



# **Summary of Community Input on Development of a Strategic Plan for the City of College Park**

DRAFT: January 22, 2010

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## Summary of Community Input on Development of a Strategic Plan for the City of College Park

### Description of Process for Obtaining Community Input

In 2008, the Mayor and Council of the City of College Park decided to develop a strategic plan to identify key needs and formulate strategies for addressing them over the next five years. This strategic plan is intended to build on previous and ongoing city planning efforts including the Comprehensive Plan of 1995, Economic Development Plan of 2005, Housing Plan of 2003, Transportation Master Plan of 2009, and Route 1 Sector Plan which is currently undergoing revision. At the same time, the City Council needs a more up-to-date plan that takes into account changes that have occurred over time, integrates elements of various different plans, and focuses on providing a concrete action plan for strategies that we can hope to accomplish during the next five years.

As part of the strategic planning process, the city engaged a consultant, Managance Consulting & Coaching, who solicited community input through focus groups and a web-based survey that were publicized through the city website, Gazette newspaper, and email notifications from Councilmembers and others. More specifically:

- **Focus groups.** Three focus groups were held in October 2009, with three separation locations chosen to facilitate participation of diverse groups within the city (Davis Hall in north College Park, City Hall in downtown College Park, and Marie Mount Hall on the University of Maryland campus). A total of 71 individuals participated in the focus groups, including 30 participants at Davis Hall, 24 at City Hall, and 17 at the University of Maryland.
- **Survey.** The online survey was available through a link on the city's website; paper copies of the survey form were made available upon request. The survey was open from October 19 to November 4, 2009, and. A total of 176 individuals responded to the survey, including four who submitted paper surveys.

This report summarizes the community input that was provided through the focus groups and survey. First, the report provides an overview of key findings from the survey and focus group results, followed by a more detailed discussion of the community input received in the following areas:

- Ways in which the City has changed/improved over the past 3-5 years
- Hopes for the future of College Park
- Priorities for City services and initiatives
  - Community services
  - Neighborhoods
  - Transportation
  - Environment and sustainability
  - Economic development
  - City-University relations
- Opportunities for More Citizen Engagement

Appendices provide additional supplemental information on the survey and focus group results, characteristics of survey respondents, and focus group procedures and participants.

## Overview of Survey and Focus Group Results

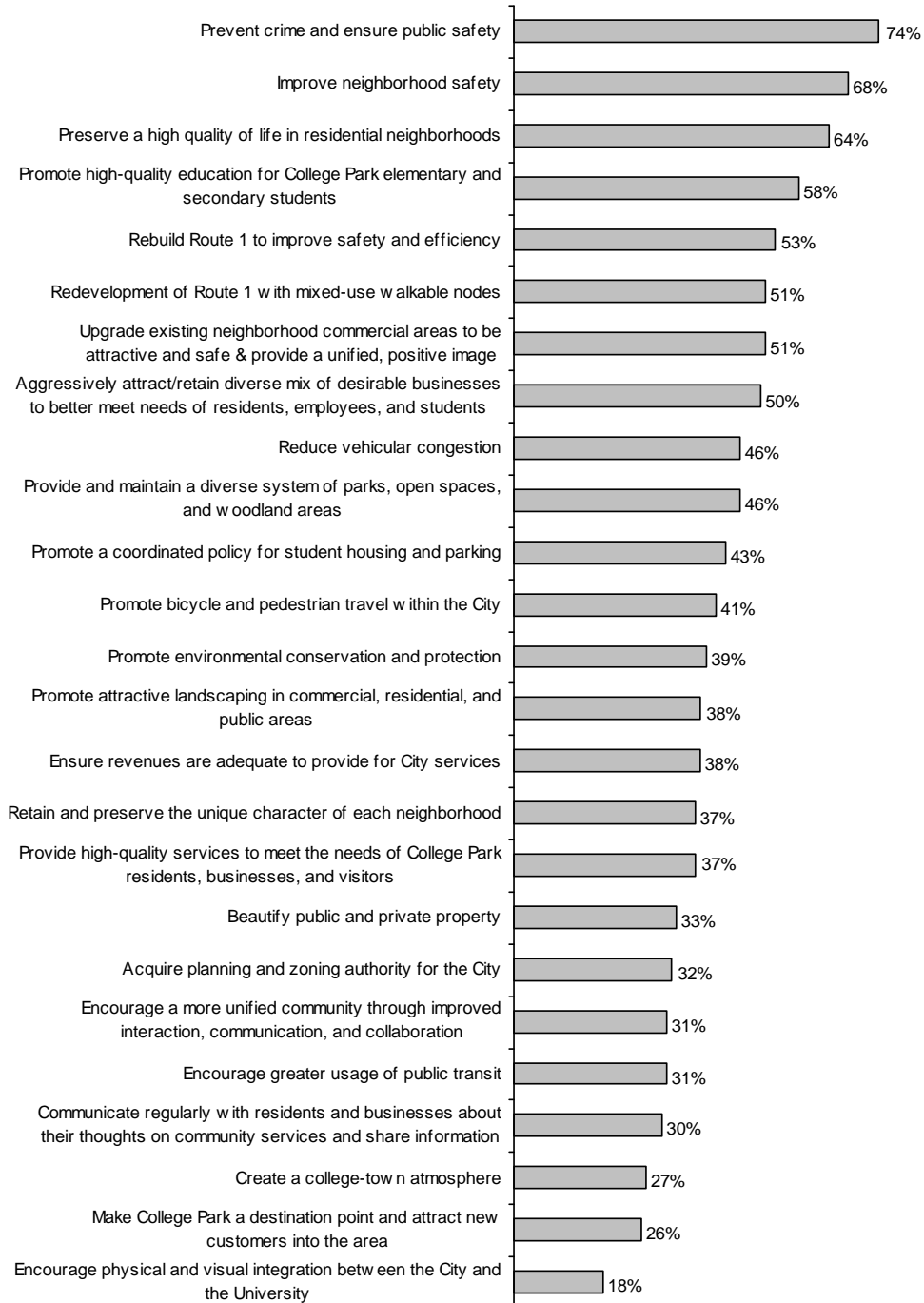
Survey respondents and focus group participants were often quite consistent in the priorities that they felt were important for the city to pursue. Improving public safety, rebuilding Route 1 and addressing traffic congestion, promoting high-quality K-12 education, and upgrading Route 1 development and neighborhood commercial areas were all important priorities for community participants.

Survey respondents were asked to rank each of 25 potential priority areas on a five-point scale (extremely important, very important, neutral, not important, and not at all important). Focus group participants were each given a “ballot” that listed the same 25 priority areas, given a fictional budget of \$10, and asked to allocate the funds in a way that prioritized their individual areas of importance. The following key findings are based on the percentage of survey respondents who rated specific priority areas as extremely important and the amount of focus group “dollars” that were allocated to each area.

