



## **CITY COUNCIL WORK SESSION AGENDA**

**JUNE 30, 2025  
7:30 PM**

### **I. WORK SESSION - AGENDA**

1. Introductions - (7:30-7:45 PM)
2. Council Discussion - (7:45-8:45 PM)  
Suggested Action:
3. Questions and Answers - (8:45-9:00 PM)
4. Other Items - (9:00-9:15 PM)

### **II. SPECIAL MEETING/CLOSED SESSION**

The City Council will hold a Special Meeting to vote to convene in Closed Session in accordance with the General Provisions Article of the Annotated Code of the Public General Laws of Maryland, §3-305(b). The purpose of the Closed Session is 1) to discuss the acquisition of real estate and 2) to consult with legal counsel, which is permitted under the Open Meetings Act.

#### **5. OFFICIAL NOTICE**

By Section 3-305(b)(3) and (7) of the General Provisions Article of the *Annotated Code of the Public General Laws of Maryland*, a closed session of the Greenbelt City Council will be held on Monday, June 30, 2025, immediately following the Council Work Session – Economic Development Retention & Expansion, in the Municipal Building Library, 1) to consider the acquisition of real property for a public purpose and matters directly related thereto; and 2) to consult with counsel to obtain legal advice on a legal matter.

The purpose of this meeting is 1) to discuss the acquisition of real estate and 2) to consult with legal counsel.

*\* The public may attend the Special Council Meeting of the City Council immediately before the closed session and observe the vote of the Council to move into the closed session on Monday, June 30, 2025.*

Bonita Anderson  
City Clerk

Suggested Action:

Draft Economic Development Strategic Plan

## Consensus-Building Work Session

### Date/Time:

Monday, June 30 – 7:30 to 9:00 PM

### Facilitated by:

EDSP Consultants (Molly McKay, Willdan and Rick Ammirato, Civic Consulting Group)

### Audience:

City Staff, City Council, Public

### Duration:

1.5 Hours

| Time        | Agenda Topic                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 0:00 – 0:05 | I. Welcome and Consensus Building Ground Rules                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 0:05 – 0:10 | II. Implementation Plan Background & Discussion Topics                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 0:10 – 0:15 | 1. Review of Business Stakeholder Outreach and EDSP Survey                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 0:15 – 0:20 | 2. What We Learned <ul style="list-style-type: none"> <li>a) Target Industry Strategy</li> <li>b) Economic Development SWOT Feedback</li> <li>c) Business Climate Survey Feedback</li> </ul>                                                                                                                                                                                                                                                                                                   |
| 0:20 – 0:30 | III. Implementation Plan Recommendations <ul style="list-style-type: none"> <li>1. Overview</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                         |
| 0:30 – 0:45 | 2. Economic Development Strategic Plan Discussion: Priority Initiatives <ul style="list-style-type: none"> <li>1.0 Post-COVID Small Business Recovery and Support</li> <li>2.0 Greenbelt Business Connect Program (Business Retention + Attraction Activities Underway)</li> <li>4.0 Greenbelt Thrive Marketing Strategy</li> <li>6.0 City-Owned Assets Redevelopment Strategy (Armory Opportunity Site)</li> </ul> 3. Marketing + Branding Plan (Stand-Alone/Crosscutting Support Activities) |
| 0:55 – 1:00 | IV. Next Steps                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

## I. Welcome / Consensus-Building Discussion Guidelines



To support an open and effective conversation during today's Economic Development Strategic Plan Work Session, we've outlined a few consensus building guidelines to help focus our time. These are offered as a shared framework to help us get the most out of our time together.

## **1. Provide Feedback on City Staff Work Plan**

The purpose of today's discussion is to share the findings and recommendations that Staff has accepted as a five-year work plan for economic development.

## **2. Stay Focused on the Goal**

Today's session is about building shared understanding around economic development opportunities and identifying areas of alignment. It's not a vote or a final decision—just a chance to talk through the big picture together.

## **3. Speak Constructively**

We welcome candid input, including concerns. Let's keep the tone constructive and focused on looking forward.

## **4. Keep Comments Brief and On Topic**

We have a lot to cover. Staying brief and focused helps ensure everyone has a chance to weigh in.

## **5. Remember Our Shared Goals**

While perspectives may differ, we all care about:

- A strong local economy
- Equitable access to opportunity
- High-quality public services
- A Greenbelt that reflects community values and character

Let's keep these shared goals at the center of our discussion.

## II. Implementation Plan

### 1. Review of Business Stakeholder Outreach and EDSP Survey

At the beginning of the EDSP data collection and outreach process, we surveyed key stakeholders:

- What are Greenbelt's key economic development assets that you wish to protect and leverage?
- What is missing in Greenbelt?
- What is one word that describes your experience doing business with the City of Greenbelt?

We collected feedback from more than 40 business and government stakeholders. The business community is engaged and energized by Greenbelt's focus on economic development outreach.

### 2. What We Learned

#### a) Target Industry Strategy

| Potential Emerging:<br>Professional Services                                                                                                                                                                        | Important and Requiring Attention:<br>Construction/Development Services                                         | Priority Growth Industry:<br>Medical/Healthcare Sectors                                                                                                                                                                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Professional, technical, and financial support services<br>R&D in Biotech (or Nanotechnology)<br>Computer Systems Design Services<br>Custom Computer Programming<br>Professional/Administrative Management Services | Residential Remodelers and Commercial Construction<br>Home Building Centers & Other Building Material Suppliers | Offices of Physicians<br>Medical, Dental, and Hospital Equipment Wholesaler<br>Professional Services/Employer Organizations<br>Consulting Services (environmental, marketing)<br>Industrial Machinery and Equipment Wholesaler |



## b) Economic Development SWOT Feedback



## c) Business Climate Survey Feedback

## III. Implementation Plan Recommendations

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### 1. Overview

The following nine initiatives represent the City Staff's accepted Economic Development Strategic Plan (EDSP) recommendations and will serve as the Economic Development Department's roadmap for the next five years. Each initiative is grounded in the findings from the existing conditions assessment and includes specific action steps, timelines, and implementation partners. For full details, refer to the Greenbelt Economic Development Strategic Plan Implementation Strategy.

City of Greenbelt

#### **Economic Development Strategic Plan Proposed Initiatives**

- 1.0** Greenbelt Post-Covid Resilience Strategy
- 2.0** Greenbelt Business Connect Program (Business Retention + Attraction)
- 3.0** Interactive Business Engagement Strategy
- 4.0** Greenbelt Thrive Marketing Campaign
- 5.0** Greenbelt Startup Studio (Small Business + Entrepreneurship)
- 6.0** City-Owned Assets Redevelopment Strategy
- 7.0** Multi-City Economic Alliance
- 8.0** Priority Project Partnership Program (P3 Program)
- 9.0** City Public Information/Marketing Office Tourism Support Strategy

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## 2. Economic Development Strategic Plan Discussion

We present four of the nine initiatives to profile the immediate priorities of the EDSP that are already underway or to be launched over the next six to 12 months based on funding availability.

### 1.0 Post-COVID Small Business Recovery and Support

Greenbelt's response to Covid is considered very successful by businesses. The elements of the ARPA-funded support included small business grants, technical assistance.

- Re-launching and appropriately funding the City's small business revolving loan program

### 2.0 Greenbelt Business Connect Program (Business Retention + Attraction Activities Underway)

The EDSP's recommendations include several (new) activities already underway launched since October by John Mason. These activities are in line with best practices and the consultant's recommendations for business climate gaps in Greenbelt.

- Continue to facilitate target business Roundtables and semi-annual business conferences
- Utilize the Salesforce CRM to augment the BRE program, business tracking and issue resolution program

### 4.0 Greenbelt Thrive + Marketing Strategy

As part of the City's broader effort to support neighborhood-serving retail and small business vitality, the Greenbelt Thrive strategy focuses on funding, marketing, and technical assistance tools to activate targeted commercial areas and implement EDSP recommendations.

#### *Key Action Steps:*

- Expand the Economic Development Incentives Toolbox
- Leverage the Maryland Department of Housing and Community Development (DHCD) Façade Improvement Program, with the City serving as grantee
- Promote use of the Prince George's County Commercial Property Improvement Program (CPIP), with business or property owners serving as grantees
- Provide outreach, technical assistance, and targeted small business engagement to Roosevelt Center and Greenway Center tenants/owners
- Advance the Small Business Revolving Loan Fund
- Launch a Greenbelt Thrive + Marketing Campaign
- Develop and deploy a coordinated branding and storytelling initiative to raise visibility for thriving Greenbelt businesses and neighborhood retail

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## 6.0 City-Owned Assets Redevelopment Strategy (Armory Opportunity Site)

### *Recommended Redevelopment Strategy: Armory Site*

Following the AMAR Group's final public presentation and a face-to-face coordination meeting, we evaluated the three proposed redevelopment alternatives through the lens of the Economic Development Strategic Plan (EDSP). Our analysis focused on how each option supports the City's long-term goals for fiscal health, community character, and economic growth.

Based on this review, we strongly recommend advancing Scheme 3: a Mixed-Use Municipal/Commercial alternative (34,300 sq ft), which includes a blend of City administrative offices, commercial space, live/work units, and approximately 2,500 sq ft of neighborhood-serving dining amenities. This approach best aligns with EDSP priorities and offers the greatest overall impact in terms of economic development and community benefits.

### *Key Advantages of the Recommended Scenario*

- **Demonstrates Greenbelt's P3 Readiness:** Signals the City's capacity to manage a successful public-private partnership (P3) while maintaining local character.
- **Enables Strategic Relocation:** Relocates City administrative functions, freeing up the existing municipal building site for additional redevelopment opportunities.
- **Enhances Regional Visibility:** Establishes the Armory as a signature redevelopment project and regional destination.
- **Strengthens Civic Infrastructure:** Offers expanded space and co-location opportunities for City services across the Armory site, current City Administration Center, and Fire Station.
- **Improves Public Access and Connectivity:** Enhances trail network and multimodal connections through thoughtful site planning.
- **Grows the Tax Base:** Generates the highest incremental tax revenue potential of all the proposed options.
- **Fills Real Estate Gaps:** Addresses market gaps identified in the EDSP, including coworking, placemaking features, and neighborhood-serving food and beverage amenities.

## 3. Marketing + Branding Plan

As a core implementation tool of the EDSP, the Greenbelt Marketing + Branding Plan is designed to strengthen the City's new Business Retention and Attraction Program through a cohesive and targeted communications strategy. The plan outlines near-term goals and recommended actions to elevate Greenbelt's economic identity and support business growth.

### *Municipal Branding Priority Objectives*

- Position Greenbelt's "Medical Mile" and hospitality sector as regionally competitive destinations.
- Implement a comprehensive and sustained branding and marketing campaign focused on storytelling, placemaking, and promotional support for targeted industries, especially health services, wellness, and neighborhood-serving amenities.

## IV. Next Steps

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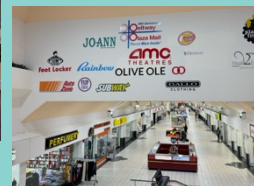
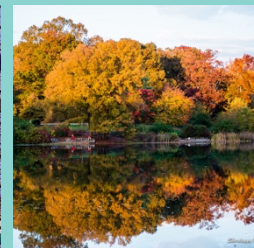
1. Incorporate feedback from this work session/staff
2. Provide input on performance metrics to track in Greenbelt's customized Strategic Plan Implementation Dashboard (SalesForce)
3. Finalize EDSP deliverables/conduct Project Close Out Meeting
4. Attend Economic Summit 2026 (TBD)
5. Conduct 1-year lookback in June 2026

***Thank you for your feedback!***

# GREENBELTMD

## Economic Development Strategic Plan: Implementation & Funding Plan- DRAFT VERSION 1

June 30, 2025



## Acknowledgements

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Danielle McKinney, Council Member  
Jenni Pompei, Council Member  
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##### Employ Prince George's Inc.

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Greenbelt Business Alliance

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## Economic Development Strategic Plan

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## I. Executive Summary

### Introduction

The City of Greenbelt, Maryland, is proud to launch its Economic Development Strategic Plan (EDSP), a forward-looking initiative funded through the American Rescue Plan Act (ARPA). This plan represents a pivotal step in charting a resilient and inclusive economic future for Greenbelt—one that builds upon the city's rich history, diverse community, and strategic location in the Washington metropolitan region.

Guided by the values of equity, sustainability, and innovation, this strategic plan aims to strengthen Greenbelt's local economy through a multifaceted approach. Core objectives include enhancing business support services, attracting new business investment, facilitating the redevelopment of commercial centers and underutilized properties, and continuing to support the recovery and growth of small and independent retail businesses still affected by the impacts of the COVID-19 pandemic.

With funding from ARPA, the City of Greenbelt is taking a focused approach to address the economic challenges resulting from the pandemic and further intensified by the Trump Administration's federal layoffs. With economic uncertainty and business risk in regional landscape, the City is intentionally laying the groundwork for long-term prosperity by moving from planning to implementation.

This plan will serve as a blueprint for coordinated economic development efforts, ensuring that public investments translate into tangible benefits for residents, workers, and business owners alike.

