



UNION SQUARE NEIGHBORHOOD - HOUSING

2.2 SWOT Analysis



Union Square SWOT Analysis Process

A **SWOT Analysis** is the process of documenting Strengths, Weaknesses, Opportunities and Threats on a particular entity, group of people, or location through a participatory process with input from multiple stakeholders with varying opinions and perspectives for issues that can be grouped into one or more of the four categories.

Pre Meeting Preparation

Site Analysis Diagrams

Prior to the meeting the Planning Team prepared Preliminary Site Analysis Diagrams. These documented the initial “planners’ view” of the Site.

Invitation to Participants

The Planning Team prepared a one-page invitation for Glendower to use to invite participants to the SWOT Meeting(s).

SWOT Board

The Planning Team prepared SWOT Boards (with easel, markers, Post-It Note pads), one for each session.

Summary

Purpose The purpose of the meetings is to conduct a SWOP Analysis of the CCS and T. Wolfe Sites. The SWOP Analysis is the process of documenting the location's *Strengths, Weaknesses, Opportunities and Threats*

SWOT Activity Schedule: Two (2) Meetings

SWOT One

Meeting 2:00 PM to 4:00 PM

Attendees: T Wolfe Residents
Hosts / Facilitators: TGP Team & KBA
Location: T. Wolfe Residential Building

Facilitators explained how the SWOT is an important part of the CNI Planning Process so that the participants understand why they are at the meeting and what the expected outcomes of the meeting. Explained how the information will be received, recorded, and used. Explained how the Planning Team will use the outcome of the meeting and that the results are important because the information will serve as a foundation for the planning process.

SWOT Two

Meeting 5:30 PM to 7:30 PM

Attendees: City Representatives, Local Businesses, Glendower, and other Stakeholders
Hosts / Facilitators: TGP & KBA
Location: High School in the Community

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Union Square SWOT Results

* Items that came up more than once

Bold = Items that came up during the People SWOT

STRENGTHS

LOCATION

- Available space to develop next door (former Church Street South site)*
- **Centrally located - close to Union Station, commuters, TOD development, Police Department***
- Proximity to jobs - Union Station
- Fairly walkable - location, sidewalk condition, street trees

ENGAGEMENT

- Robert T Wolfe Residents - speaking up for their concerns, mobilizing ability to get each other involved*
- "Community within Community"
- Strong Political Will & Economic Support for Vision, Zoning precedent set by Union Station
- ECC Ownership - local entity, sole owner

RESOURCES

- Cable Connectivity Program
- Food Bank
- **Good public transportation access***

WEAKNESSES

BUILDING

- Lack of resident and guest parking*
- Units are too small*
- **Faulty entry door/faulty building access***

SITE/AREA

- Vacant next door space
- No space for children
- **Not pedestrian friendly - big, busy roads***
- **Lack of access to fresh foods and convenience retail, cost of living in area is expensive***
- **Lack of neighborhood amenities***
- Oversaturation of smoke shops
- **Lack of resources for homeless population - building security concerns***

SOCIAL

- Perception of affordable housing
- High level of scrutiny/skepticism
- Prior planning efforts did not engage Robert T Wolfe residents

ECONOMIC

- Labor market is not huge
- Rents don't support all growth

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OPPORTUNITIES

SITE/BUILDING IMPROVEMENTS

- Improved living units - central air, washer/dryer in unit or on each floor, increased unit size, dishwasher
- Larger community room/center*
- Interim parking solutions during construction
- Designated smoking areas
- **Dog park, nice sitting areas to gather***
- **Places for seniors**
- **Park for grandkids - splashpad**
- **Convenience/grocery store/bodega - Aldi?***

PROGRAMS

- **After school activities***
- **More resident-oriented activities and education opportunities***

AFFORDABILITY

- **Create a bigger affordable housing community. Create clean, walkable, safe housing***
- Deisolate and connect people
- Increased deeply affordable housing in a mixed income neighborhood

RESIDENT AGENCY

- People can have input to their living situation - engagement of Robert T Wolfe residents
- Intentionality in planning and listening*
- Accountability - healing, a fresh start while acknowledging site history*

LONG TERM VISION

- Leveraging this project for infrastructure improvements - flooding, road improvements

THREATS

GENTRIFICATION

- Concern that project is not for Robert T Wolfe
- **Gentrification - being forced out***
- Change of neighborhood culture
- **Dislocation***
- Increased taxes
- Accountability*

SITE CONDITIONS

- Rodents
- Flooding*
- Sea level rise
- Is city infrastructure keeping up with development?
- Building too densely, not enough green space
- Potential of area to fall into disrepair again - repeating cycles

SOCIAL

- Drugs
- **Non-residents entering building***

ECONOMIC & POLITICAL

- Political Change - election cycles, funding, etc
- Political Pressure - high profile site*
- Will require lots of subsidy and multiple phases - danger of losing steam
- Running out of money
- Hiring regulatory requirements
- Project will have more expensive building costs - height, flooding, parking
- Uncertainty of marketability
- Market pushes small units



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The results of the SWOT activities will be used iteratively throughout the entire Choice Neighborhood Transformation Plan Process to inform and to evaluate options developed during the Charrette Process.