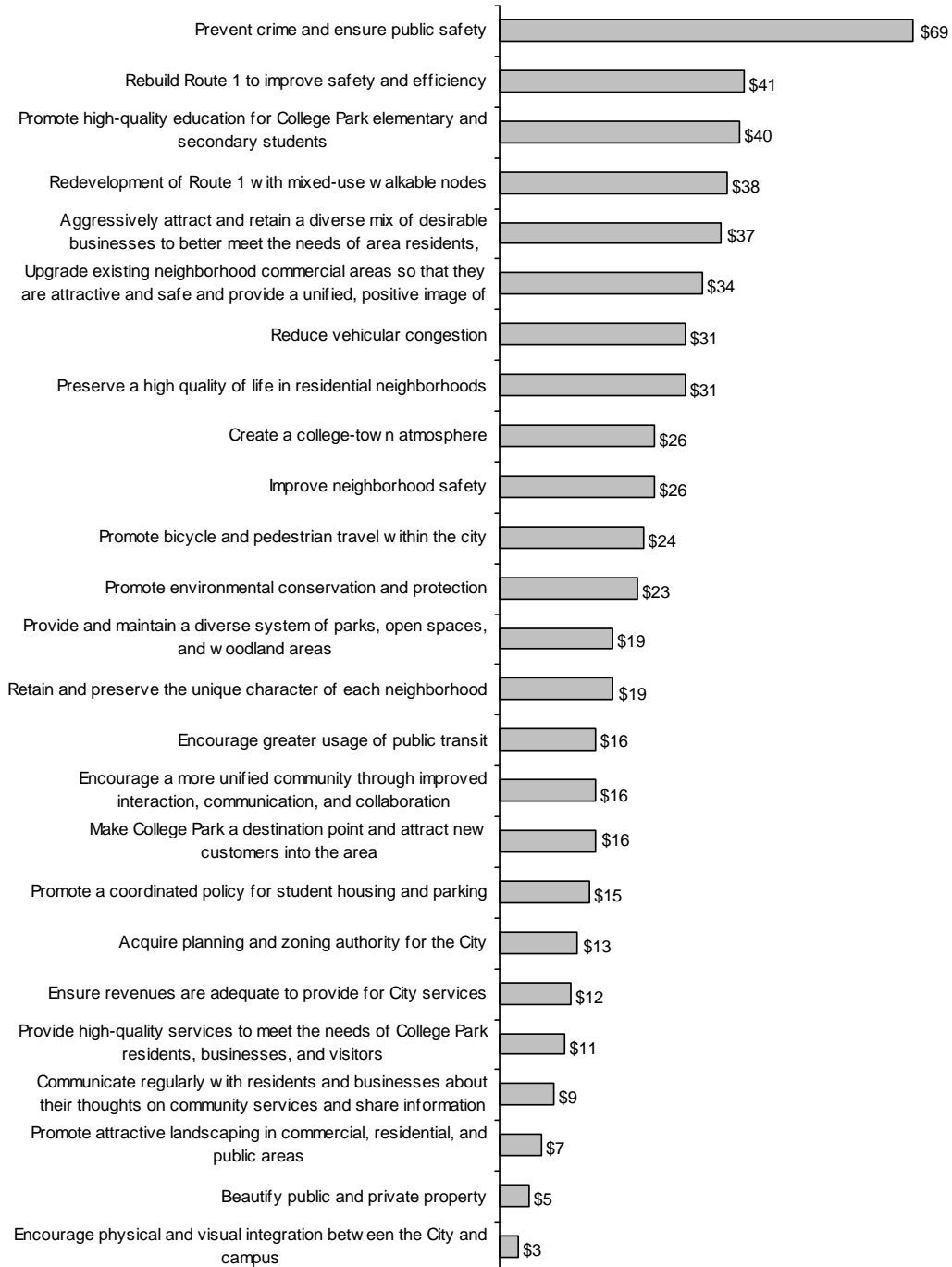
- **Public safety.** For both the survey respondents and the focus group participants, the highest priority by far was to prevent crime and ensure public safety (with 74% of survey participants rating this as extremely important and focus group members allocating a total of \$69 to this priority). Emphasis was also given to improving neighborhood safety, particularly among survey participants (66% and \$26).
- **Rebuilding Route 1 and addressing traffic congestion.** Rebuilding Route 1 to improve safety and efficiency was the second highest priority for focus group members (\$41) and also ranked high among survey participants (53%). Reducing vehicular congestion was also considered a high priority (\$31 and 46%).
- **Promoting high-quality K-12 education.** Promoting a high-quality education for College Park elementary and secondary students was the third highest priority for focus group members (\$40) and the fourth highest priority for survey participants (58%).
- **Upgrading Route 1 development and neighborhood commercial areas.** Redeveloping Route 1 with mixed-use walkable nodes was the fourth highest priority for focus group members (\$38) and the sixth highest priority for survey participants (51%). Similarly, upgrading neighborhood commercial areas so that they are attractive and safe and provide a unified, positive image of the community were considered almost equally important (\$34 and 51%). Participants also emphasized the importance of aggressively attracting and retaining a diverse mix of desirable businesses to better meet the needs of area residents (\$37 and 50%).
- **Environment.** Both groups gave moderate emphasis to environmental issues, including promoting environmental conservation and protection (\$23 and 39%) and providing and maintaining a diverse system of parks, open spaces, and woodland areas (\$19 and 46%).

Exhibit 1 shows the percentage of survey respondents who rated each priority area as extremely important, and Exhibit 2 shows the amount of focus group “dollars” that were allocated to each priority area. Exhibit 3 presents a more comprehensive picture of the survey and focus group results.

**Exhibit 1**  
**Percentage of Survey Respondents Who Rated**  
**Various Potential Priorities as “Extremely Important”**



**Exhibit 2**  
**Amount of “Dollars” Allocated by Focus Group Participants**  
**To Various Potential Priorities**



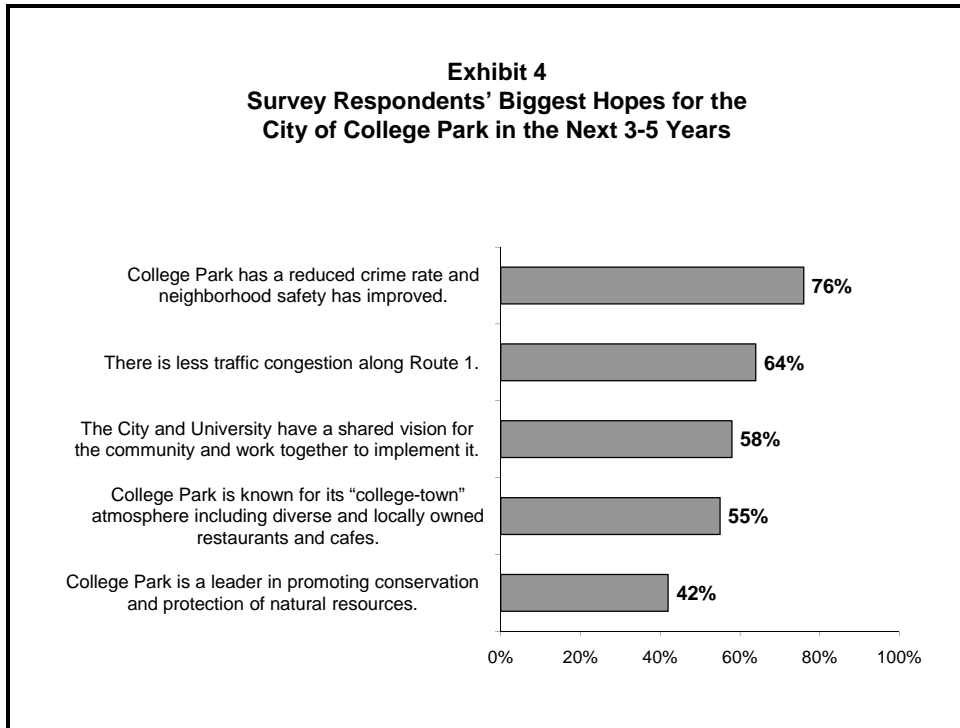
**Exhibit 3**  
**Summary of Focus Group and Survey Results**

	Focus Group "Dollars"	Survey Responses			
		Extremely Important	Very Important	Neutral	Not Important
<b>Community Services</b>					
Prevent crime and ensure public safety	69	74%	21%	4%	1%
Promote high-quality education for College Park elementary and secondary students	40	58%	25%	15%	2%
Acquire planning and zoning authority for the City	13	32%	33%	26%	10%
Ensure revenues are adequate to provide for City services	12	38%	41%	17%	5%
Provide high-quality services to meet the needs of College Park residents, businesses, and visitors	11	37%	41%	20%	2%
<b>Neighborhoods</b>					
Preserve a high quality of life in residential neighborhoods	31	64%	29%	7%	1%
Improve neighborhood safety	26	68%	27%	4%	1%
Retain/preserve the unique character of each neighborhood	19	37%	33%	20%	11%
<b>Transportation</b>					
Rebuild Route 1 to improve safety and efficiency	41	53%	32%	13%	2%
Reduce vehicular congestion	31	46%	37%	14%	3%
Promote bicycle and pedestrian travel within the city	24	41%	41%	15%	3%
Encourage greater usage of public transit	16	31%	40%	24%	5%
<b>Environment and Sustainability</b>					
Promote environmental conservation and protection	23	39%	40%	17%	4%
Provide and maintain a diverse system of parks, open spaces, and woodland areas	19	46%	44%	9%	1%
Promote attractive landscaping in commercial, residential, and public areas	7	38%	44%	16%	2%
Beautify public and private property	5	33%	40%	22%	5%
<b>Economic Development</b>					
Redevelopment of Route 1 with mixed-use walkable nodes	38	51%	31%	13%	4%
Aggressively attract and retain a diverse mix of desirable businesses to better meet the needs of area residents, employees, and students	37	50%	35%	11%	4%
Upgrade existing neighborhood commercial areas so that they are attractive and safe and provide a unified, positive image of the community	34	51%	37%	9%	3%
Make College Park a destination point and attract new customers into the area	16	26%	39%	26%	9%
<b>City-University Relations</b>					
Promote a coordinated policy for student housing & parking	15	43%	34%	19%	4%
Encourage a more unified community through improved interaction, communication, and collaboration	16	31%	42%	20%	6%
Create a college-town atmosphere	26	27%	34%	23%	16%
Encourage physical and visual integration between the City and campus	3	18%	32%	29%	20%
<b>Community Involvement</b>					
Communicate regularly with residents and businesses about their thoughts on community services and to share information about city services	9	30%	52%	15%	3%

Ways in Which the City Has Changed/Improved Over the Past 3-5 Years

- Overwhelmingly, focus group participants were pleased with the shift to single-stream recycling. They felt that this enabled them to recycle more as it simplifies the process.
- The renovation of the Trolley Path has also been a welcome addition. Participants felt strongly that this has provided them with more options for recreational walking and cycling, and many use the path to access shopping and public transportation.
- Focus group participants reported an improved sense of safety in College Park as crime has gone down, and they appreciated the increase in enforcement of code violations, specifically in the areas of excessive noise and under-age drinking.

