

# Town of Bladensburg

## Strategic Plan for Fiscal Years 2016 to 2021



March 2017



*Prepared for the Town of Bladensburg, Maryland by Management Partners*



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# Background and Methodology



*The historic Bostwick House, built in 1746, is located in Bladensburg.*

## Introduction

The Bladensburg Strategic Plan includes the vision, mission, core values, goals and priorities that will guide resource allocation and work planning for the next five years. Success measures, which will be useful in tracking progress, are included for each goal. Accompanying the Strategic Plan is a separate document that specifies the activities and tasks required to implement the priorities associated with each of the goals.

## Strategic Planning Process and Workshop

The process for creating Bladensburg's first strategic plan began with individual interviews with members of Council, the interim town administrator and clerk, along with directors and managers. Interviewees shared their perspectives on strengths, weaknesses, opportunities and threats (SWOT) facing the Town. The key themes that emerged from the SWOT analysis were used to inform a community input session facilitated by Management Partners.

The Mayor and town administrator conducted a follow-up community input session, and surveyed community members and business owners about their ideas for the future of Bladensburg. The multiple forums and opportunities for community and stakeholder input were used by the Town Council to understand the primary issues of importance among their constituents. A summary of the themes, along with data on current

## About Bladensburg

*9,640 - Population estimate in 2015*

*1.01 square miles – Total area of the town*

*3,826 – Number of total housing units*

*91% - Percentage of population that are minority*



socio-economic trends, was developed as background information for a workshop with members of the Council, the administrator and directors. The strategic planning workshop was held in November 2016. This document is the result of that session.



# Vision



*The vision is a statement  
of what Bladensburg  
will be in the future.*

Photo: The Peace Cross, a WWI  
memorial dedicated in 1925

The Town of Bladensburg is a vibrant and exciting destination that offers superior services and opportunities to all community stakeholders in a clean and safe environment, promoting redevelopment, investment and diversity.



# Mission



*The mission is a statement of purpose that defines what the Town stands for. It directs the day-to-day actions for the Town Council and employees.*

Bladensburg is an ethical and responsive government that provides high-quality customer service committed to creating a culturally and economically viable community.

*Incorporated in 1854*

*Council-Manager form of government*

*The Mayor and Council members serve four-year terms*

*Council members are elected from and represent two Wards*



# Core Values



*Values drive the organizational culture and are the operating principles that govern the actions and behaviors of leaders and employees of the Town.*

Bladensburg CARES exemplifies the values we hold in the delivery of excellent public service to residents, property owners and stakeholders of the Town.

**C**ollaboration – We value effective partnerships.

**A**ccountability – We recognize our individual and collective roles and responsibility for service and program delivery.

**R**esponsiveness – We value prompt customer service.

**E**thics and Efficiency – We are ethical and efficient in our operations.

**S**ervice Excellence to the Community – We value efficient, high quality service in everything we do.



# Goal Area A – Economic Development



*Position the Town to be a competitive destination for future economic development/redevelopment opportunities in the Prince George's County and Greater Washington, D.C region.*

Photo: The Publick Playhouse is one of two remaining art deco theatres in Prince George's County.

## Success Measures

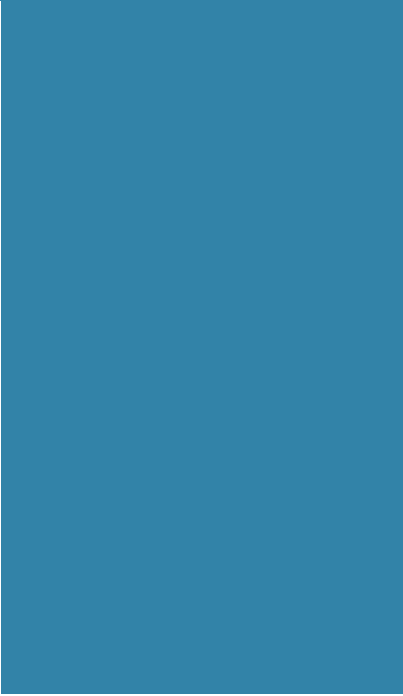
- Complete and adopt an economic development and marketing plan
- Update and revise housing and property maintenance regulations
- Create and host a first annual signature event

**Objective:** To improve the economic sustainability of the Town through sound practices and policies.

## Strategies

1. Develop an economic development/redevelopment plan for key commercial areas in the Town (Coordinate with Collaboration and Partnerships, priority #10).
2. Identify and explore annexation alternatives and opportunities to expand the tax base of the Town.
3. Work with the State legislators, Maryland National Capital Park and Planning, and Prince George's County Planning Department to create and pass legislation that will provide Bladensburg with greater zoning and land use authority.
4. Develop policies to attract quality housing opportunities.



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5. Develop a marketing plan to promote and position Bladensburg as a commercial business destination, attract investment opportunities, and address job creation and workforce development.
  6. Market and preserve the historic and cultural assets of the Town and region to attract visitors to Bladensburg.
  7. Create and host an annual signature event for the Town.
  8. Develop inclusive policies, procedures and programs that promote sustainability.
  9. Develop and expand partnerships (local, regional and state) that will support increased economic development.



