service gaps

Target infrastructure to maintain quality of life

Improve parks opportunities
Improve communication through the Internet

Obtain technological, data-driven decision-making tools
Like CADD & GIS

Gain statewide recognition for our accomplishments
Means to further City's mission

Develop partnerships with:
Municipalities
Private entities

Provide or deliver advocacy
Improve connectivity

Capitalize on metro stations
West Hyattsville
Prince George's Plaza
Implement smart growth policies
Define smart growth and connect it
to the community it serves

Inputs on development
Educational opportunities to explore:
Internal /External
Non-profits
Federal

Multi-cultural churches

Threats

Project execution
Overall economic climate
Activity-based planning
Financial planning & commitments
Aging tree canopy
Council gridlock
Lack of consensus / vision
Lack of political traction
Resident apathy
Low expectations for leadership
Expectations misdirected
Negative outside perceptions
Drugs: Sales
Drug houses
Drug use
Decreasing property values (tax base)
Absentee landlords
Foreclosures
Declining property maintenance
Conversion of single-family homes to multi
Mosquitoes

Schools: quality, quantity, location
School redistricting
Lack of input into school direction

Gentrification policies
Lack of communication w/ new residents, non-
English speaking community
Inadequate interactions w/ WMATA: planning gap
Traffic perceived due to growth
Hyper-development
Imbalanced unit mix
Missing the future
lack of zoning control

Lack of participation in community planning process
Legal issues tarnish our image

Appendix B. SWOT Inputs: Verbatim by Meeting

SWOT 3/31/10: Stuart Eisenberg, HyCDC staff, facilitator (8+ Councilmembers)

Strengths

Police Force
Renewed infrastructure
Track record of success
Staff commitment
Park & recreation infrastructure
Recreation programming & family activities
Internet & web capabilities
Resident training opportunities (CERT)
Council accessibility
Planning structures

Location
Proximity to UMD
Prince George's Pool & Glut nearby
Trail Connectivity
Undeveloped greenspace
Community schools & churches
DeMatha
Diverse housing stock
HPA / House Tour promotion
Historic District / houses

Sense of place
Sense of Community
Strong sense of volunteerism
Diversity
Improved identity
Attractive & smart residents
Community Activism
Listserv connectivity
Community Media & Newspaper
Niche communities
We attract external investment
Rebuilt Route One business base
Ongoing investments
Metro stations
Franklin's

Weaknesses

Crime rate
Declining taxable income
Tax burden: playing catch up on investments
Limited depth in staff, lack of follow-through
Lack of consistent service delivery, customer service
Lack of youth & intervention programming
Not utilizing communication well
Distribution of information,
Governing & administrative structure
Technology services, No Youtube of Council Meetings

Vehicular calming
Street capacity

Outreach to new residents
Bordering and surrounding communities

Lack of singular identity

Lack of public participation

Under-developed tax base
Tax base mix: value relative to service delivery
Blighted \$ derelict properties
Not creating more job opportunities
weak on commercial parking

Appendix B. SWOT Inputs: Verbatim by Meeting

SWOT 3/31/10:Jim Chandler, facilitator (40 + @Friendship Arms)

Opportunities

Better security (work together)

For more senior recreation programming

Coordinated events
To provide greater information access
Improve animal control
Improve handicapped access

To create a health & wellness center
Employ "art" for wellness
Senior Center
Expand Prince George's Community Centers
Transportation improvements
 #13 Bus connectivity
Connections to trail system
Employment for seniors and handicapped
Utilize the Internet
Historic preservation

Threats

Identity Theft / Scams
Violence / Crime
Poor public lighting (parks too)
Lack of emergency phones / walking alone
Gangs and fighting
National disaster preparedness
Household trash
Snow removal
Lack of enforcement of City Code, police presence

Lack of communication: bi-lingual, Braille, etc
Loss of Section 8 housing
Overpopulation
Foreclosures
Blighted properties
Lack of affordable housing

Losing SSI / medical insurance

Crossing E/W Highway
Loss of Call-A-Bus

Appendix B. SWOT Inputs: Verbatim by Meeting

SWOT 3/31/10:Jim Chandler, facilitator (40 + @Friendship Arms)

Strengths

Police
Fire department
Parks
City customer service
Senior programs / leisure activities
Local newspapers

Volunteer Programming
(Colleen Aistis)
Community involvement
Students
Community strength
Stable community
Seniors
Historical community

Arts District
Farmer's market
Metro stations
Movie theater
Restaurants & entertainment
Retail options
Senior housing
Health and prescription programs
Prince George's community center
Housing quality

Tree Canopy

Recreation opportunities at Friendship Arms
Food Bank
Grocery delivery

Weaknesses

Poor surveillance / crime /police protection
Poor lighting
Street conditions / road infrastructure
Seating for seniors and public benches
Pest and rodent control
Poor information communication

Should be easier to attend public meetings

Lack working as one & common well being
People don't leash their dogs

Regional economy
Pedestrian safety
Crossing E/W Highway
Lack of transportation
13 Bus

Lack of senior housing
Evening security @ Friendship Arms
Lack of senior recreation programs

Appendix B. SWOT Inputs: Verbatim by Meeting

SWOT 3/31/10: Stuart Eisenberg, HyCDC staff, facilitator (35 + @Friendship Arms)

Opportunities

Promote existing services
Better public safety

Create more shuttle services (like Call-a-Bus)
Bus service improvements

Parks
Enhance activities for seniors and disabled
Build employment in business corridors
Volunteering
Proximity / presence of UMD &
Prince George's Community College
Develop affordable housing
One stop shopping
Bring more market / economic activity
Create a wellness center

Threats

Unfilled potholes, untended infrastructure
Poor public lighting
Need public safety training
Scant police presence
Police drive too fast on 42nd Ave
Few handicap accessibility amenities on "The Bus"
Not enough bus shelter / seating
Not enough handicapped parking facilities in town

Need more public pay phones
Limited internet access

service gaps due to language barriers in schools
Inadequate school funding
Need rent control

Cable franchise agreement: limits access, not price

Appendix B. SWOT Inputs: Verbatim by Meeting

SWOT 3/31/10: Stuart Eisenberg, HyCDC staff, facilitator (35 + @Friendship Arms)

Strengths

Public participation welcome in planning
Volunteer services
Bike routes and trails

Family oriented
Neighbors
Schools in the city: public & private
Strong churches
Diversity:
 Nationalities
 Economic
 Personality
 Identities

Weaknesses

Not enough resident participation
Lack of services for handicapped and seniors
Handicap sidewalk curb cuts not smooth enough
Access to Social Services info is difficult to obtain
Snow removal
Little or no access to Councilmembers
Access to historical information limited
Evening community meetings not accessible to all
Residents w/o escort
Communication gap between young and old
Some residents don't root in Hyattsville
Cut backs in substitute services & volunteers in
public schools

Not enough affordable housing options