Hopes for the Future of College Park in the Next 3-5 Years

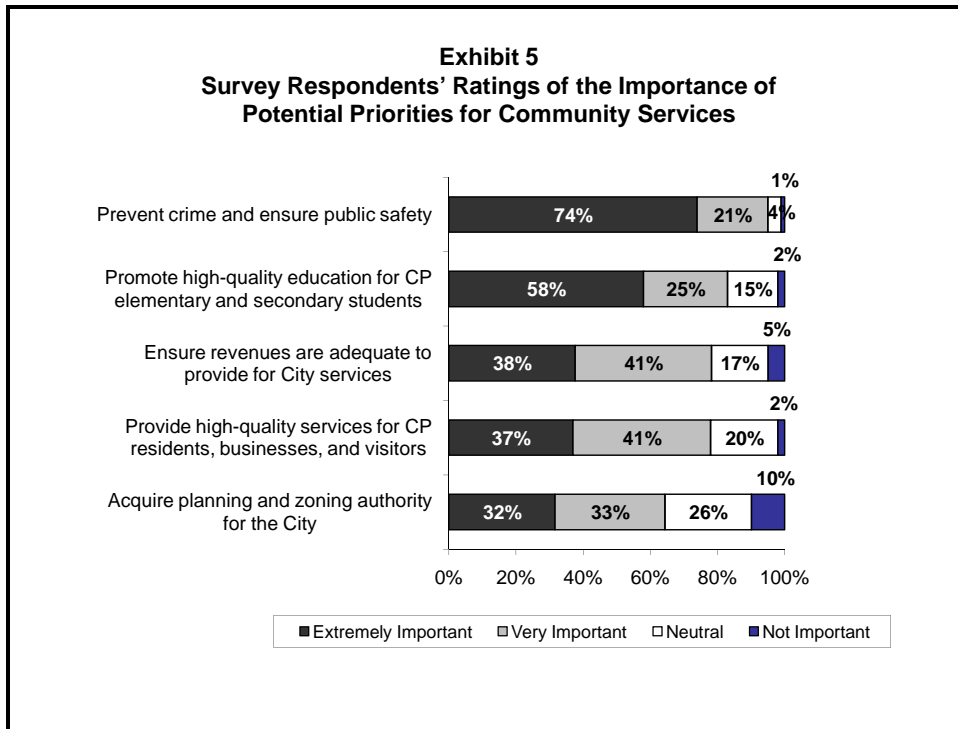


Survey write-in comments:

- Overall increase in the quality of life including more high-quality restaurants and increased safety
- More community gardens and places of recreation
- Improved neighborhood relations between residents and students

## Community Input on Six Strategic Issue Areas

### Community Services



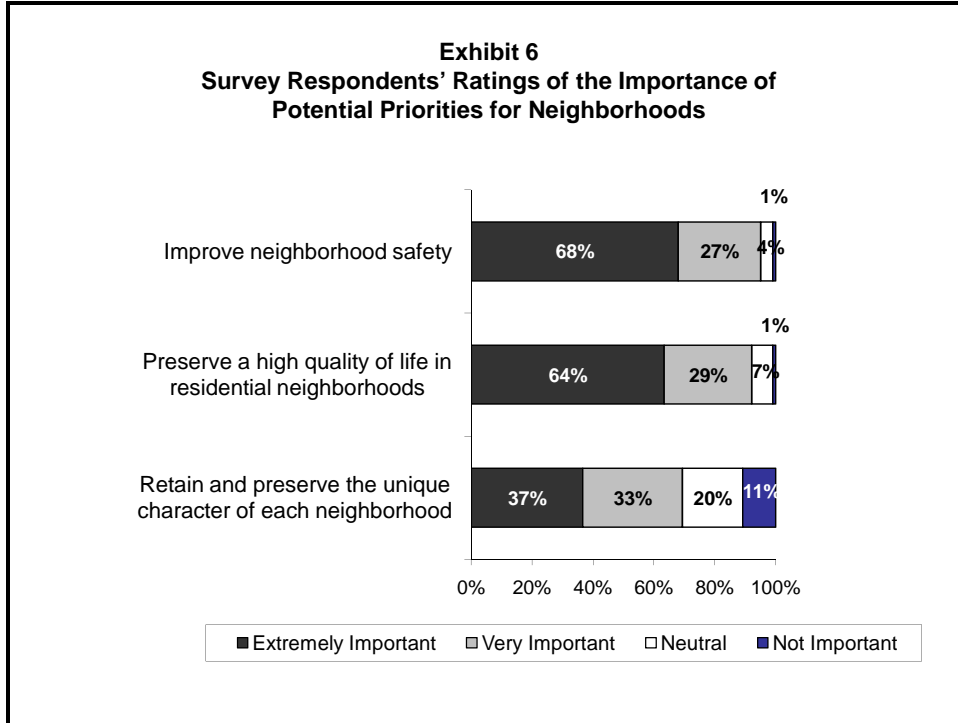
#### Survey write-in comments:

- More police presence in the community
- Work closer with neighboring communities to devise a comprehensive improvement strategy

#### Focus group comments:

- Focus group participants would like to see an increase in community-building programs such as more opportunities for social interaction with fellow residents such as summer concerts or City Council sponsored clean-up days.
- Other areas of interest centered on the creation and improvement of recreational venues, including outdoor play courts, gyms and playgrounds, and improvement of the public school system. Participants also expressed a strong desire for better enforcement of property maintenance and parking restrictions.

## Neighborhoods



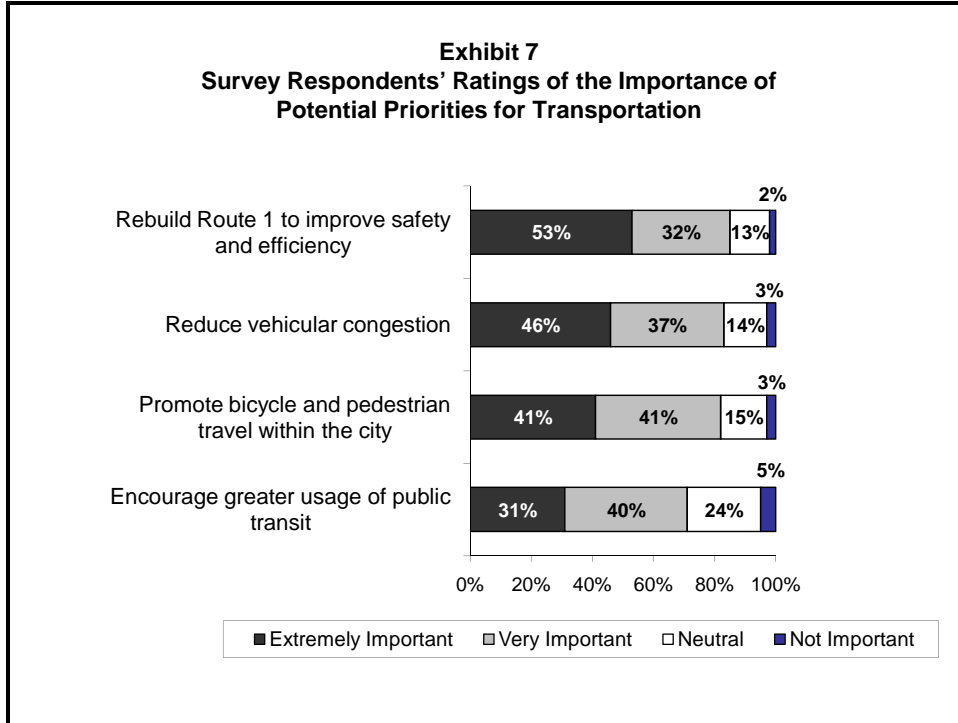
### Survey write-in comments:

- Limit the number of student rentals
- Increase safety
- Enforce code restrictions and other illegal activities
- Restrict commercial development in neighborhoods

### Focus group comments:

- Focus group participants said residents are yearning for “real” neighborhoods where people feel safe and residents know one another and come together periodically for community-wide events.
- The biggest disappointment seems to be the lack of respect property owners witness from some temporary residents, mostly students. Some report an increase in noise and property damage and others find the increase in vehicles and trash upsetting.