Through data-driven analysis, stakeholder engagement, and a commitment to inclusive growth, Greenbelt's Economic Development Strategic Plan will help position the city for a more vibrant and sustainable economic future.

### **City of Greenbelt, MD Economic Development Strategic Plan Mission Statement**

**To cultivate a vibrant, regionally connected, and resilient business environment where local businesses grow, residents thrive, and public services remain strong for future generations.**

## Methodology and Approach

The Greenbelt Economic Development Strategic Plan (EDSP) was developed in alignment with best practices recommended by the International Economic Development Council (IEDC). The planning process included the preparation of an Economic Profile and Market Conditions Report, extensive stakeholder interviews and engagement with over 40 community and business leaders, and the identification of priority redevelopment sites and strategies.

## Economic Development Strategic Plan Overview

The following summary of Action Plan Initiatives provides an overview of a structured roadmap to guide the delivery of the Greenbelt Economic Development Strategic Plan.

Figure 1: EDSP Implementation Initiatives

| City Council Pillars                                      | Objectives                                                                                                                          | EDSP Implementation Initiatives                                                                                                                                    |
|-----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Sustainability                                            | Facilitate strategic reuse of existing commercial assets and promote long-term economic resilience                                  | 1.0 Greenbelt Post-Covid Resilience Strategy<br>2.0 Greenbelt Business Connect Program (Business Retention + Attraction)                                           |
| Forward Thinking & DEI                                    | Proactively address economic inequities, skills gaps, and ensuring access to opportunity for all residents                          | 3.0 Interactive Business Engagement Strategy<br>4.0 Greenbelt Thrive Marketing Campaign                                                                            |
| Exceptional Services                                      | Enhance business support infrastructure and improve the City's capacity to serve existing and prospective businesses                | 5.0 Greenbelt Startup Studio (Small Business + Entrepreneurship)<br>6.0 City-Owned Assets Redevelopment Strategy                                                   |
| Collaboration, Innovation, and Smart Economic Development | Foster targeted redevelopment efforts, cross-sector partnerships, and a data-informed approach to business attraction and retention | 7.0 Multi-City Economic Alliance<br>8.0 Priority Project Partnership Program (P3 Program)<br>9.0 City Public Information/Marketing Office Tourism Support Strategy |

Source: City of Greenbelt; Prince George's County; Civic Consulting Group; Willdan, 2025

### Economic Development Strategic Plan

Implementation Recommendations and Marketing + Branding Strategy

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These recommendations build upon a thorough assessment of current conditions and community feedback, translating strategic goals into actionable initiatives.

- Making the Case for Economic Growth
  - Economic Development Policy Initiatives
  - Target Industry Attraction Strategy Recommendations
  - Real Estate Development Strategy Recommendations (Opportunity Sites and Target Growth Area Maps)
- Recommended Action Plan Initiatives
- Implementation Plan Timeline
- Appendix: Opportunity Sites and Target Area Project Profiles

The content that follows is organized to demonstrate how the City can advance economic resilience, support business growth, and unlock development potential through targeted efforts and coordinated leadership.

## II. Making the Case for Economic Growth

### Economic Base Assessment Findings

The initiatives outlined in this Economic Development Strategic Plan are grounded in a rigorous assessment of Greenbelt's current conditions, opportunities, and constraints. To ensure the recommendations are both responsive and forward-thinking, the

planning process began with a comprehensive analysis of relevant economic development frameworks, regional market trends, and locally held values.

This section provides the foundational justification for the nine plan initiatives by synthesizing four key elements:

**Economic Development Policy Linkages** explore how local strategies align with broader County, State, and Federal goals—ensuring that Greenbelt is well-positioned to secure outside investment and support.

**Target Industry Attraction Strategy** identifies business sectors that align with Greenbelt's workforce, space availability, and economic positioning—guiding efforts to attract and retain employers who will generate long-term value.

**Real Estate Market Overview** presents a snapshot of supply, demand, and gaps across office, multifamily, retail, and flex/industrial segments—illuminating where the City can intervene to address underperformance or unlock opportunity.

**Real Estate Development Strategy Recommendations** translate these findings into place-based priorities, particularly for revitalization areas and City-owned properties that hold the potential to shape Greenbelt's fiscal future. A summary of findings for each of these four key elements is provided in the following discussion.

## Policy Linkages

Greenbelt's approach to economic development is shaped by a broader landscape of state, county, and regional policies and priorities. This section outlines how the City's goals align with existing frameworks—including Prince George's County's strategic plans, regional infrastructure investments, and state-level initiatives. Understanding these linkages ensures that Greenbelt is positioned to leverage funding, partnerships, and technical support to advance local goals while contributing to shared regional outcomes.

The City of Greenbelt's Economic Development Strategic Plan (EDSP) aligns closely with the broader policy frameworks and strategic goals outlined in both Prince George's County's Plan 2035 and the Greenbelt City Council's Foundational Pillars, serving as a locally grounded yet regionally connected roadmap for economic vitality.

Plan 2035, Prince George's County's General Plan, emphasizes economic competitiveness, redevelopment of targeted centers, and equitable growth—goals that directly mirror Greenbelt's ambitions to revitalize underutilized properties, attract new business investment, and support a more resilient and inclusive local economy.

The EDSP strengthens the City's ability to contribute to these countywide priorities by identifying actionable strategies that align with regional planning efforts, including transit-oriented

development, workforce alignment, and small business support.

### Greenbelt's Economic Development Policy Linkages

#### Prince George's County Plan 2035 Goals

- Promote Transit-Oriented Development (TOD)
- Enhance Economic Competitiveness
- Foster Sustainable Communities
- Strengthen Workforce Development
- Revitalize Aging Commercial Corridors/Residential Neighborhoods

#### City Council Foundational Pillars

- Sustainability
- Forward Thinking & DEI
- Exceptional Services
- Collaboration, Innovation, & Smart Economic Development

#### Pillar 4: Collaboration, Innovation, & Smart Economic Development

- Establishing a jobs and resource lab
- Promoting cross-sector collaboration
- Invest in digital infrastructure and programs
- Creating a culture of experimentation and learning

### Target Industry Attraction Strategy

To grow its commercial tax base and provide meaningful employment opportunities, Greenbelt must focus on industries that match its strengths—such as healthcare, professional services, and technology. This section identifies target sectors based on market demand,

workforce availability, and location advantages. These industries represent the greatest opportunity for sustainable growth, especially when paired with proactive marketing and infrastructure investment.

Figure 2: City of Greenbelt Target Sector Recommendations

| Potential Emerging:<br>Professional Services                                                                                                                                                                                        | Important and Requiring Attention:<br>Construction/Development<br>Services                                          | Priority Growth Industry:<br>Medical/Healthcare Sectors                                                                                                                                                                                        |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Professional, technical, and financial support services<br><br>R&D in Biotech (or Nanotechnology)<br><br>Computer Systems Design Services<br><br>Custom Computer Programming<br><br>Professional/Administrative Management Services | Residential Remodelers and Commercial Construction<br><br>Home Building Centers & Other Building Material Suppliers | Offices of Physicians<br><br>Medical, Dental, and Hospital Equipment Wholesaler<br><br>Professional Services/Employer Organizations<br><br>Consulting Services (environmental, marketing)<br><br>Industrial Machinery and Equipment Wholesaler |

Source: City of Greenbelt; Lightcast.io; The Metts Group; Willdan, 2025

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## Real Estate Market Overview

Real estate is not just a way to view economic opportunity—it's an area where the City can take more intentional steps to influence growth. Even without full zoning or permitting authority, Greenbelt can shape outcomes by focusing on promoting a City-led vision for growth, site readiness, clear development goals, and partnering strategically to attract beneficial investment.

The EDSP's recommendations are driven by the findings of more than six months of market research. This section summarizes current market conditions across office, retail, multifamily housing, and flex/industrial space in Greenbelt. By identifying market gaps, development pipeline activity, and user demand trends, this analysis helps clarify where the City can direct energy and resources for maximum return.

While Greenbelt has produced limited new multifamily housing in recent years—Motiva Apartments being one of the few notable additions—this pace lags significantly behind peer communities like College Park, Laurel, and Hyattsville.

Many of these cities have embraced infill development, expanded rental options, and paired new housing with retail revitalization. In contrast, Greenbelt's "built-out" perception has constrained new production, despite clear demand.

Between 2010 and 2020, Greenbelt's housing stock grew by less than 3%, while Hyattsville and Laurel grew by over 10% during the same period. Without a strategic focus on infill and mixed-use redevelopment, Greenbelt risks falling further behind in capturing new residents, meeting workforce housing needs, and supporting a vibrant retail base. The opportunity now is to shift from a neutral "laissez faire" stance to a proactive strategy that balances growth with community values.

## Economic Development Opportunity Sites and Target Growth Areas

To support implementation of the Greenbelt Economic Development Strategic Plan (EDSP), the following series of maps visualize the City's priority sites, investment areas, and regional positioning.

These maps will provide a spatial understanding of where redevelopment, revitalization, and strategic marketing efforts are most needed or already underway. Each map will be developed using the latest parcel-level and zoning data, stakeholder input, and existing conditions analysis.

### Opportunity Sites Map

Highlights publicly and privately owned parcels identified for long-term redevelopment, reuse, or joint development projects. Sites include the Greenbelt Armory, Municipal Center, PGFD Fire Station, and the Greenbelt Metro Station development site.

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### **Economic Development Assets Map**

Captures the full inventory of municipal and institutional properties that are active or potential contributors to the City's economic development strategy, including City-owned land, public facilities, community centers, and anchor employers. This map helps visualize opportunities for co-location, public-private partnerships (P3s), and catalytic investments.

### **Revitalization Target Areas Map**

Focuses on key commercial districts such as Beltway Plaza, Greenbelt Center, and Greenway Center where City Staff will launch near-term interventions (e.g., tenant support, rebranding, placemaking) can catalyze economic renewal).

### **Target Growth Areas Map**

Visualizes the City's commercial corridors and districts that have the highest capacity for new residential, office, and retail development, including underutilized office parks and infill locations.

### **City Gateways Map**

Identifies priority intersections and corridors for wayfinding improvements and branding interventions to create a stronger civic identity and sense of arrival at key Greenbelt entry points.

### **Peer Cities Development Projects Map**

Provides regional context by displaying recent or planned mixed-use and civic development projects in comparable cities. This map serves

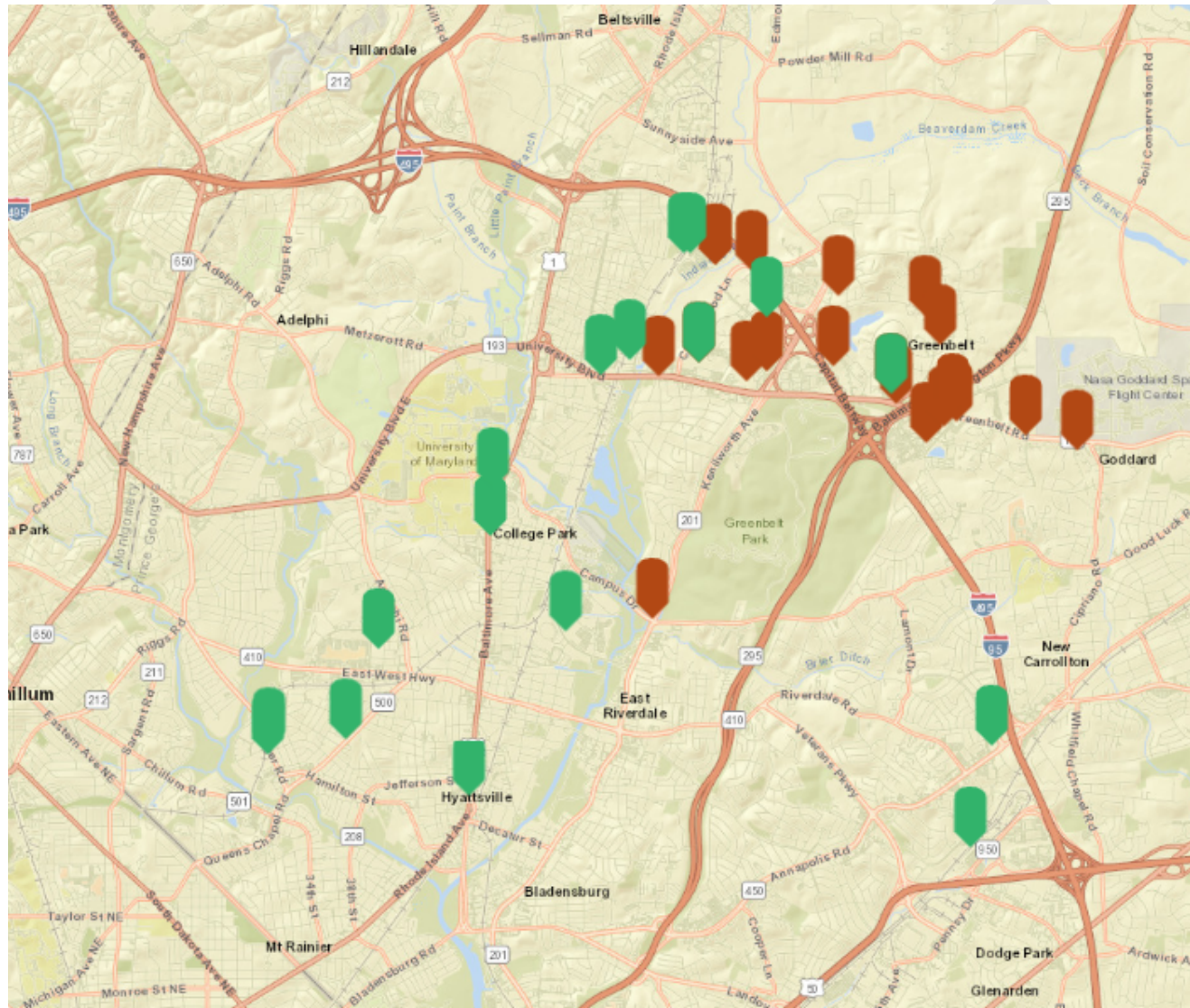
to benchmark Greenbelt's positioning and to inspire potential partnerships or policy models.