# Goal Area B – Police and Public Safety



*Ensure that public safety services and operations meet and exceed the needs of the public and national standards.*

## Success Measures

- *Percentage of Police Department assessment recommendations completed within budget*
- *Percentage of public safety initiatives completed with partner support*
- *Percentage of survey respondents indicating pedestrian connectivity is good or excellent*
- *Percentage of survey respondents rating community policing as good or excellent*

**Objective:** Use best practices to enhance the public safety of the community.

## Strategies

1. Expand the Police Department's facilities to better meet the needs of the department and the community.
2. Improve community-based policing and outreach to establish and build relationships.
3. Develop and enhance partnerships with local, county, regional and national public safety agencies, as determined by the needs of the community.
4. Assess the need for additional street lighting.
5. Improve the connectivity of pedestrian and vehicle traffic through enhanced traffic safety measures (Coordinate with Infrastructure and Roads, priority #6).
6. Update the Property Maintenance Code to reflect the needs of the community.



# Goal Area C – Infrastructure and Roads



*Promote multi-modal access to and within the Town and provide well maintained public infrastructure.*

## Success Measures

- Complete and adopt a Stormwater Management Plan
- Percentage of capital improvement projects completed as budgeted
- Percentage of gateway projects completed
- Complete and adopt a Complete Streets Plan

**Objective:** Assess infrastructure and road conditions and prepare development, maintenance and funding plans.

## Strategies

1. Conduct a baseline conditions assessment of all buildings and facilities owned by the Town.
2. Advocate for the development of a Stormwater Management Plan.
3. Develop a Capital Improvement Plan to fund facilities maintenance, purchase equipment and construct new infrastructure;
4. Assess the need for traffic improvements, including traffic calming and safety alternatives for streets maintained by the Town.
5. Create a sense of place for key gateways and development areas by identifying the highest and best uses and accompanying improvements, including signage, landscaping, lighting, street furniture, etc.



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6. Develop a Complete Streets Plan to support multi-modal transportation access and options (Coordinate with Police and Public Safety, priority #4).



# Goal Area D – Collaboration and Partnerships



*Develop effective local, regional and national partnerships to enhance the sustainability of Bladensburg.*

## Success Measures

- Percentage of respondents rating the cleanliness of the waterfront as good or excellent
- Percentage of historic projects completed with partner participation
  - Funding
  - In-kind resources
- Percentage of workforce development opportunities resulting from partnerships

**Objective:** Cultivate new and grow existing partnerships with public, private, non-profit and government organizations to support a thriving community.

## Strategies

1. Work with and encourage the Maryland-National Capital Park and Planning to identify ways to promote Bladensburg waterfront recreational opportunities and increase the number of visitors to the park.
2. Partner with Prince George's County and Maryland agencies to protect Bladensburg's historic and cultural assets.
3. Identify and build relationships to increase workforce development opportunities.



- *Percentage of survey respondents rating social media outreach as good or excellent*
- *Complete and adopt a comprehensive land use and zoning plan master plan*

4. Support the expansion of cultural events and celebrations, especially in the Town of Bladensburg.
5. Increase and strengthen existing partnerships.\*
6. Improve and strengthen relationships with county, state and federal legislatures and agencies.
7. Improve outreach to educational institutions and community organizations.
8. Expand social media networks and platforms to inform and promote outreach to residents and stakeholders.
9. Partner with the Maryland-National Capital Park and Planning Commission and the Prince George's County Planning Department to develop a master plan for Bladensburg (Coordinate with Economic Development, priority #1).

\* Note: Potential partnership organizations include, but are not limited to: Prince George's County Redevelopment Authority, Prince George's County Chamber of Commerce, Prince George's County Economic Development Corporation, the Maryland Department of Commerce, Prince George's County Planning Department, Maryland Municipal League, Metropolitan Washington Council of Governments, National League of Cities, Maryland-National Capital Park and Planning Commission, and the International City/County Management Association (ICMA).



# Conclusion



This Strategic Plan represents the “soul and spirit” of what Bladensburg aspires to become as a result of input and discussions between the Town, residents and stakeholders. The goals, objectives, and four strategic priorities as identified by the community include:

- Economic Development
- Police and Public Safety
- Infrastructure and Roads, and
- Collaboration and Partnerships

The goal areas encompass the overarching priorities articulated by the Town Council and will serve as a guide for budget priorities and how services are delivered to Bladensburg residents, property owners and visitors over the next five years.

A separate Implementation Action Plan will be developed and provided to the Town Administrator. It will describe the sequence of actions required to carry out each strategy associated with the goal areas. The action plan places an emphasis on seeking alternative sources of funding to assist with implementing the Strategic Plan while ensuring the fiscal sustainability of the Town.

## Bladensburg Town Council

**Walter L. James, Jr.**  
*Mayor*

**Cris Mendoza**  
*Council Member, Ward 1*

**Selwyn D. Bridgeman**  
*Council Member, Ward 1*

**Walter Ficklin**  
*Council Member, Ward 2*

**Beverly Hall**  
*Council Member, Ward 2*

*Town Administrator*  
**Debi Sandlin**



# **Town of Bladensburg**

## **Strategic Plan for Fiscal Years 2016 to 2021**