## Transportation



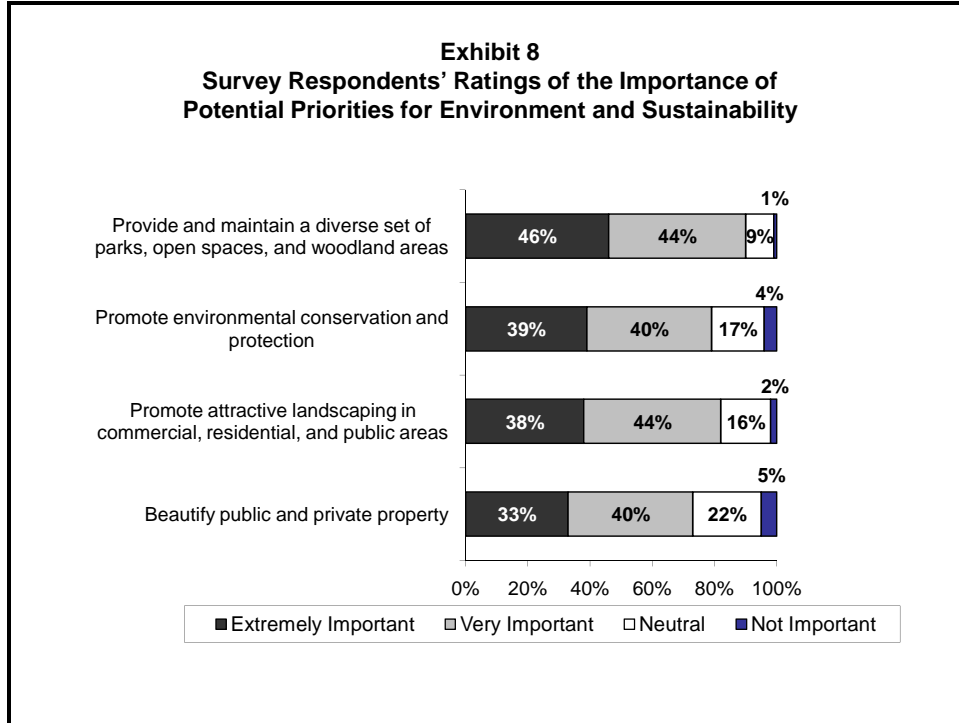
### Survey write-in comments:

- Explore alternative traffic patterns
- Increase pedestrian and bicycle safety
- Connector road from the Beltway to the University
- Enforce existing parking restrictions in all areas of College Park
- Restrict the number of new high-rise apartments along Route 1

### Focus group comments:

- Focus group participants expressed a lot of concern about the increasing amount of congestion along Route 1. There is a sense that traffic has increased significantly in the recent past and that the City should explore ways to improve traffic flow and reduce the number of cars on the road.
- Participants would like to see an overall increase in efforts around pedestrian safety. This would include the expansion/creation of sidewalks throughout the City, both in residential and commercial areas and more “flashing light crossings” at main intersections.
- Parking in both residential and the downtown areas is also a big concern. While the new parking garage has begun to improve the situation downtown, it still remains difficult to find parking in close proximity to stores. Residents are also finding it difficult to park in their own neighborhoods due to the high volume of cars connected to rental properties.

## Environment and Sustainability



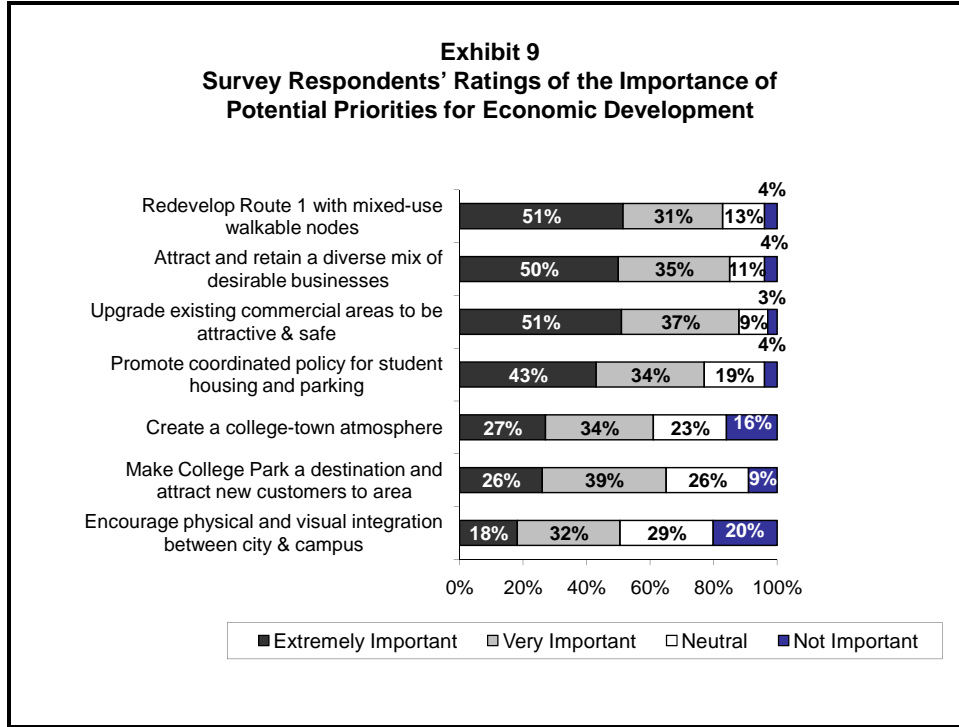
### Survey write-in comments:

- Opportunities for more environmental awareness
- Creation of more bicycle and walking paths
- Preservation and maintenance of natural resources

### Focus group comments:

- Focus group participants indicated there is consensus around the desire to become a leader in environmental education and practice. Participants would like the City to promote more “green” initiatives such as providing incentives for energy reduction in homes and businesses and formalizing litter prevention programs.
- One particular area of concern is around bulk trash collection at the end of the semester when students vacate properties.
- Stakeholders are particularly concerned about the preservation of natural resources and raised concerns about their continued depletion with the increase in new development.

## Economic Development



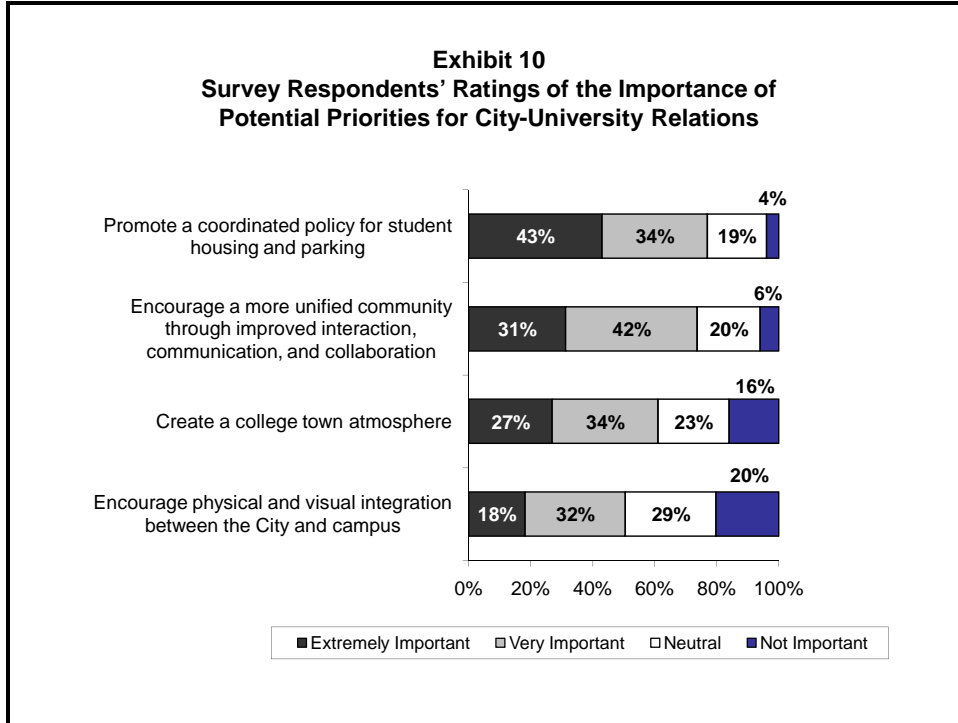
### Survey write-in comments:

- Work with the University on East Campus development
- Grocery store
- More student housing near campus

### Focus group comments:

- Focus group participants indicated that residents are hungry for an increase in locally-owned, diverse business within College Park. They seem tired of the chain establishments that have come into the area recently and would like to encourage smaller and more unique businesses in the downtown area. In addition, there is a groundswell of support for the opening of a specialty grocery store such as Whole Foods or Trader Joe's within walking distance to campus.
- Another area of interest was the creation of more off-campus student housing, such as the new University View, so that students will be less likely to rent homes in the residential neighborhoods.