### **Medical Mile District / HUBZone Map**

Showcases the cluster of healthcare, life sciences, and medical office properties along Hanover Parkway and Greenbelt Road, including property within a federally designated HUBZone area. This map supports targeted business attraction strategies and federal grant alignment.

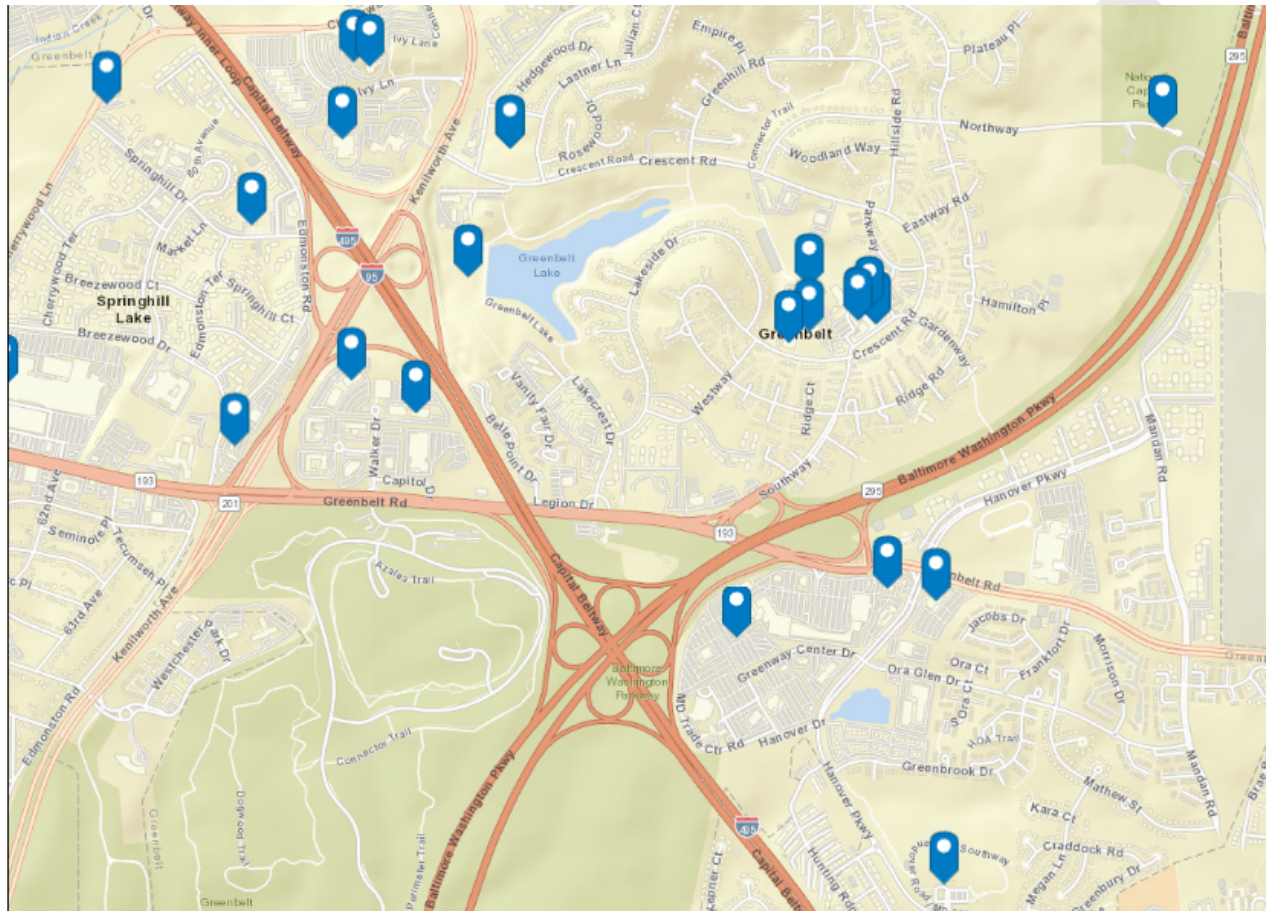
The sites and properties in each map are tied to recommendations outlined in the EDSP's implementation and public engagement efforts. These maps will serve as powerful tools for communicating the City's economic development vision to investors, partners, and residents.

Figure 3: Greenbelt Opportunity Sites, Growth Target Areas & Peer Cities Redevelopment Projects



<GREENBELT  
OPPORTUNITY SITES  
MAP LEGEND PENDING  
EDITS>

Figure 4: Greenbelt Economic Development Assets Map



<GREENBELT  
ECONOMIC  
DEVELOPMENT ASSETS  
MAP LEGEND  
PENDING EDITS>

Figure 5: Greenbelt Real Estate Redevelopment Recommendations

| Real Estate Product Type    | Market Gaps                                                                                                                                                                                                                                                                     | Pipeline Development                                                                                                                | Space User Requirements                                                                                     | Strategy Recommendations                                                                                                                                             |
|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Office                      | Greenbelt East/West offers highest concentration of Class A Office Space in Prince George's County (Capitol Office Park I & II, and Maryland Trade Center I, II, III); vacancies driven by older formats, outdated interiors, and "flight to quality"/amenity-rich environments | Minimal pipeline beyond small tenant renovations                                                                                    | Flexible, move-in ready space; near transit; broadband; amenities                                           | Target backfill and repositioning in West/East Greenbelt; incentivize small-scale tech, nonprofit, and medical tenant improvements                                   |
| Multifamily (Rental)        | Lack of new market-rate units to meet demand; unmet demand for mixed-income and senior housing                                                                                                                                                                                  | 2,400 new units planned for Greenbelt West's Beltway Plaza redevelopment (project stalled); ~100 units in East and Center pipelines | Walkability, modern amenities, transit access, affordability for young professionals                        | Support senior and workforce housing on city-owned/underutilized sites Citywide; prioritize building stronger relationships with experienced mixed-income developers |
| Retail/Dining/Entertainment | Obsolete retail formats; weak co-tenancy in Roosevelt Center and Greenbelt Road centers                                                                                                                                                                                         | Beltway Plaza planned for retail refresh; new food court and limited new dining or entertainment uses elsewhere                     | Anchor draws, outdoor seating, event-ready spaces; clustered food/service options, high quality placemaking | Invest in façade/placemaking; offer incentives; advocate for restaurant/retail clusters in Greenway Plaza                                                            |
| Industrial/Flex R&D/Labs    | No modern flex space; strong regional demand near East Greenbelt NASA Campus and Beltway access                                                                                                                                                                                 | No active flex or lab development pipeline                                                                                          | Secure access, logistics/loading infrastructure, proximity to research and hospitals                        | Create West Greenbelt Medical Mile; market flex/health-tech sites along Edmonston and Hanover corridors                                                              |

Source: City of Greenbelt; CoStar; Esri Business Analyst; Willdan; Civic Consulting Group; The Metts Group, 2025

## Key Findings and Conclusions

### Why does Greenbelt need an Economic Development Strategic Plan?

Greenbelt is at a crossroads. To ensure the City's long-term fiscal sustainability, the community must grow and diversify the commercial tax base. Residential taxes alone cannot sustain the level of services and infrastructure that make Greenbelt an exceptional place to live.

This Economic Development Strategic Plan is not about growing for growth's sake—it's about taking control of Greenbelt's future with intentionality, equity, and a focus on preserving the community's character.

To accomplish this within the competitive context of the region, the City must actively and consistently engage the Greenbelt business community. Businesses—large and small, new and established—have communicated they want a stronger connection with the City. They want help navigating challenges, finding partners, accessing capital, and understanding the resources available to them. This plan provides the structure to respond.

Greenbelt's ARPA-funded small business support programs proved that targeted investment works. The businesses Greenbelt supported through COVID recovery efforts have become a cornerstone of the local economy.

This Economic Development Strategic Plan provides the recommended structure to extend that support by formalizing what

**Economic Development Strategic Plan**  
Implementation Recommendations and Marketing + Branding Strategy

works: investing in commercial façade improvements, helping businesses backfill vacant office and retail space, revitalizing the City's retail commercial centers, and coordinating placemaking and signage to improve visibility and pride in your commercial areas.

This plan does not seek to change the character of Greenbelt. Your history, community values, and civic spirit remain at the core of every recommendation. But preserving Greenbelt's character requires vision—not resistance to change.

City Staff and City Council have the opportunity now take the lead in defining how growth happens. That means unlocking the potential of underutilized, City-owned land through managed redevelopment—prioritizing gentle density (such as 3- to 4-story mixed-use buildings) that fits Greenbelt's neighborhoods and enhances livability. That also means creating the staff capacity, systems, and partnerships to guide this growth in a way that reflects Greenbelt's unique identity and values.

This Economic Development Strategic Plan is a tool to help the City Council and community find common ground—balancing economic realities with Greenbelt's values to shape a future we can all stand behind.

### III. Implementation Plan Recommendations

#### Introduction

Based on the policy directives of the City Council, along with market research, stakeholder feedback, and City staff input, nine key initiatives form the basis for the implementation of the EDSP.

The initiatives and related action items provide a prioritized blueprint for City staff to meet economic development objectives over the next five years. Based on industry best-practices, these initiatives communicate a focused, targeted effort to support local businesses, upskill residents to tap into local job opportunities, and grow the tax base by accelerating the creation of a medical/healthcare district.

The foundation for implementation of these initiatives is included within the action plan section of this document. The action plan provides defined implementation steps, identifies strategic partners and the resources needed to achieve objectives over the next five years.

#### City of Greenbelt Economic Development Strategic Plan Proposed Initiatives

- 1.0 Greenbelt Post-Covid Resilience Strategy
- 2.0 Greenbelt Business Connect Program (Business Retention + Attraction)
- 3.0 Interactive Business Engagement Strategy
- 4.0 Greenbelt Thrive Marketing Campaign
- 5.0 Greenbelt Startup Studio (Small Business + Entrepreneurship)
- 6.0 City-Owned Assets Redevelopment Strategy
- 7.0 Multi-City Economic Alliance
- 8.0 Priority Project Partnership Program (P3 Program)
- 9.0 City Public Information/Marketing Office Tourism Support Strategy

Each initiative is supported by a series of supporting implementation plan elements as detailed in the following overview. This comprehensive, data-informed approach is structured to ensure the EDSP is grounded in fiscal and economic conditions, and the City's capacity to expand its capabilities to take on new tasks and activities.

### Implementation Plan Elements

#### Policy Target

Each initiative within the Implementation Plan is designed to address a specific policy priority identified during the strategic planning process, including business retention, public land activation, tourism, small business support, and commercial revitalization.

#### Link to Existing Conditions

The implementation actions directly respond to current economic challenges and opportunities identified through stakeholder engagement, real estate market trends, and the City's fiscal outlook.

#### Intended Outcomes

Adoption of the Economic Development Strategic Plan will clearly communicate to investors and developers that the City is proactively facilitating public infrastructure investments, multifamily housing development, and new business activity in Greenbelt.

#### Timeline of Action Steps/Activities

Each initiative includes clear, actionable steps to guide implementation. Activities are prioritized from Year 1 to Year 5 based

on feasibility, community impact, and resource availability, with phased timing aligned to budget cycles and City staffing capacity.

#### Performance Metrics

Performance metric recommendations are presented in the form of examples of data to be collected as part of monitoring and reporting on a year-to-year basis. This data will inform annual refinements to prioritization of activities according to funding availability as determined by the City's established budget cycles.

#### Implementation Partners

Successful implementation depends on collaboration with key partners, including Prince George's County agencies, the Greenbelt Business Alliance, the State of Maryland, and nonprofit and private-sector stakeholders. These partnerships help expand the City's reach, reduce duplication, and unlock new funding and technical support.

#### City of Greenbelt Implementation Partners

|                     |                                                        |
|---------------------|--------------------------------------------------------|
| <b>City ED Dept</b> | Greenbelt Economic Development                         |
| <b>GBA</b>          | Greenbelt Business Alliance                            |
| <b>PGC</b>          | Prince George's County, MD                             |
| <b>PGEDC</b>        | Prince George's County Economic Development Department |
| <b>State EDC</b>    | State of Maryland Economic Development Department      |
| <b>Employ PG</b>    | Employ Prince George's County (Workforce Board)        |

## 1.0 Greenbelt Post-COVID Resilience Strategy

### Policy Target: Covid Recovery

To support long-term small business recovery by converting temporary COVID-era supports into a permanent business assistance program.