## City-University Relations



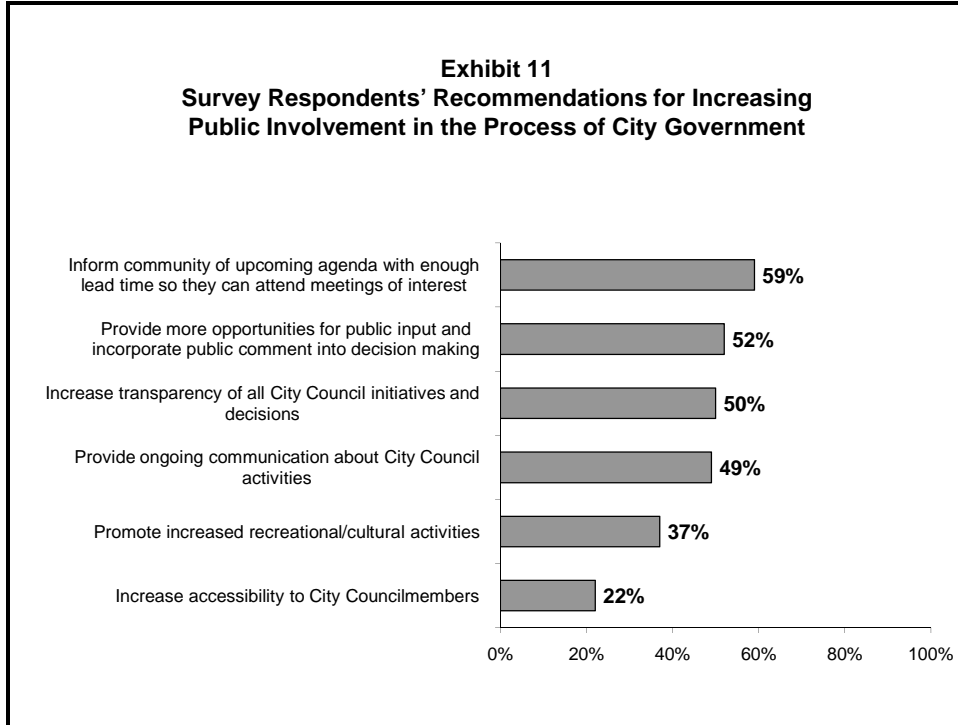
### Survey write-in comments:

- Improve student/property owner relations in the residential neighborhoods
- Encourage faculty and staff to live in College Park
- Provide residents with increased access to University events and resources

### Focus group comments:

- Focus group participants expressed a high level of frustration over the way in which the City and the University operate independently of one another. For the most part, residents understand and appreciate the value of the University but are frustrated over the lack of respect for the City by students and faculty. This plays out most in tensions between residents and students living side by side in residential neighborhoods. Residents feel that there is a lack of respect for their communities and are bothered by loud weekend parties and the lack of property maintenance.
- Residents would like to see more members of the faculty calling College Park their home and would like to see both the City and University work to make that a reality.

## Opportunities for More Citizen Engagement



### Survey write-in comments:

- Councilmembers should have set “office hours” in the community
- Council should send a weekly e-mail update to all residents that provide e-mail addresses
- Council should embrace new technologies such as Facebook or Twitter to connect with residents

### Focus group comments:

- A theme throughout all three focus groups was the desire to create more opportunity for collective decision making. Ideas for how to implement this ranged from creating a joint task force to having cross representation on City Council and the University Board of Regents.
- Participants expressed a desire for new initiatives to encourage sharing of knowledge and expertise from the University with city programs. For example, students and faculty from the school of education could work to improve local schools, and engineering students could share knowledge of “green” buildings to help the area become more environmentally conscientious.
- Participants felt there was poor communication between the City Council and residents, specifically around the Council meeting schedule, agendas, and actions. Some felt that more advanced notice would help and others simply requested more transparency around decision making. Another key theme was the desire for the City to improve and expand upon its use of technology including making the web-site more accessible and embracing social networking tools. Lastly, residents expressed a desire to see the City Council taking action on their feedback.

**Appendix A  
List of Focus Group Comments**

<b>DAVIS HALL</b>	<b>CITY HALL</b>	<b>UNIVERSITY OF MARYLAND</b>
<b>Ways the City has Changed or Improved Over the Past 3-5 Years</b>		
<p><b>Transportation/Parking</b></p> <ul style="list-style-type: none"> <li>• New downtown garage creates less congestion downtown</li> </ul>	<p><b>Transportation/Parking</b></p> <ul style="list-style-type: none"> <li>• Residents have access to University busses</li> <li>• Parking garage is beneficial</li> </ul>	<p><b>Transportation</b></p> <ul style="list-style-type: none"> <li>• Increased traffic</li> <li>• College Park residents have access to the University shuttle</li> <li>• The University runs a shuttle from Burtonsville</li> </ul>
<p><b>Services</b></p> <ul style="list-style-type: none"> <li>• Single-stream recycling</li> <li>• Larger containers that can hold more items</li> <li>• Availability of composting services</li> </ul>	<p><b>Services</b></p> <ul style="list-style-type: none"> <li>• Single-stream recycling</li> <li>• City website provides good information on codes, compost, and trash pickups</li> <li>• Responsive councilmember</li> <li>• City was a pleasure to work with on housing construction</li> </ul>	<p><b>Services</b></p> <ul style="list-style-type: none"> <li>• Single-stream recycling</li> <li>• More open communication between the University and the Mayor</li> </ul>
<p><b>Recreation</b></p> <ul style="list-style-type: none"> <li>• Completion of Rhode Island trolley path</li> </ul>	<p><b>Recreation</b></p> <ul style="list-style-type: none"> <li>• Median trail is cleaner and nicer to walk on</li> </ul>	<p><b>Recreation</b></p> <ul style="list-style-type: none"> <li>• Creation of trolley trail</li> <li>• Performing Arts Center</li> </ul>
<p><b>Safety</b></p> <ul style="list-style-type: none"> <li>• Streets are safer for pedestrians</li> <li>• Increased numbers of police officers on the streets</li> <li>• Better contract police agreement with the County</li> <li>• Increased understanding and support for Neighborhood Watch program</li> </ul>		<p><b>Safety</b></p> <ul style="list-style-type: none"> <li>• Decrease in crime</li> </ul>
<p><b>Quality of Life</b></p> <ul style="list-style-type: none"> <li>• Code enforcement in commercial areas, particularly in Cherry Hill</li> <li>• Better sidewalks</li> <li>• Over all service improvement</li> </ul>	<p><b>Quality of Life</b></p> <ul style="list-style-type: none"> <li>• Increased noise and traffic in residential neighborhoods</li> <li>• Increased enforcement of noise ordinance</li> <li>• Paying attention to underage drinking with high fines</li> </ul>	
		<p><b>Development</b></p> <ul style="list-style-type: none"> <li>• More development</li> <li>• Town Center is an improvement over the vacancies</li> <li>• University View development and increased number of student housing opportunities</li> </ul>
<b>Community Services</b>		
<p><b>Recreation</b></p> <ul style="list-style-type: none"> <li>• Summer band series and other summertime programming to bring neighborhoods together</li> <li>• Create a full-service community</li> </ul>		

DAVIS HALL	CITY HALL	UNIVERSITY OF MARYLAND
<p>center in north College Park (e.g., gym, classes, meeting space, before- and after-school programs, senior services)</p> <ul style="list-style-type: none"> <li>• Improved playing fields</li> <li>• More outdoor courts</li> <li>• More teen-age activities</li> <li>• Community gardens</li> </ul>		
<p><b>Planning</b></p> <ul style="list-style-type: none"> <li>• Obtain our own zoning and planning authority so that City has control over its own destiny</li> </ul>		
<p><b>Education</b></p> <ul style="list-style-type: none"> <li>• Improved public school system</li> </ul>		
<p><b>Communication</b></p> <ul style="list-style-type: none"> <li>• Professionalize outreach and have City Councilmembers be more accessible</li> <li>• Improve customer service</li> <li>• Improve City website and include a portal for complaints</li> <li>• Increased communication about city responsibilities vs. county responsibilities</li> <li>• Councilmembers should be model of civility—starting with the Mayor</li> </ul>	<p><b>Communication</b></p> <ul style="list-style-type: none"> <li>• Share information about City Council meetings in a timely fashion</li> <li>• Embrace 2.0 technology to increase communication with residents</li> </ul>	
<p><b>Code Enforcement/Parking</b></p> <ul style="list-style-type: none"> <li>• Improve parking in north College Park near the ??</li> <li>• Cross train staff so that they can do code and parking</li> <li>• Code enforcement seems arbitrary</li> <li>• Issue city-wide parking permits for residents of College Park</li> <li>• Student renters with non-Maryland tags should pay parking fees</li> </ul>		<p><b>Code Enforcement</b></p> <ul style="list-style-type: none"> <li>• Better enforcement of codes</li> <li>• Better enforce under-age drinking off campus</li> </ul>
	<p><b>Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Better drainage</li> <li>• Wi-Fi internet for community</li> <li>• Provide more information about when water pipes will be flushed</li> <li>• Improve City website; Rethink College Park website provides better information</li> <li>• WSC needs to reimburse for damage costs due to flooding and the City could try to help</li> <li>• More commercial recycling</li> </ul>	