### Why This Support Must Continue

During the pandemic, Greenbelt delivered small business support through ARPA-funded programs. Many businesses cited these as lifelines—but also emphasized that underlying barriers remain, including limited access to capital, digital marketing challenges, and a lack of technical support.

Without continued investment in resilience, the City risks losing vulnerable businesses and eroding its commercial base.

### Intended Outcomes

Greenbelt's business community made it through the pandemic with City support. This strategy makes that support permanent—positioning small businesses to grow, adapt, and contribute to Greenbelt's future economy.

| Program/Initiative                           | Action Steps/Activities |                                                                                                                              | Underway | Start Year | Key Performance Metrics                                                                                                                         | Implementation Partners       |
|----------------------------------------------|-------------------------|------------------------------------------------------------------------------------------------------------------------------|----------|------------|-------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| 1.0 Greenbelt Post-Covid Resilience Strategy | 1.1                     | Incorporate Small Business supports in Business Retention & Expansion Program functions:                                     | ✓        | 1          | Number of "We Care" drop in events/small businesses assisted<br><br>Number of business-interactions (touches) from Marketing Outreach Campaigns | City ED Dept, PGEDC, EmployPG |
|                                              | 1.2                     | Technical assistance/training, access to capital, business incubation, marketing and promotion                               | ✓        | 1          |                                                                                                                                                 |                               |
|                                              | 1.3                     | Workshops and one-on-one consulting services to help businesses with digital marketing and e-commerce                        | ✓        | 1          |                                                                                                                                                 |                               |
|                                              | 1.4                     | Connect Greenbelt startups and existing businesses to Prince George's County resources (mentorship/networking opportunities) | ✓        | 1          |                                                                                                                                                 |                               |
|                                              | 1.5                     | Connecting Greenbelt business with other Greenbelt business, B-2-B                                                           |          | 2          |                                                                                                                                                 |                               |

Source: City of Greenbelt; The Metts Group; Civic Consulting Group; Willdan, 2025

### Economic Development Strategic Plan

Implementation Recommendations and Marketing + Branding Strategy

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## 2.0 Greenbelt Business Connect Program

### Policy Target: Business Retention & Expansion

Establish a formal Business Retention & Expansion (BRE) program to support and retain existing businesses through consistent communication, proactive outreach, and responsive service delivery.

### Current Gaps in Business Engagement

Greenbelt currently lacks a structured system for staying in touch with its local businesses. Many business owners report uncertainty about who to contact, what City services exist, or how to access support when challenges arise. In the absence of a formal outreach program, important concerns may go unheard until businesses are at risk of closure or relocation.

### Intended Outcomes

A strong economy starts with taking care of the businesses you already have. Business Connect ensures that Greenbelt knows its businesses, listens to their needs, and helps them grow.

Planning for growth isn't about fast change—it's about stewardship.

The Economic Development Strategic Plan is needed to set the stage for building consensus about future growth and prioritizing resources so the next generation can live, work, and thrive here, just like today's residents.

| Program/Initiative                     | Action Steps/Activities |                                                                                       | Underway | Start Year | Key Performance Metrics                                       | Implementation Partners             |
|----------------------------------------|-------------------------|---------------------------------------------------------------------------------------|----------|------------|---------------------------------------------------------------|-------------------------------------|
| 2.0 Greenbelt Business Connect Program | 2.1                     | Staff time or contract to manage Business Concierge services                          | ✓        | 1          | Business visits conducted; Retention rate of local businesses | City ED Dept, Local Business Groups |
|                                        | 2.2                     | Salesforce CRM or business outreach software                                          | ✓        | 1          |                                                               |                                     |
|                                        | 2.3                     | Technical assistance and professional services (HR, accounting, permitting support)   | ✓        | 1          |                                                               |                                     |
|                                        | 2.4                     | Identify costs/secure funding for business meetings, site visits, or BRE survey tools | ✓        | 1          |                                                               |                                     |

Source: City of Greenbelt; The Metts Group; Civic Consulting Group; Willdan, 2025

### 3.0 Greenbelt Interactive Business Engagement Strategy

#### Policy Target: Business Support & Entrepreneurship

To create regular opportunities for business owners to connect, share insights, and access training, while positioning the City as a visible and engaged partner in their success.

#### What Local Businesses Are Asking For

Greenbelt is home to a diverse array of small businesses—many of which are immigrant-, minority-, or women-owned. However, business owners often cite a lack of forums to voice concerns, ask questions, or build relationships with the City and each other.

Without structured engagement like the new “We Care” business visits and the City’s Economic Summit event, many have felt left out of broader economic conversations or have struggled to grow their businesses due to lack of space

or trained labor. Because the City’s historical position was to focus on outreach to residents, Greenbelt’s businesses have operated unaware of available resources and disconnected from peers navigating similar challenges. In a city that values inclusion and community-building, addressing them is essential to building a healthy local economy.

#### Intended Outcomes

This initiative gives Greenbelt’s business community a seat at the table. New opportunities for roundtables, conferences, training events, and resource-sharing foster a more connected and informed business environment. When business owners feel heard and supported, they’re more likely to stay, invest, and contribute to the City’s economic vitality.

| Program/Initiative                           | Action Steps/Activities |                                                             | Underway | Start Year | Key Performance Metrics                            | Implementation Partners        |
|----------------------------------------------|-------------------------|-------------------------------------------------------------|----------|------------|----------------------------------------------------|--------------------------------|
| 3.0 Interactive Business Engagement Strategy | 3.1                     | Grant funding for façade improvements and interior fit-outs | ✓        | 1          | Vacancy rate reduction; Sales tax revenue increase | City ED Dept, PGEDC, State EDC |
|                                              | 3.2                     | Graphic design and printing for marketing materials         | ✓        | 1          |                                                    |                                |
|                                              | 3.3                     | Paid social media, Google Ads, or regional media buys       | ✓        | 1          |                                                    |                                |
|                                              | 3.4                     | EngageGreenbelt.ORG EDSP highlights webpage                 | ✓        | 1          |                                                    |                                |
|                                              | 3.5                     | Photography, videography, or digital content development    | ✓        | 2          |                                                    |                                |
|                                              | 3.6                     | Streetscape or signage improvements aligned with branding   |          | 3          |                                                    |                                |

Source: City of Greenbelt; The Metts Group; Civic Consulting Group; Willdan, 2025

#### Economic Development Strategic Plan

Implementation Recommendations and Marketing + Branding Strategy

## 4.0 Greenbelt Thrive + Marketing Campaign

### Policy Objective: Commercial Revitalization

To enhance visibility and vibrancy in Greenbelt's key commercial areas through coordinated marketing, branding, and district-level improvements in partnership with Prince George's County's Façade Improvement Grant Program.

### Challenges Facing Greenbelt's Commercial Districts

Greenbelt's commercial districts—including Roosevelt Center, Greenbelt Road, and Beltway Plaza—face mounting competition from nearby jurisdictions with newer shopping centers, better signage, and more coordinated district identity. Vacant storefronts and dated branding reduce foot traffic and make it harder for local businesses to compete.

The City lacks a unified marketing effort to tell Greenbelt's story or promote its districts as distinct destinations. Meanwhile, many business owners report that visibility challenges and inconsistent public realm design discourage customer visits.

### Intended Outcomes

This initiative breathes life into Greenbelt's commercial districts. By upgrading signage, boosting visibility through campaigns, and investing in branding, the City helps local businesses get noticed—and customers come back. It's a strategy not just to fill storefronts, but to spark renewed pride in the places where Greenbelt residents shop, gather, and grow community.

| Program/Initiative                        | Action Steps/Activities |                                                             | Underway | Start Year | Key Performance Metrics                            | Implementation Partners                                                   |
|-------------------------------------------|-------------------------|-------------------------------------------------------------|----------|------------|----------------------------------------------------|---------------------------------------------------------------------------|
| 4.0 Greenbelt Thrive + Marketing Campaign | 4.1                     | Grant funding for façade improvements and interior fit-outs | ✓        | 1          | Vacancy rate reduction; Sales tax revenue increase | City ED Dept, City PIO, PG County, Property Owners, Marketing Contractors |
|                                           | 4.2                     | Graphic design and printing for marketing materials         | ✓        | 1          |                                                    |                                                                           |
|                                           | 4.3                     | Paid social media, Google Ads, or regional media buys       | ✓        | 1          |                                                    |                                                                           |
|                                           | 4.4                     | EngageGreenbelt.ORG EDSP highlights webpage                 | ✓        | 1          |                                                    |                                                                           |
|                                           | 4.5                     | Streetscape or signage improvements aligned with branding   | ✓        | 2          |                                                    |                                                                           |
|                                           | 4.6                     | Photography, videography, or digital content development    |          | 3          |                                                    |                                                                           |

Source: City of Greenbelt; The Metts Group; Civic Consulting Group; Willdan, 2025

### Economic Development Strategic Plan

Implementation Recommendations and Marketing + Branding Strategy

## 5.0 Greenbelt Startup Studio

### Policy Target: Small Business & Entrepreneurship

To create a supportive pipeline for new business formation by connecting aspiring entrepreneurs to funding, space, and mentorship.

### Unlocking Local Entrepreneurial Potential

Greenbelt has a rich base of creative and mission-driven residents with business ideas who could benefit from formalized entrepreneurial business support services to help turn those ideas into thriving revenue generators. Best practices for formal infrastructure for startup support call for coworking, incubators, or access to seed funding.

Stakeholder feedback identified a need to better promote entrepreneurship as a local growth strategy and to tap into existing County assets to build a stronger business launchpad in Greenbelt.

### Intended Outcomes

Greenbelt doesn't need to reinvent the wheel—but it does need to ramp up a business-focused approach to amplifying existing resources to attract more participation by the local entrepreneurial community. This initiative links residents with the tools they need to turn ideas into income, by providing targeted support for startups and small-scale ventures. It builds a culture of entrepreneurship and keeps local talent—and tax base—right here in the community.

| Program/Initiative           | Action Steps/Activities |                                                                        | Underway | Start Year | Key Performance Metrics                            | Implementation Partners                                                   |
|------------------------------|-------------------------|------------------------------------------------------------------------|----------|------------|----------------------------------------------------|---------------------------------------------------------------------------|
| 5.0 Greenbelt Startup Studio | 5.1                     | Microgrant funding pool for startups and early-stage businesses        | ✓        | 3          | Microgrants awarded; Businesses launched or scaled | City ED Dept, Employ Prince George's Inc., Incubators, Financial Partners |
|                              | 5.2                     | Program management or partnership funding with incubators/accelerators |          | 3          |                                                    |                                                                           |
|                              | 5.3                     | Sponsorships for pitch nights, resource fairs, or networking events    |          | 3          |                                                    |                                                                           |
|                              | 5.4                     | Co-working space buildout or lease subsidies - partnerships            |          | 3          |                                                    |                                                                           |
|                              | 5.5                     | Business coaching and mentorship contracts                             |          | 3          |                                                    |                                                                           |

Source: City of Greenbelt; The Metts Group; Civic Consulting Group; Willdan, 2025

## 6.0 City-Owned Assets Redevelopment Strategy

### Policy Target: Public Land Activation

To repurpose underutilized public land to generate new tax revenue and meet community development goals

### Where Greenbelt Holds Untapped Value

Greenbelt owns several strategically located parcels—including the former Armory Site, City Administration Building, and Fire Station—that are aging, underutilized, or functionally obsolete. These sites represent a rare opportunity to reshape key locations through civic investment, public-private partnerships, or adaptive reuse. Currently, there is no formal redevelopment process or dedicated budget in place to evaluate or market these properties.

This limits the City's ability to unlock their full value or attract private investment.

### Intended Outcomes

Stakeholder feedback identified a need to better promote entrepreneurship as a local growth strategy and to tap into existing County assets to build a stronger business launchpad in Greenbelt.

### Intended Outcomes

City-owned properties are among Greenbelt's most powerful tools for shaping growth on the City's terms. This strategy lays the groundwork for using public assets more strategically—whether through consolidation, redevelopment, or partnerships. The goal isn't to sell off land—it's to make sure every public site is delivering the greatest possible benefit to residents and the tax base.

| Program/Initiative                           | Action Steps/Activities |                                                                  | Underway | Start Year | Key Performance Metrics                                                                 | Implementation Partners                        |
|----------------------------------------------|-------------------------|------------------------------------------------------------------|----------|------------|-----------------------------------------------------------------------------------------|------------------------------------------------|
| 6.0 City-Owned Assets Redevelopment Strategy | 6.1                     | Kick-off meeting, other Alliance meetings and events             |          | 3          | State/County infrastructure investments; sites redeveloped; net change in taxable value | City ED Dept, Real Estate Advisors, Developers |
|                                              | 6.2                     | Regional community engagement events and surveys                 |          | 3          |                                                                                         |                                                |
|                                              | 6.3                     | Staff time for working group meetings / zoning ordinance updates |          | 3          |                                                                                         |                                                |
|                                              | 6.4                     | Other TBD                                                        |          | 3          |                                                                                         |                                                |
|                                              | 6.5                     | Predevelopment investment (architectural renderings, appraisals) |          | 2          |                                                                                         |                                                |

Source: City of Greenbelt; The Metts Group; Civic Consulting Group; Willdan, 2025

## 7.0 Multi-City Economic Alliance

### Policy Target: Marketing/ Promotion & Adaptive Reuse & Infill

To revitalize underutilized commercial sites by building shared capacity, increasing visibility, and coordinating policy advocacy with peer cities.

### Strength in Regional Collaboration

Greenbelt is one of several Prince George's County cities confronting similar redevelopment challenges—especially around aging shopping centers and fragmented ownership. Limited staff capacity and a lack of unified regional strategy often place smaller cities at a disadvantage when seeking development approvals, funding, or private investment.

### Intended Outcomes

Stakeholder feedback identified a need to better promote entrepreneurship as a local growth strategy and to tap into existing County assets to build a stronger business launchpad in Greenbelt.

### Intended Outcomes

This initiative enables Greenbelt to pool resources with peer cities, jointly staff a presence at key industry events like ICSC, and speak with a unified voice when lobbying the County and State for infrastructure investment, site readiness funding, and policy reform. It's not about becoming like other cities—it's about working alongside them to strengthen Greenbelt's leverage and leadership in the regional economy.

| Program/Initiative               | Action Steps/Activities |                                                                                     | Underway | Start Year | Key Performance Metrics                                        | Implementation Partners       |
|----------------------------------|-------------------------|-------------------------------------------------------------------------------------|----------|------------|----------------------------------------------------------------|-------------------------------|
| 7.0 Multi-City Economic Alliance | 7.1                     | Pre-development feasibility studies (market, engineering, financial)                | ✓        | 1          | Number of development projects supported; Investment leveraged | City ED Dept, Peer ED Offices |
|                                  | 7.2                     | City-funded portion of infrastructure upgrades (e.g., roads, utilities, stormwater) | ✓        | 3          |                                                                |                               |
|                                  | 7.3                     | Consultant services for rezoning, entitlement support, or site planning             |          | 3          |                                                                |                               |
|                                  | 7.4                     | Legal and real estate advisory services for negotiations with developers            |          | 2          |                                                                |                               |
|                                  | 7.5                     | Gap financing or incentives (e.g., TIF, PILOT agreements)                           |          | 3          |                                                                |                               |

Source: City of Greenbelt; The Metts Group; Civic Consulting Group; Willdan, 2025

### Economic Development Strategic Plan

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## 8.0 Priority Projects Partnership Program (P3 Program)

### Policy Target: Strategic Redevelopment and Fiscal Resilience

To accelerate high-impact redevelopment projects by investing early in site readiness, infrastructure planning, future user attraction, and public-private coordination.

#### What's Holding Back High-Impact Projects

Greenbelt faces rising pressure to revitalize aging commercial sites and deliver mixed-use development that reflects community values. However, most opportunity sites require upfront work—such as feasibility studies, infrastructure planning, or legal support—to become truly “shovel-ready.” Without public investment to fill these early-stage gaps, many projects stall or fail to attract qualified developers.

#### Intended Outcomes

Stakeholder feedback identified a need to better promote entrepreneurship as a local growth strategy and to tap into existing County assets to build a stronger business launchpad in Greenbelt.

#### Intended Outcomes

The P3 Program gives the City tools to partner with developers and landowners on strategic sites. By funding early planning work and offering infrastructure cost-sharing where appropriate, Greenbelt can influence project outcomes and secure community benefits. This initiative strengthens the City's ability to shape redevelopment—not just react to it—and ensures that the next generation of Greenbelt development is driven by public priorities.

| Program/Initiative                                     | Action Steps/Activities                                                                 | Underway | Start Year | Key Performance Metrics                                        | Implementation Partners                                               |
|--------------------------------------------------------|-----------------------------------------------------------------------------------------|----------|------------|----------------------------------------------------------------|-----------------------------------------------------------------------|
| 8.0 Priority Projects Partnership Program (P3 Program) | 8.1 Pre-development feasibility studies (market, engineering, financial)                | ✓        | 1          | Number of development projects supported; Investment leveraged | City ED Dept, County Planning, Property Owners, Development Community |
|                                                        | 8.2 Legal and real estate advisory services for negotiations with developers            |          | 2          |                                                                |                                                                       |
|                                                        | 8.3 City-funded portion of infrastructure upgrades (e.g., roads, utilities, stormwater) |          | 3          |                                                                |                                                                       |
|                                                        | 8.4 Consultant services for rezoning, entitlement support, or site planning             |          | 3          |                                                                |                                                                       |
|                                                        | 8.5 Gap financing or incentives (e.g., TIF, PILOT agreements)                           |          | 3          |                                                                |                                                                       |

Source: City of Greenbelt; The Metts Group; Civic Consulting Group; Willdan, 2025

## 9.0 City Public Information/ Marketing Tourism Support Strategy

### Policy Target: Tourism & Experience Economy

Increase tourism-related revenue and visibility by partnering with the City's Public Information Office to promote Greenbelt's cultural, recreational, and historic assets.

### Why Visitors Matter to Greenbelt's Future

Greenbelt is rich in parks, arts, history, and community events—but currently lacks a coordinated tourism strategy. Visitor-facing information is fragmented, signage is limited, and existing events are not widely promoted beyond city borders.

Without a focused effort to market Greenbelt as a destination, the City misses out on regional tourism dollars and economic spillover benefits for local businesses.

### Intended Outcomes

This initiative aligns the City's communications resources with economic development goals. Through shared branding, event promotion, and digital marketing tools, Greenbelt can attract new visitors, increase foot traffic to commercial areas, and boost spending at local businesses. Tourism is a low-cost way to generate revenue—and this strategy ensures that Greenbelt is not overlooked by regional travelers.

| Program/Initiative                                              | Action Steps/Activities |                                                                        | Underway | Start Year | Key Performance Metrics                        | Implementation Partners                           |
|-----------------------------------------------------------------|-------------------------|------------------------------------------------------------------------|----------|------------|------------------------------------------------|---------------------------------------------------|
| 9.0 City Public Information/ Marketing Tourism Support Strategy | 9.1                     | Event coordination (permits, security, entertainment)                  | ✓        | 1          | Event attendance; Tourism revenue; Web traffic | City ED Dept, Arts & History Orgs, Tourism Boards |
|                                                                 | 9.2                     | Website development (Civic Plus) or booking engine integrations        | ✓        | 1          |                                                |                                                   |
|                                                                 | 9.3                     | Tourism-focused marketing and collateral (maps, itineraries, branding) |          | 2          |                                                |                                                   |
|                                                                 | 9.4                     | Partnerships with tourism boards or trail networks                     |          | 2          |                                                |                                                   |
|                                                                 | 9.5                     | Infrastructure (e.g., signage, kiosks, trail wayfinding)               |          | 2          |                                                |                                                   |

Source: City of Greenbelt; The Metts Group; Civic Consulting Group; Willdan, 2025

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## Performance Metrics

### Introduction

A clear and consistent system for tracking progress is essential to the success of the Greenbelt Economic Development Strategic Plan (EDSP). Performance metrics help translate vision into action, ensuring that public investments and staff resources are aligned with measurable outcomes.

### Purpose

The proposed performance metric framework is designed to assess the effectiveness of EDSP initiatives, inform future budget decisions, and demonstrate accountability to City Council, City staff, and the business community. Tracking metrics over time will help the City identify what's working, adapt to changing conditions, and build long-term support for economic development efforts.

### Recommended Approach

The City of Greenbelt should implement a centralized performance tracking system using a Customer Relationship Management (CRM) platform such as Salesforce. This tool will serve as the backbone for data collection and allow the Economic Development team to document outreach activities, business touchpoints, survey responses, grant performance, event participation, and more. Key indicators will be aligned with each initiative, such as vacancy rate reduction, number of businesses served, and investment leveraged.

### Quarterly and Annual Updates

Performance metrics should be reviewed quarterly by City staff and reported out annually in a public format. Each year, the Economic Development team should compile a dashboard-style summary that shows year-over-year progress across all nine initiatives. These updates can inform decisions related to General Fund support, Capital Improvement Plan (CIP) priorities, and strategic reallocations of City resources.

### Linkages to Budgeting

Performance tracking will directly support Greenbelt's fiscal planning processes. Metrics such as commercial occupancy rates, job growth, and sales tax revenue can provide early indicators of return on investment (ROI) and guide future funding allocations. The ability to measure outcomes strengthens the City's case for budget requests and external grant applications.

### Annual Economic Summit

To maintain momentum and build community buy-in, the City should present these results at an Annual Economic Development Summit. This public-facing event would offer a platform to showcase successes, highlight impact stories, and re-engage the business community and regional partners. It will also provide an opportunity to "relaunch" key initiatives and generate buzz for upcoming projects.

## IV. Marketing + Branding Strategy

### Introduction

A clear, consistent, and compelling message is essential to attract businesses, support local enterprises, and engage residents in the City's economic future. The City of Greenbelt's Marketing and Branding Strategy is designed to elevate the City's visibility, build investor confidence, and promote a business-friendly identity that reflects Greenbelt's values and vision.

Marketing and branding play a critical role in economic development by shaping perceptions, highlighting competitive assets, and reinforcing a sense of place. For Greenbelt, this means communicating the City's unique character—its progressive values, green heritage, and civic pride—while projecting readiness for growth and investment. Best practices from peer communities show that coordinated outreach, district branding, and digital storytelling can drive commercial revitalization and deepen public engagement.

This strategy is intentionally designed to be practical and scalable. It leverages existing partnerships with Prince George's County and State agencies, regional business groups, and local institutions. Recognizing Greenbelt's budget constraints, the approach prioritizes low-cost, high-impact actions that can be implemented with existing staff capacity or modest contracts.

Success will mean greater awareness of Greenbelt as a business destination, increased participation in local programs and events, and stronger connections between City government and the business community. Over time, this strategy aims to create a recognizable economic identity for Greenbelt—one that inspires confidence, encourages investment, and celebrates the community's strengths.

### City of Greenbelt Economic Development Marketing + Branding Strategy

- 1.0 Branding & Identity
- 2.0 Digital Marketing
- 3.0 Print & Promotions
- 4.0 Events & Campaigns
- 5.0 Partnership Marketing
- 6.0 Performance Tracking

## 1.0 Branding & Identity

### Policy Objective

Establish a cohesive and professional brand that reflects Greenbelt's values and positions the City as a welcoming place for businesses, residents, and investors.

### Why Greenbelt's Identity Needs an Update

Currently, Greenbelt's economic development branding is fragmented. Business districts lack cohesive signage, and there is no unified visual identity to market Greenbelt's commercial offerings.

Stakeholders—including business owners and regional partners—expressed the need for a stronger, more consistent message that reflects Greenbelt's economic vision and unique community character.

### Intended Outcomes

A strong and consistent brand will elevate Greenbelt's profile in the region, instill pride in local businesses, and help attract new investment. Branding is not just about aesthetics—it's a strategic tool to communicate Greenbelt's identity and readiness for economic opportunity.

| 1.0 | Branding & Identity                                                               | Implementation Underway |
|-----|-----------------------------------------------------------------------------------|-------------------------|
| 1.1 | Develop cohesive branded signage for Greenbelt Road commercial centers            | ✓                       |
| 1.2 | Launch refreshed Economic Development mission statement, tagline, and brand guide |                         |
| 1.3 | Refine ED branding based on feedback; apply across all City communications        |                         |
| 1.4 | Update brand assets; maintain consistency in new developments                     |                         |
| 1.5 | Conduct a full brand audit and plan next refresh cycle                            |                         |

## 2.0 Digital Marketing

### Policy Objective

Strengthen Greenbelt's digital presence to attract and retain businesses, promote City programs, and connect with residents, investors, and visitors in a more accessible and engaging way.

### How Greenbelt Can Compete Online

Today, Greenbelt lacks a centralized, modern platform for promoting its economic development assets. The City's current website is limited in its ability to support marketing campaigns or track user engagement.

Business owners and prospective investors report difficulty accessing information and services online. At the same time, peer cities are increasingly using digital tools—such as microsites, newsletters, and CRM-integrated content—to enhance visibility and deliver personalized support.

### Intended Outcomes

A strong and consistent brand will elevate Greenbelt's profile in the region, instill pride in local businesses, and help attract new investment. Branding is not just about aesthetics—it's a strategic tool to communicate Greenbelt's identity and readiness for economic opportunity.

| 2.0 | Digital Marketing                                                                   | Implementation Underway |
|-----|-------------------------------------------------------------------------------------|-------------------------|
| 2.1 | Launch business e-newsletter; integrate CRM to track engagement                     | ✓                       |
| 2.2 | Launch new ED microsite; initiate SEO and digital ads; start social media campaigns |                         |
| 2.3 | Add video case studies; enhance website with interactive maps and data dashboards   |                         |
| 2.4 | Introduce website chatbot or AI tools for site selectors and investors              |                         |
| 2.5 | Upgrade platform for multilingual content; expand influencer collaborations         |                         |

### 3.0 Print + Promotions

#### Policy Objective

Create high-quality printed materials and visual assets to raise awareness of Greenbelt's commercial areas, support business attraction efforts, and reinforce the City's brand identity in physical spaces.