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	options • Take action on vacant properties	
	<b>Community</b> • Increased coordination with neighbors • Better services for homeless and families in need • Build more community centers	<b>Community</b> • Host “clean-up” events to improve aesthetics of the city • Sponsor tree planting program • Increase number of day cares
		<b>Safety</b> • Fix street lighting in neighborhoods • Install better lighting on bike path • Conduct a feasibility study of having city police department • Expand the campus police to the whole city to deal with student infractions • Encourage development of more Neighborhood Watch programs • Fix crosswalk signals throughout the city
	<b>Social Services</b> • Better services for homeless and families • Build more community centers • Build family support services	
<b>Neighborhoods</b>		
<b>Community</b> • Return to real neighborhoods • Sponsor/support activities in parks • Rejuvenate existing parks • Education program about being good neighbors • Preserve residential feel • Look at collective appreciation for all neighborhoods	<b>Community</b> • Create neighborhood communities • Cultivate stronger, vibrant, diverse neighborhoods • Encourage block parties	<b>Community</b> • Reduce noise from students on the bike trail on weekends • Encourage stricter landlord/student agreements • Explore efforts to bring the neighborhoods together more frequently • Create a sensible public school system so that all children in a neighborhood attend the same elementary school • Provide weekly reports on each ward
<b>Safety</b> • Four-way stop sign at Edgewood & Rhode Island Ave is an improvement		
<b>Misc</b> • Redistricting does not make sense • Commercial encroachment in neighborhoods		
	<b>Property Management</b> • Landlords and homeowner get	<b>Property Management</b> • Enforce code on rental properties

DAVIS HALL	CITY HALL	UNIVERSITY OF MARYLAND
	together 1 x per year to know each other <ul style="list-style-type: none"> <li>• Create respect for residents</li> <li>• Reduce the number of student parties</li> <li>• Noise, respect of property</li> <li>• Pass laws to make front-yard parties illegal</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor rental property up-keep such as mold abatement, open gas lines, etc.</li> <li>• Enforce property up-keep rules</li> <li>• Create a respectful atmosphere for residents and students living together in neighborhoods</li> <li>• Keep up properties that are experiencing foreclosure</li> <li>• Incentivize the purchasing of former rental properties</li> <li>• Implement a system for landlords to report whether or not they are renting to students</li> <li>• Explore possibility of requiring that leases be given to people 21 years old or more</li> <li>• Work with absentee landlords and have them understand their responsibilities for ensuring a peaceful community</li> </ul>
	<b>Recreation</b> <ul style="list-style-type: none"> <li>• Create sidewalks in all residential areas, especially in Hollywood</li> <li>• CP recreation board</li> </ul>	<b>Recreation</b> <ul style="list-style-type: none"> <li>• More sidewalks</li> <li>• Improve current playgrounds and build more</li> </ul>
	<b>Neighborhood Improvements</b> <ul style="list-style-type: none"> <li>• Upgrade old neighborhoods</li> <li>• Provide low cost loans for upgrades</li> <li>• Encourage block parties</li> <li>• Intervene to get Pepco to maintain street lights</li> </ul>	
<b>Transportation</b>		
<b>Public Transit</b> <ul style="list-style-type: none"> <li>• Better bus service along Route 1</li> <li>• Safety crossing Route 1 to catch bus</li> <li>• More public transportation for independent seniors</li> </ul>	<b>Public Transit</b> <ul style="list-style-type: none"> <li>• Support for Purple Line</li> <li>• Create a trolley system in the city</li> </ul>	<b>Public Transit</b> <ul style="list-style-type: none"> <li>• Better coordinate between transit, University shuttles, and Metrobus</li> <li>• Better publicize options for commuting</li> <li>• Develop and implement a comprehensive city transportation plan</li> </ul>
<b>Congestion</b> <ul style="list-style-type: none"> <li>• Speed violation enforcement</li> <li>• Prevent connectivity with residential streets</li> <li>• Create a plan for University event-related traffic</li> <li>• Offer neighborhood shuttle buses to campus events</li> </ul>	<b>Congestion</b> <ul style="list-style-type: none"> <li>• Enforce speed limits</li> <li>• Synch traffic lights with the speed limit</li> <li>• Alternate lane flows on Route 1</li> </ul>	<b>Congestion</b> <ul style="list-style-type: none"> <li>• Explore new options for reducing traffic on Route 1</li> <li>• Create parking areas for University staff near Beltway exits and shuttle them to Adelphi Road via electric vehicle/cable car</li> <li>• Install don't-block-the-box sign or a flashing light at Cherry Hill Road</li> </ul>

DAVIS HALL	CITY HALL	UNIVERSITY OF MARYLAND
		and Route 1 <ul style="list-style-type: none"> <li>• Create ramp from Beltway to end of Autoville Drive and Home Depot shopping center</li> </ul>
<b>Safety Issues</b> <ul style="list-style-type: none"> <li>• More pedestrian education about how to cross the street</li> <li>• Install traffic signal at intersection of Greenbelt Road and Route 1</li> <li>• Fix traffic lights along Route 1 to ensure that the lights change when requested by pedestrians</li> </ul>		
	<b>Infrastructure</b> <ul style="list-style-type: none"> <li>• Resurface Route 1 and improve manhole covers</li> <li>• Remove unnecessary signage in residential neighborhoods</li> </ul>	
	<b>Parking</b> <ul style="list-style-type: none"> <li>• Reduce number of student cars in residential neighborhoods</li> <li>• Look at ticketing practices</li> <li>• Local businesses should provide short term parking</li> </ul>	<b>Parking</b> <ul style="list-style-type: none"> <li>• Parking garage is great—really helps with parking downtown</li> <li>• Better enforcement of one-way restrictions in neighborhoods</li> </ul>
	<b>Pedestrian/Biking</b> <ul style="list-style-type: none"> <li>• Bike sharing program similar to one in D.C.</li> <li>• Better crossing points to keep students out of traffic</li> <li>• Expand sidewalks to make them wide enough for strollers</li> <li>• More ramps off of the bike path</li> </ul>	<b>Pedestrian/Biking</b> <ul style="list-style-type: none"> <li>• Increase pedestrian amenities and bike paths</li> <li>• Make Route 1 more pedestrian-friendly; institute cross walks</li> <li>• Build a pedestrian crosswalk over Route 1</li> <li>• Fix hiker-biker crossing on Paint Branch Parkway—the flashing light system does not work</li> <li>• Develop bike lanes along main streets</li> <li>• Repair and/or construct sidewalks in neighborhoods</li> <li>• Fund the recent University bike study and tie in with city plans</li> </ul>
<b>Environment &amp; Sustainability</b>		
<b>Resource Protection</b> <ul style="list-style-type: none"> <li>• Institute a tree replacement program for loss of street trees</li> <li>• Re-plant “ancestral trees” and “historic trees”</li> <li>• Prevent Paint Branch from being cleared</li> <li>• Pay attention to environment in development</li> <li>• Protect the forest areas</li> <li>• Preserve open space with</li> </ul>	<b>Resource Protection</b> <ul style="list-style-type: none"> <li>• Community garden space</li> <li>• Better maintain parks</li> <li>• Do not allow residents to place gravel on lawns to create additional parking</li> </ul>	