#### Telling Greenbelt's Story in Every Space

While Greenbelt is home to several unique retail districts and public spaces, the City currently lacks a coordinated system of signage, print materials, and collateral that reflect a cohesive brand. Business owners and new residents have noted limited visibility of commercial areas and an absence of materials to help orient and welcome them.

Peer communities often rely on signage, wayfinding, and branded collateral to create a more engaging and navigable commercial environment.

#### Intended Outcomes

Clear, attractive print and promotional materials help make Greenbelt's economic opportunities visible to the outside world—and help current residents and business owners feel more connected and informed. These efforts signal professionalism, pride, and readiness to engage new prospects.

| 3.0 | Print + Promotions                                                            | Implementation Underway |
|-----|-------------------------------------------------------------------------------|-------------------------|
| 3.1 | Add wayfinding signs and storefront decals; promote seasonal guides           | ✓                       |
| 3.2 | Design and distribute brochures, fact sheets, district banners                |                         |
| 3.3 | Create welcome packets for new businesses and residents                       |                         |
| 3.4 | Expand collateral to regional hotels, airports, and visitor centers           |                         |
| 3.5 | Print/distribute 5-year Greenbelt Economic Development Update lookbook report |                         |

## 4.0 Events + Campaigns

### Policy Objective

Increase engagement with Greenbelt's business community and prospective investors through dynamic events and campaigns that elevate the City's visibility and foster connection.

### Turning Visibility into Vibrancy

Greenbelt hosts a variety of community events, but few are directly tied to economic development. Local businesses and regional partners have expressed interest in more structured platforms to network, showcase success stories, and highlight investment opportunities.

Peer cities often use recurring events to promote shopping locally, share development updates, and build investor confidence.

### Intended Outcomes

These events serve as a platform to build relationships, generate buzz, and demonstrate that Greenbelt is open for business. They provide opportunities to celebrate success, strengthen community ties, and share the City's evolving vision for economic growth.

| 4.0 | Events + Campaigns                                                                      | Implementation Underway |
|-----|-----------------------------------------------------------------------------------------|-------------------------|
| 4.1 | Co-host Business Alliance Awards Gala highlighting business friendly investment climate | ✓                       |
| 4.2 | Host quarterly 'Shop Local' events; launch Business Spotlight series                    |                         |
| 4.3 | Expand event series to include tourism/heritage themes                                  |                         |
| 4.4 | Organize Greenbelt Investment Forum                                                     |                         |
| 4.5 | Launch district-based programming (Historic Greenbelt, Beltway Plaza, etc.)             |                         |

## 5.0 Partnership Marketing

### Policy Objective

To extend the reach of Greenbelt's economic development messaging by collaborating with regional, state, and nonprofit partners through co-branded marketing and joint initiatives.

### Amplifying Impact Through Regional Allies

Greenbelt operates in a competitive regional environment where cities with larger communications budgets and established networks often dominate visibility. Prince George's County, the State of Maryland, and local institutions (such as arts organizations and

schools) offer marketing resources and platforms that Greenbelt has yet to fully leverage. Collaboration is a cost-effective strategy to amplify impact.

### Intended Outcomes

By working together, Greenbelt can increase brand visibility, share costs, and build stronger alliances that support economic development. These partnerships are a strategic way to ensure the City's story is told—at the county, state, and regional levels.

| 5.0 | Partnership Marketing                                                | Implementation Underway |
|-----|----------------------------------------------------------------------|-------------------------|
| 5.1 | Host joint webinars and regional roundtables                         | ✓                       |
| 5.2 | Engage County and State in co-branded 'Invest in Greenbelt' campaign |                         |
| 5.3 | Develop cross-promotion with arts, schools, and tourism boards       |                         |
| 5.4 | Secure media sponsorships and regional business partnerships         |                         |
| 5.5 | Evaluate and renew partner agreements; expand to regional networks   |                         |

## 6.0 Performance Tracking

### Policy Objective

To Establish clear, measurable indicators of success to guide marketing efforts, inform adjustments, and demonstrate the value of economic development to City leadership and the community.

### Measuring What Matters for Accountability

Greenbelt currently lacks a unified framework for tracking the impact of its economic development marketing activities. Without data, it is difficult to determine what's working, justify investments, or adapt

strategies in real time. Performance tracking is essential to building transparency, accountability, and momentum.

### Intended Outcomes

By monitoring results and sharing progress, Greenbelt can make smarter decisions, engage the community, and build long-term support for its economic development initiatives. Transparency builds trust—and a data-driven strategy drives results.

| 6.0 | Performance Tracking                                | Implementation Underway |
|-----|-----------------------------------------------------|-------------------------|
| 6.1 | Launch public dashboard of Year 1 results           | ✓                       |
| 6.2 | Establish baseline KPIs; begin quarterly tracking   |                         |
| 6.3 | Survey businesses and residents on campaign impact  |                         |
| 6.4 | Adjust tactics based on performance data and trends |                         |
| 6.5 | Publish 5-year summary report with ROI analysis     |                         |

---

## V. Estimated Implementation Costs

The proposed EDSP will be implemented with existing funding allocated to the City's administrative budget based on previously approved Economic Development functions.

The majority of costs envisioned are associated with formalizing the City's Business Retention and Expansion Program activities (i.e., Salesforce license).

This plan does not propose to reduce or eliminate funding for any programs or contributions that are currently allocated within the Economic Development department budget.

Other costs related to operating expenditures like training, marketing and event promotion, conference attendance (i.e., regional ICSC events), data licenses, and participation in conferences and trade shows shall be approved on a case-by-case basis.

The proposed costs take into consideration the need to augment existing staff in future years of the plan. However, additional work is

needed to further define the job title, description, and salary range for any new full-time position based upon the objectives and work assignments at the time the position is proposed.

The cost estimates will be further refined on an annual basis throughout the life of the EDSP based on:

- Findings of the performance metrics update
- The fiscal capacity of the City to allocate additional discretionary funding to the program is based on projected economic conditions
- Leveraging of external funding sources through grants and partnerships

Response to local economic trends, business needs and City Council priorities.

Refer to the City's General Fund Budget for detailed annual budget assumptions.

## Appendix: I

### Opportunity Sites and Target Area Project Profiles

#### Armory Redevelopment Site

|                         |                                          |
|-------------------------|------------------------------------------|
| <b>Focus Area Type:</b> | Future Opportunity Site                  |
| <b>Address:</b>         | 7100 Greenbelt Road, Greenbelt, MD 20770 |
| <b>Ownership:</b>       | City of Greenbelt, MD                    |

#### Existing Conditions

It occupies an 8-acre site with a main building of approximately 21,500 square feet, plus garages and a smaller accessory building.

The Armory's building has been reported to have lead, mold, and asbestos, along with damage from vandalism and water damage due to a compromised roof.

#### Redevelopment Opportunities

- Key City asset
- Multiuse P3 candidate
- Housing
- City Administration Center
- Recreation Facilities
- Fire Fighter Station

The City is conducting a feasibility study to assess the Armory's condition and determine potential future uses, including public engagement meetings to gather community input.

#### Challenges/Constraints:

- Environmental mitigation
- Competing community needs

#### Long-Term Recommendations (Year 3+):

- City should use feasibility study to determine the most economically impactful use for the site.
- Engage local development expertise to better understand possible P3 structures.
- Consider the Armory site in conjunction with the redevelopment of other City owned assets.

#### City Administration Municipal Building

|                         |                                       |
|-------------------------|---------------------------------------|
| <b>Focus Area Type:</b> | Future Opportunity Site               |
| <b>Address:</b>         | 25 Crescent Road, Greenbelt, MD 20770 |
| <b>Ownership:</b>       | City of Greenbelt                     |

#### Existing Conditions

The 3.34 acre parcel houses the City administrative offices, including the City Manager's office, Finance, Information Technology and Human Resources. Upstairs is the City Council Chambers where City Council Meetings are held. Greenbelt CARES and the Gail Program are also housed in the Municipal Building. The property is centrally located adjacent to other City services/amenities and historic Greenbelt Center.

### Redevelopment Opportunity

- Possible future office space for local nonprofits and other relocated city functions.
- Strategic P3 asset in concert with Armory site redevelopment
- Multiuse development

### Challenges/Constraints

- Requires permanent or temporary relocation of current city functions.

### Long-Term Recommendations (Year 3+)

- City should use feasibility study to determine the most economically impactful use for the site.
- Engage local development expertise to better understand possible P3 structures.
- Consider the site in conjunction with the redevelopment of other City owned assets.

## PGFD Fire Station 835

Focus Area Type: Future Opportunity Site

Address: 125 Crescent Road, Greenbelt, MD 20770

Ownership: City of Greenbelt

### Existing Conditions

- Houses two engines and two ambulances that provide emergency services in Prince George's County, Maryland.

### Redevelopment Opportunities

- Multiuse P3 candidate
- Housing
- City Administration Center
- Recreation Facilities
- Fire Fighter Station

### Challenges/Constraints

- Prince George's County Fire Department decision timeframe unknown
- City's need for efficient life-saving Services

### Long-Term Recommendations (Year 3+)

- City should use feasibility study to determine the most economically impactful use for the site.
- Engage local development expertise to better understand possible P3 structures.
- Consider the site in conjunction with the redevelopment of other City owned assets.

## Roosevelt Center

**Focus Area Type:** Revitalization Target Area

**Address:** 131 Centerway Road, Greenbelt, MD 20770

**Property Ownership:** Private Owner (Christacos Family Trust/Glen Burnie Partnership)

### Existing Conditions

Tenant mix consists of community-based retail including dining, grocery, entertainment, and some professional services.

### Redevelopment Opportunity

### Challenges/Constraints

- Investments in maintenance and upgrades of retail spaces are needed.
- Multiple property owners with a lack of cohesive vision for the plaza hinder strategic investments in placemaking infrastructure and programming leading to insufficient public space activation and placemaking.
- A perception that the Center is unwelcoming to residents from other geographic areas of the City.
- The Center fails to consistently attract new customers from other parts of the city or region.

## Long-Term Recommendations (Year 3+)

The City should work with the State, County and other partners to consolidate ownership of Roosevelt Center into one entity, public or private.

It should work with the County to secure funding for tenant improvements to the retail as well as new lighting and streetscape infrastructure.

Rebranding Greenbelt Center as Historic Downtown Greenbelt or Historic Greenbelt would leverage the uniqueness of the Center and surrounding neighborhood to attract more residents and visitors.

### Greenbelt Road Corridor

**Focus Area Type:** Wayfinding & Placemaking Infrastructure

**Address:** MD-193 From Chelsea Wood, 8445 Greenbelt Rd, Seabrook, MD 20770 to Greenbelt Station Parkway

**Property Ownership:** MDOT

### Existing Conditions

Maryland Route 193 is a state highway in the U.S. state of Maryland. Known for most of its length as University Boulevard and Greenbelt Road, the state highway runs 26.07 mi from MD 185 in Kensington east to MD 202 north of Upper Marlboro.

### Redevelopment Opportunity

- Transforming Greenbelt Road into a multi-modal Main Street.

- Create an identifiable, attractive economic “spine” for the City of Greenbelt.

#### Challenges/Constraints

- MD -193 is a congested, car-centric roadway that lacks safe, multi-modal infrastructure and connective tissue between local neighborhoods and existing retail and entertainment options.
- High Cost of Infrastructure Improvements

#### Long-Term Recommendations (Year 3+)

Implementation of this effort depends upon a clearly articulated well-promoted plan and strong cooperation among the stakeholders to advocate for municipal and County financial support for engineering studies and implementation.

#### Greenbelt Gateways

**Focus Area Type:** Gateway Focus Area

**Address(es):** Branchville Road & Greenbelt Road,  
Southway & Greenbelt Rd, Kennilworth Ave  
& Good Luck Road, Mandan Road &  
Greenbelt Road

**Ownership:** MDOT, City of Greenbelt

#### Existing Conditions

- Current major gateways into Greenbelt.

- Lack monumental signage that creates a sense of community and place.

#### Redevelopment Opportunity

- Define The Boundaries of the City Geographically.
- Create a Sense of Civic Cohesion
- Enhance Wayfinding
- Visual Branding Statement
- Challenges/Constraints:
- State Owned and Operated
- High Cost of Infrastructure Improvements

#### Long-Term Recommendations (Year 3+)

Implementation of this effort depends upon a clearly articulated well-promoted plan and strong cooperation among the stakeholders to advocate for municipal and County financial support for engineering studies and implementation.

# Economic Development Update



City of Greenbelt  
Economic  
Development  
Department

# Agenda

- Introduction
- Core Values
- Goals and Objectives
- Business Retention and Expansion (BRE)
- Business Outreach
- Ongoing Business Support
- Q&A

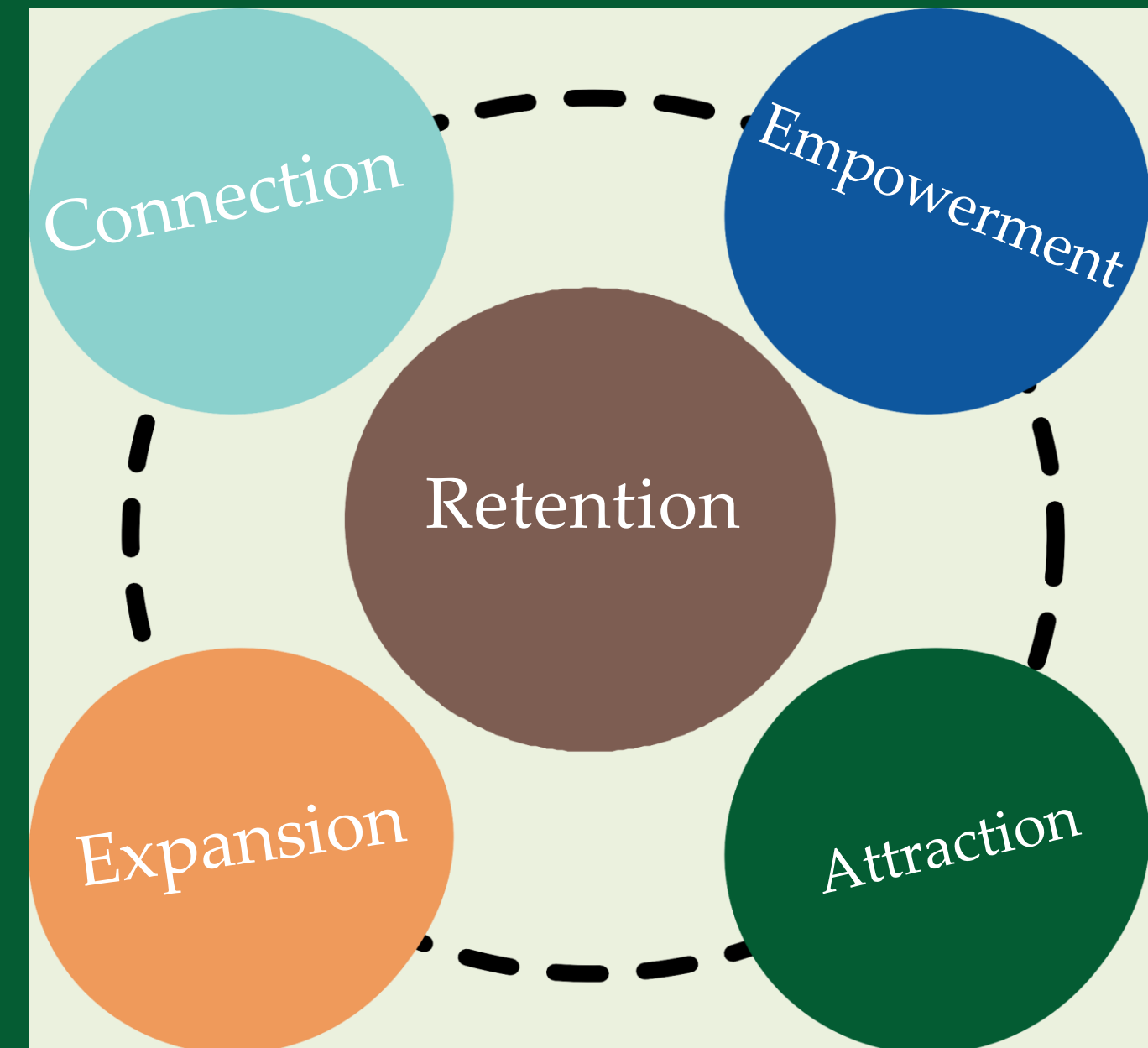


# Economic Development Conditions for Success



- **Entrepreneurship:** Inspire start-up business activity that creates new jobs and drives competition
- **Technological advancement:** Foster an environment of innovation and efficiency across targeted-sectors
- **Business climate:** Create an business environment conducive to investment and long-term growth and planning
- **Social attitudes and cultural values:** Help shape the behavior and values of our regional citizenry, that enhances Greenbelt's brand as the strategic location for business investment

## GREENBELTMD



# Economic Development Goals

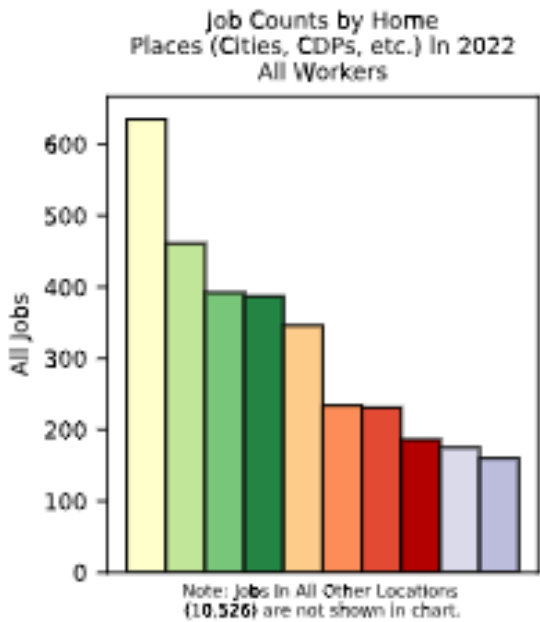
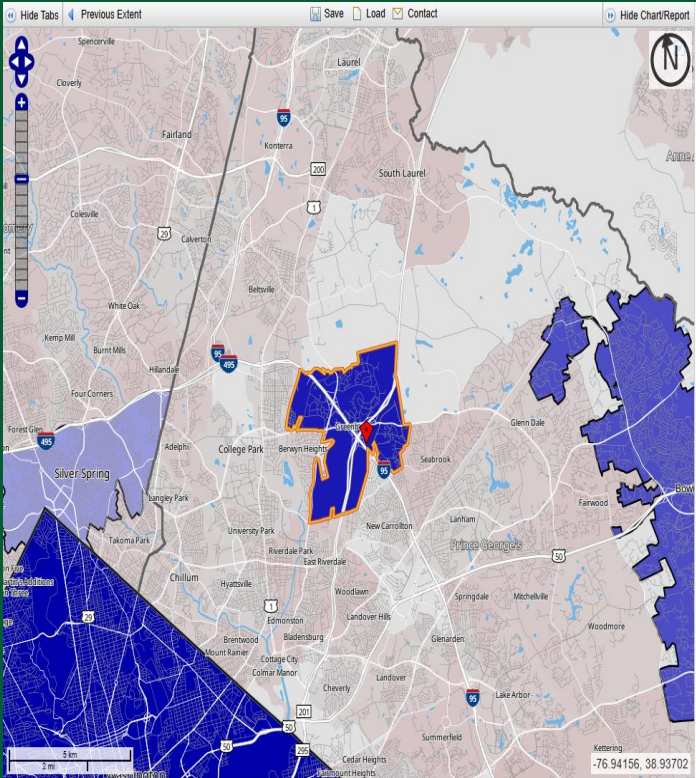


1. Retain and Grow Current Businesses
2. Market Greenbelt outside the region to spur attraction and relocation project-activity
3. Leverage Institutional and Industry Cluster Location-Assets
  - NASA Goddard (NGCA)
  - Federal Courthouse (Cluster of Law Firms in GB)
  - Greenbelt Medical Mile
  - University of Maryland (Research)
3. Grow Commercial Tax Base
  - Real Estate Property Tax
  - Business Personal Property Tax
4. Increase the Percentage of Residents that Work and Live Greenbelt



# (Out-Commute)

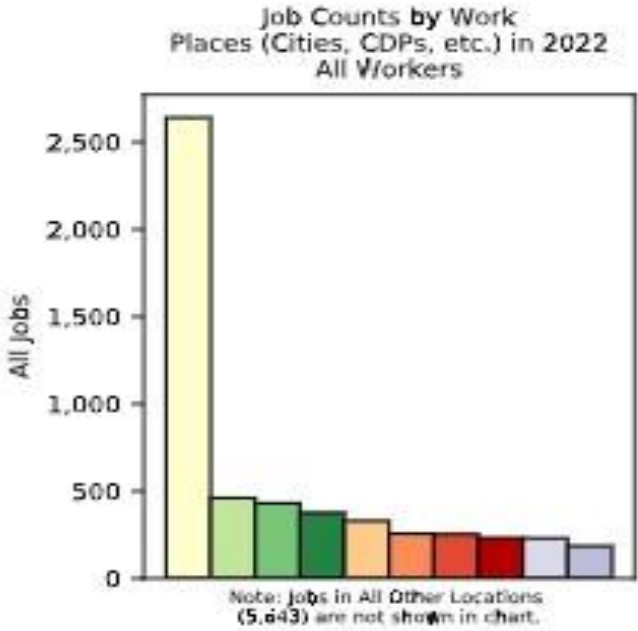
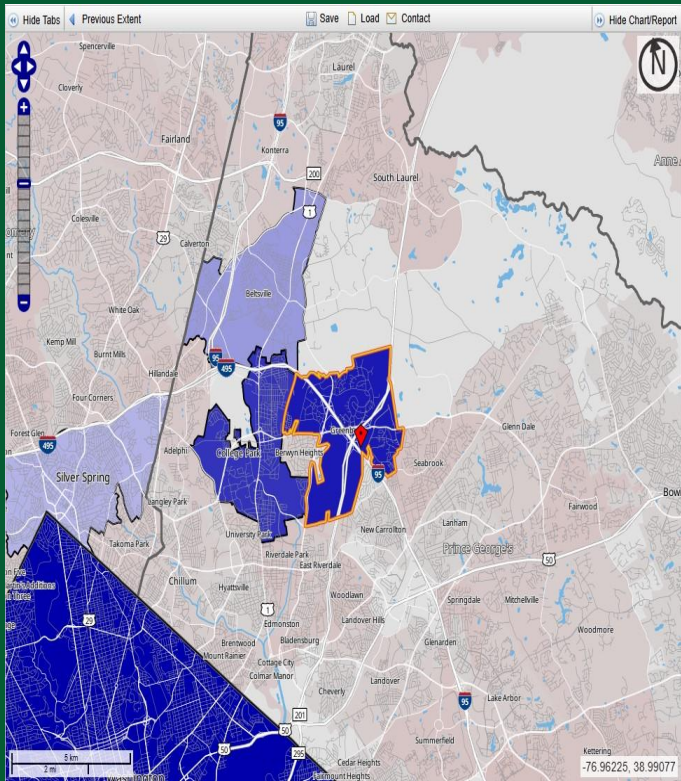
# (In-Commute)



View as Bar Chart

## Job Counts by Places (Cities, CDPs, etc.) Where Workers Live - All Jobs

|                                        | 2022   |        |
|----------------------------------------|--------|--------|
|                                        | Count  | Share  |
| <u>All Places (Cities, CDPs, etc.)</u> | 13,733 | 100.0% |
| Washington city, DC                    | 635    | 4.6%   |
| Greenbelt city, MD                     | 461    | 3.4%   |
| Baltimore city, MD                     | 392    | 2.9%   |
| Bowie city, MD                         | 387    | 2.8%   |
| Columbia CDP, MD                       | 346    | 2.5%   |
| Ellicott City CDP, MD                  | 234    | 1.7%   |
| Silver Spring CDP, MD                  | 231    | 1.7%   |
| Severn CDP, MD                         | 186    | 1.4%   |
| Waldorf CDP, MD                        | 175    | 1.3%   |
| Glen Burnie CDP, MD                    | 160    | 1.2%   |
| All Other Locations                    | 10,526 | 76.6%  |



View as Bar Chart

## Job Counts by Places (Cities, CDPs, etc.) Where Workers are Employed - All Jobs

|                                        | 2022   |        |
|----------------------------------------|--------|--------|
|                                        | Count  | Share  |
| <u>All Places (Cities, CDPs, etc.)</u> | 11,036 | 100.0% |
| Washington city, DC                    | 2,640  | 23.9%  |
| Greenbelt city, MD                     | 461    | 4.2%   |
| College Park city, MD                  | 431    | 3.9%   |
| Baltimore city, MD                     | 376    | 3.4%   |
| Bethesda CDP, MD                       | 329    | 3.0%   |
| Columbia CDP, MD                       | 256    | 2.3%   |
| Beltsville CDP, MD                     | 253    | 2.3%   |
| Silver Spring CDP, MD                  | 232    | 2.1%   |
| Rockville city, MD                     | 230    | 2.1%   |
| North Bethesda CDP, MD                 | 185    | 1.7%   |
| All Other Locations                    | 5,643  | 51.1%  |

# Business Retention and Expansion (BRE)

# Greenbelt Business Retention/Expansion



- Focused and Targeted City-wide Business Visitation Strategy
  - ❖ COSTAR Tenant (Monitor Expiring Leases)
  - ❖ Recording data for future analysis
  - ❖ Drop-in “We-Care” BRE Visitation Campaign
- Public-Sector Procurement Assistance
- Assisting with Access to Capital
- Helping Navigate Regulatory Requirements
- Build on Industry Roundtable Successes
  - ❖ Medical Sector
  - ❖ Federal and State Contractors



**GREENBELTMD**

# Focus On Small Business Assistance



- Focus on Greenbelt Small Businesses (GBSB)
- Position GBSB to pursue public sector procurement opportunities
- Small Events, Conferences and Industry Roundtables
- Expand Small-Business Level-Up Training Programs
- Engage SBA and SBDC and SCORE to provide resources and create mentorship programs
- Partner with Oasis to create an informal business-incubator



# Business Outreach and Programming

# Industry Roundtables



- Hotel/Hospitality
- Non-Profit
- Government Contractors
- Medical-Sector

**GREENBELTMD**  
**Hotel Roundtable**



**Dec. 12 | 11 am -12 pm**  
**City Council Chambers**  
**2nd Floor**  
**25 Crescent Road**  
**Greenbelt, MD 20770**

For more information, call 240-542-2044  
or email [economics@greenbeltmd.gov](mailto:economics@greenbeltmd.gov)

[greenbeltmd.gov](http://greenbeltmd.gov)



City of Greenbelt  
**Nonprofit**  
**ROUNDTABLE**  
**DISCUSSION**

March 19 | 9 am  
25 Crescent Road  
Greenbelt, MD 20770

Nonprofits are essential to improving the well-being of our communities. The City of Greenbelt Economic Development Office is dedicated to supporting your mission. Take advantage of this opportunity to connect with fellow professionals and hear from guest speaker, Kelly McLaughlin, Founder & CEO of From Scratch Fundraising.