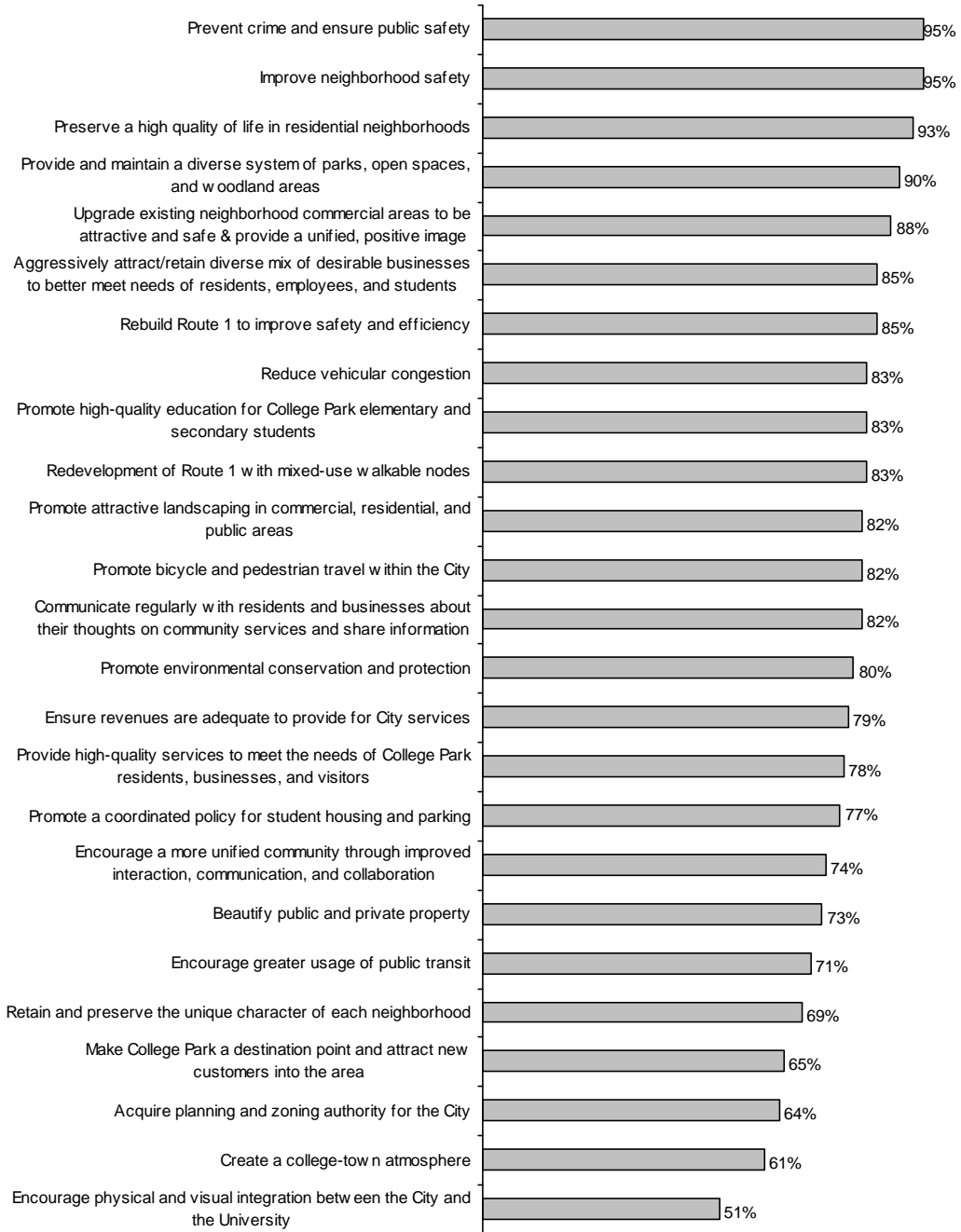
DAVIS HALL	CITY HALL	UNIVERSITY OF MARYLAND
development		
<p><b>“Green Programs”</b></p> <ul style="list-style-type: none"> <li>• More litter prevention</li> <li>• Emulate “Green Bowie” program, a unified initiative to “green” the city</li> <li>• History of neighborhoods</li> </ul>	<p><b>“Green Programs”</b></p> <ul style="list-style-type: none"> <li>• U “most green” universities – good opportunity for city</li> <li>• Pick up compost (like Seattle)</li> <li>• Develop a program to educate/ incentivize solar energy</li> <li>• Provide incentive for decreasing cars</li> </ul>	<p><b>“Green Programs”</b></p> <ul style="list-style-type: none"> <li>• Build on fact that the University has been named one of the “greenest” and emulate with the residents of College Park</li> <li>• Share the environmental knowledge housed in the engineering school with residents</li> <li>• Sponsor walk-to-school program</li> <li>• Create tax incentives for residents to be more energy efficient</li> <li>• Install motion sensors on street lights</li> </ul>
<p><b>Nature and Wildlife</b></p> <ul style="list-style-type: none"> <li>• Aggressively control the Tiger mosquito</li> <li>• Protect wildlife that is affected by over-development</li> </ul>	<p><b>Nature and Wildlife</b></p> <ul style="list-style-type: none"> <li>• Deal with the mosquito infestation</li> </ul>	
	<p><b>Quality of Life</b></p> <ul style="list-style-type: none"> <li>• Restore quiet of neighborhoods - find alternative solution to leaf blowing</li> </ul>	
		<p><b>Aesthetics</b></p> <ul style="list-style-type: none"> <li>• Improve visual presence of the University; specifically, beautify median outside entrance to the University</li> <li>• Move utilities underground on main streets</li> <li>• Host clean-up days</li> <li>• Institute adopt-a-park programs</li> <li>• Have better code enforcement for trash pick-up, especially at the end of semesters when students abandon furniture</li> <li>• Trash/code enforcement on game days</li> <li>• Plant more trees in the community</li> </ul>
<b>Economic Development</b>		
<p><b>Diversified Development</b></p> <ul style="list-style-type: none"> <li>• Fewer strip malls and more distinctive businesses</li> <li>• Want “healthy” businesses</li> <li>• Attract new development</li> </ul>	<p><b>Diversified Development</b></p> <ul style="list-style-type: none"> <li>• Independent coffee shops and other locally-owned business</li> <li>• Grocery store on East Campus</li> <li>• Grocery store within walking distance of campus</li> <li>• Trader Joe’s</li> </ul>	<p><b>Diversified Development</b></p> <ul style="list-style-type: none"> <li>• More restaurants and grocery stores within walking distance to residential communities</li> <li>• Create a year-round farmer’s market that is open 7 days a week</li> <li>• A sit-down ethnically-oriented restaurant</li> <li>• Make it easier for small</li> </ul>

DAVIS HALL	CITY HALL	UNIVERSITY OF MARYLAND
		restaurants to compete for liquor licenses <ul style="list-style-type: none"> <li>• A non-chain coffee establishment</li> <li>• A specialized grocery store on East Campus—Trader Joe’s or Whole Foods</li> <li>• A full-service hotel with conference space on the Route 1 side of campus</li> <li>• Upgrade Cherry Hill businesses</li> <li>• Look at what happens with the relocation of Ledo’s as a test case for other businesses</li> <li>• More retail</li> </ul>
	<b>Other</b> <ul style="list-style-type: none"> <li>• Set rents at affordable rates that can sustain business</li> <li>• Evaluate the zoning issue for the community off of Route 1</li> <li>• Have to address congestion</li> <li>• More residents working from home – revisit live-near-work program</li> </ul>	
<b>City-University Relations</b>		
<b>Neighborhood Relations</b> <ul style="list-style-type: none"> <li>• Develop more affordable student housing to keep students out of neighborhoods</li> <li>• Publicize University events that are open to the public</li> <li>• Better event signage to warn residents of dates and times when traffic will increase</li> <li>• Encourage University to sell fewer parking permits so cars do not spill out into neighborhood streets [did they mean more, not fewer?]</li> <li>• Use University as a resource to the community, connecting needs with skills of faculty and students</li> <li>• Balance where students and families live</li> </ul>	<b>Neighborhood Relations</b> <ul style="list-style-type: none"> <li>• Protect neighborhoods from student rentals</li> <li>• Reward good rentals</li> <li>• Create adequate student housing to keep students out of residential neighborhoods</li> <li>• Change practices around stopping traffic for the team bus</li> </ul>	<b>Neighborhood Relations</b> <ul style="list-style-type: none"> <li>• Continue development of student housing on Route 1</li> <li>• Create task force with students and city council reps to vent concerns and create blueprint for action</li> <li>• Provide incentives to landlords to lower rents to keep students out of neighborhoods</li> <li>• Hold a focus group for residents and student renters to deal with noise and litter</li> <li>• Enforce expectations of off-campus behavior for students renting in neighborhoods</li> <li>• Educate students about how to make themselves and their property less attractive to thieves</li> <li>• Conduct orientation for students living off-campus about importance of being good neighbors and responsible citizens</li> <li>• Include a workshop about the city and respecting residents as part of college orientation</li> </ul>

DAVIS HALL	CITY HALL	UNIVERSITY OF MARYLAND
<p><b>Faculty as Residents</b></p> <ul style="list-style-type: none"> <li>Encourage faculty to live here</li> </ul>		<p><b>Faculty as Residents</b></p> <ul style="list-style-type: none"> <li>Improve upon the work/live program, encouraging University employees to live in College Park</li> </ul>
<p><b>Partnerships</b></p> <ul style="list-style-type: none"> <li>Appoint a College Park resident to University Board of Regents</li> </ul>	<p><b>Partnerships</b></p> <ul style="list-style-type: none"> <li>Continue and expand public partnerships between the City and the University</li> <li>Restore City Campus Committee (an open forum for conflict resolution)</li> <li>Develop a cooperative for dealing with storm water run off</li> <li>Coordinate the City's strategic plan and the University's strategic plan</li> <li>Draw upon University resources to strengthen schools</li> <li>Coordination on East Campus – take action and coordinate in transparent way</li> <li>Have students play more active role in the City through internships in various City offices</li> </ul>	<p><b>Partnerships</b></p> <ul style="list-style-type: none"> <li>Sponsor art fairs, sidewalk shows, etc., on campus for the entire community</li> <li>Develop partnerships with the School of Education to improve the local schools in College Park</li> <li>Create a top-notch day care at the University for both staff and residents</li> <li>More collaboration on new office spaces to attract education associations, etc.</li> <li>Create a "lab" school in the community as a part of the education school</li> <li>Have a student serve as a full voting member of the City Council</li> <li>A city official or member of City Council should serve on University Board of Regents</li> </ul>
	<p><b>Community Relations</b></p> <ul style="list-style-type: none"> <li>Provide a discount card to residents for University events and access to facilities</li> <li>"Take 5" – make campus programs more visible</li> </ul>	
<b>Ways to Increase Community Involvement in the City</b>		
<ul style="list-style-type: none"> <li>Have City Council indicate that they are really listening</li> <li>Collect feedback in real time</li> <li>Communicate where Council is taking action that citizens want</li> <li>Support civic association involvement</li> <li>Provide advanced notice about opportunities to participate</li> <li>Increase transparency on all decision making</li> </ul>	<ul style="list-style-type: none"> <li>Reframe perception of City Council with positive attitudes</li> <li>Councilmembers getting to know residents</li> <li>Leverage recreational activities</li> <li>Boldly embrace 2.0 technology in website re-design</li> <li>Provide forums for information sessions with Councilmembers</li> <li>Councilmembers should be more present in the community</li> <li>Provide evidence that the time residents put in to give feedback is valued</li> </ul>	<ul style="list-style-type: none"> <li>Create City Council listserv with events and agenda items</li> <li>Provide a monthly economic update to residents</li> <li>Sponsor neighborhood spaghetti dinners 4 times/year</li> <li>Employ social networking sites—such as Twitter and Facebook—to keep citizens informed</li> <li>Increase efforts to encourage University staff and professors to live in College Park</li> <li>Create a "neighborhood college" where people can learn about their neighborhood's history</li> </ul>

**Appendix B:  
Additional Survey Tabulations**

**Exhibit B-1  
Percentage of Survey Respondents Who Rated  
Various Potential Priorities as Either “Important” or “Extremely Important”**



**Exhibit B-2**  
**Survey Write-In Comments Provided in the “Other-Please Specify” Space**

Hopes for the future	<ul style="list-style-type: none"> <li>• Overall increase in the quality of life including more high-quality restaurants and increased safety</li> <li>• More community gardens and places of recreation</li> <li>• Improved neighborhood relations between residents and students</li> </ul>
Recommendations for increasing public involvement in the city	<ul style="list-style-type: none"> <li>• Councilmembers should have set “office hours” in the community</li> <li>• Council should send a weekly e-mail update to all residents that provide e-mail addresses</li> <li>• Council should embrace new technologies such as Facebook or Twitter to connect with residents</li> </ul>
Transportation	<ul style="list-style-type: none"> <li>• Explore alternative traffic patterns</li> <li>• Increase pedestrian and bicycle safety</li> <li>• Connector road from the Beltway to the University</li> <li>• Enforce existing parking restrictions in all areas of College Park</li> <li>• Restrict the number of new high-rise apartments along Route 1</li> </ul>
City-University Relations	<ul style="list-style-type: none"> <li>• Improve student/property owner relations in the residential neighborhoods</li> <li>• Encourage faculty and staff to live in College Park</li> <li>• Provide residents with increased access to University events and resources</li> </ul>
Community Services	<ul style="list-style-type: none"> <li>• More police presence in the community</li> <li>• Work closer with neighboring communities to devise a comprehensive improvement strategy</li> </ul>
Neighborhoods	<ul style="list-style-type: none"> <li>• Limit the number of student rentals</li> <li>• Increase safety</li> <li>• Enforce code restrictions and other illegal activities</li> <li>• Restrict commercial development in neighborhoods</li> </ul>
Economic Development	<ul style="list-style-type: none"> <li>• Work with the University on East Campus development</li> <li>• Grocery store</li> <li>• More student housing near campus</li> </ul>
Environment and Sustainability	<ul style="list-style-type: none"> <li>• Opportunities for more environmental awareness</li> <li>• Creation of more bicycle and walking paths</li> <li>• Preservation and maintenance of natural resources</li> </ul>
Other recommendations	<ul style="list-style-type: none"> <li>• Take feedback into consideration when doing the planning—show us that you value our ideas and concerns</li> <li>• Increase crime reduction efforts</li> <li>• Use the presence of the University to our advantage—work with the University instead of in competition</li> <li>• Attract new and diverse businesses</li> <li>• The City Council needs to have the courage to do what is right for the City</li> <li>• Do not fund new initiatives with any increase in taxes</li> <li>• Concentrate on safety and quality of life before anything else</li> </ul>

**Appendix C:  
Characteristics of Survey Respondents**

A total of 176 individuals responded to the survey. Nearly all respondents (172) completed the survey on-line. \_\_\_ individuals requested a paper version of the survey, and four submitted a paper survey.

Survey participants represented a mix of community members across various demographic characteristics such as geographic area, number of years in College Park, age, sex, and race/ethnicity:

- **Geographic area.** Most survey respondents indicated that they live in College Park (93%). The neighborhoods with the largest number of survey participants were Calvert Hills (27%), Hollywood (17%), and Berwyn (11%); these three neighborhoods accounted for over half of all survey participants.

**Table C-1  
Survey Participation by Neighborhood**

<b>Neighborhood</b>	<b>Council District(s)</b>	<b># of Participants</b>	<b>% of all Participants</b>
Hollywood	1	29	17%
Sunnyside	1	3	2%
Daniels Park	1 & 2	12	7%
Winfield Park & Camden	1 & 4	1	1%
Oak Springs & Branchville	2	2	1%
Berwyn & University View	2	18	11%
Lakeland	2	0	0%
College Park Estates	3	4	2%
Yarrow	3	4	2%
Old Town	3	16	9%
Calvert Hills	3	46	27%
Knox Boxes & College Park Towers	3 & 4	4	2%
College Park Woods	4	11	6%
Crystal Springs	4	2	1%
North Autoville & Cherry Hill	4	2	1%
South Autoville	4	4	2%
Non-resident		12	7%

- **Number of years in College Park.** Over half of the survey respondents had lived, rented property, or owned a business in College Park for 10 or more years. One fifth (20%) had been in College Park for 30 or more years, 16% for 20-29 years, 21% for 10-19 years, 8% for 6-9 years, 23% for 3-5 years, and 12% for 2 years or less.
- **Age.** About two-thirds of respondents were over the age of 40. One-fourth (24%) were 61 or older, 41% were age 41-60, and 31% were aged 23-30. Only 4% were in the typical age bracket for college undergraduate students (age 18-22).
- **Race/ethnicity.** Over four-fifths of respondents were white (83%). Five percent were Asian, 3% were Hispanic/Latino, 2% were African-American, and 5% indicated an “other” race/ethnicity.

**Appendix D:  
Focus Group Procedures and Participants**

At the start of each focus group, the participants were asked to think about the ways in which the City of College Park has changed and/or improved over the past 3-5 years. The facilitators requested that the group focus on areas that have improved the quality of their lives.

In the next part of the session, participants were asked to focus on six specific strategic issue areas— transportation, city-university relations, community services, neighborhoods, economic development, and environment and sustainability. To begin this section of the discussion, each participant was given a “ballot” that listed 25 specific priority areas (grouped by strategic issues areas). Each person was given a fictional budget of \$10 and was asked to allocate the funds in a way that prioritized their individual areas of importance. After the ballots were collected, the facilitators opened the discussion about each of the 6 strategic issue areas.

At the conclusion of each session, participants were asked to think about some possible ways in which to increase citizen involvement in College Park.

**Table D-1  
List of Focus Group Participants**

Marcus Afzali	Stasia Hutchison	Carol Nezzo
Hugo Arce	Jeanne Jennings	Janice Oppelt
Renata Barski	Fazlul Kabir	John Payne
Gloria Aparicio Blackwell	Byrne Kelly	Patrick Perfetto
Marcia Booth	John Krouse	David Quon
Heather Bourne	Lee Lachman	Jennifer Rigg
Wendy Child	Linda Lachman	Bill Robertson
Donna Chin	Carol Lindblom	Betty Rodenhagen
Diana Claburn	Thibeaux Lincecum	Ann Rowe
Justin S. Clarke	Cindy Lollar	Linda Sahin
Carole Clemmer	Deron Lovaas	David Kidwell-Slak
Dick Conti	Kim Lugo	M. Sarwar
Ellen Fox Davis	Cassia Martin	Bob Seward
Paul Davis	Charles McCrudden	Douglas Shontz
Lisa Ealley	Tara McLoughlin	Mark Shroder
Adele Ellis	Harriet McNamee	Joe Smith
Janet Evander	Dave Miles	Thomas Stokes
Karen Garvin	Denise Mitchell	Jessica Sutter
Dennis Passarella George	Leslie Montroll	Geoff Trout
Clay Gump	Mark Montroll	Judith Wang
Alan Hew	Andy Mozynski	Robert Weber
Jennifer Hill	Joanne Mozynski	Mark Wimer
Greg Hnarakis	Christine Nagle	Margaret Wood

Note: This list was created from sign-in sheets. Names were missing for two of the participants.