Special Guest Speaker:  
Kelly McLaughlin, Founder and CEO  
From Scratch Fundraising



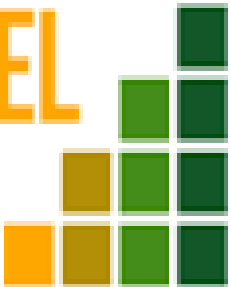
For more information, contact John Mason, Economic Development Manager, at 240-542-2044 or by email at [jmason@greenbeltmd.gov](mailto:jmason@greenbeltmd.gov).

[GREENBELTMD.GOV](http://GREENBELTMD.GOV)

From Scratch  
FUNDRAISING



**LEVEL UP**



**FSC First**  
CREATIVE BUSINESS FINANCING SOLUTIONS

Powered by FSC First

Level Up provides training, tools, and resource assistance from experts to help entrepreneurs and small business owners enhance their business skills.

[LEARN MORE](#)

# Business Conferences



- Spring and Fall Conferences
- Themed events focused on Greenbelt business needs
- Notable Speakers, Industry Icons, Subject Matter Expert Panels, and State-Leaders

CITY OF GREENBELT'S ECONOMIC DEVELOPMENT PRESENTS

## MOVING MARYLAND MUNICIPALITIES FORWARD

IMPLEMENTING GOVERNOR WES MOORE'S 'MARYLAND GROWTH AGENDA'



FEATURING KEYNOTE SPEAKER  
**HARRY COKER JR.**  
ACTING SECRETARY - MARYLAND DEPARTMENT OF COMMERCE

**GREENBELT BUSINESS CONFERENCE**

**PANEL DISCUSSION WITH**

**RHETT BUTLER**  
PODCASTER, MULTI-FORMAT MEDIA PROFESSIONAL, MAJOR EVENTS PRODUCER, FACILITATOR, JOURNALIST

**JULIA GLANZ**  
DEPUTY SECRETARY MARYLAND DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT

**WALLACE SERMONS**  
CHIEF PROCUREMENT OFFICE MARYLAND DEPARTMENT OF GENERAL SERVICES

**STEPHEN M. RICE**  
DEPUTY SECRETARY MARYLAND DEPARTMENT OF COMMERCE

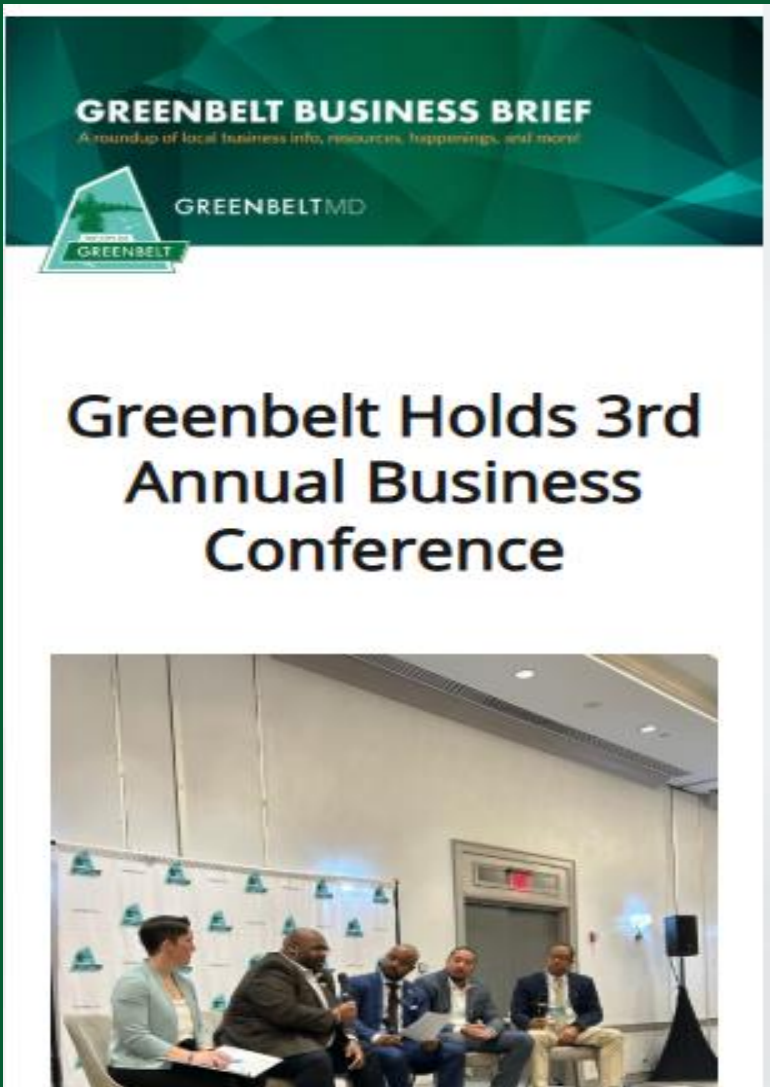
**WALTER SIMMONS**  
PRESIDENT & CEO EMPLOY PRINCE GEORGE'S



# Marketing and Outreach



- Business Brief Newsletter
- Business-Development Procurement Opportunity Alerts
- Business Grant Alerts
- Job Fairs

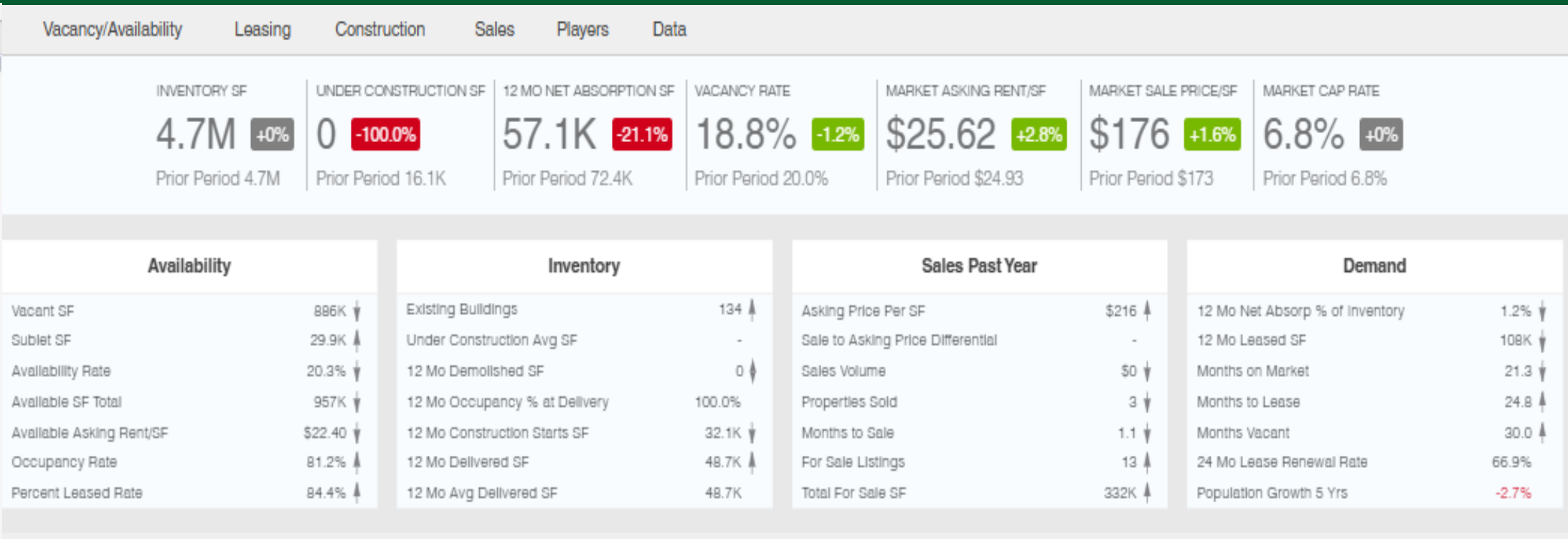
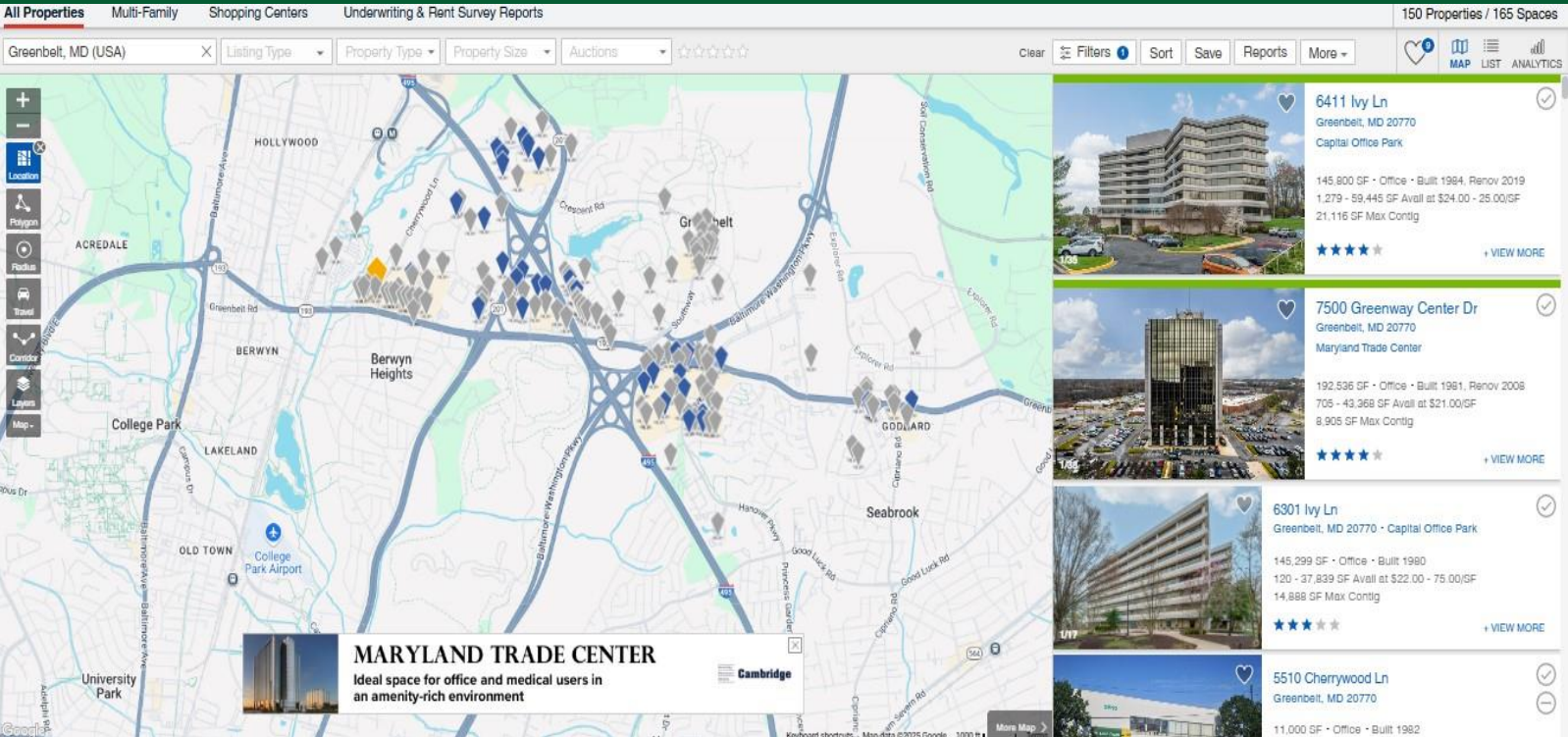


| Marketing Campaigns        | Businesses Reached |
|----------------------------|--------------------|
| Level Up Training          | 42                 |
| Spring Job Fair            | 79                 |
| Monthly News Letter        | 837                |
| Spring Business Conference | 300                |
| Hosted Chamber Events      | 40                 |
| Roundtable Meetings        | 50                 |

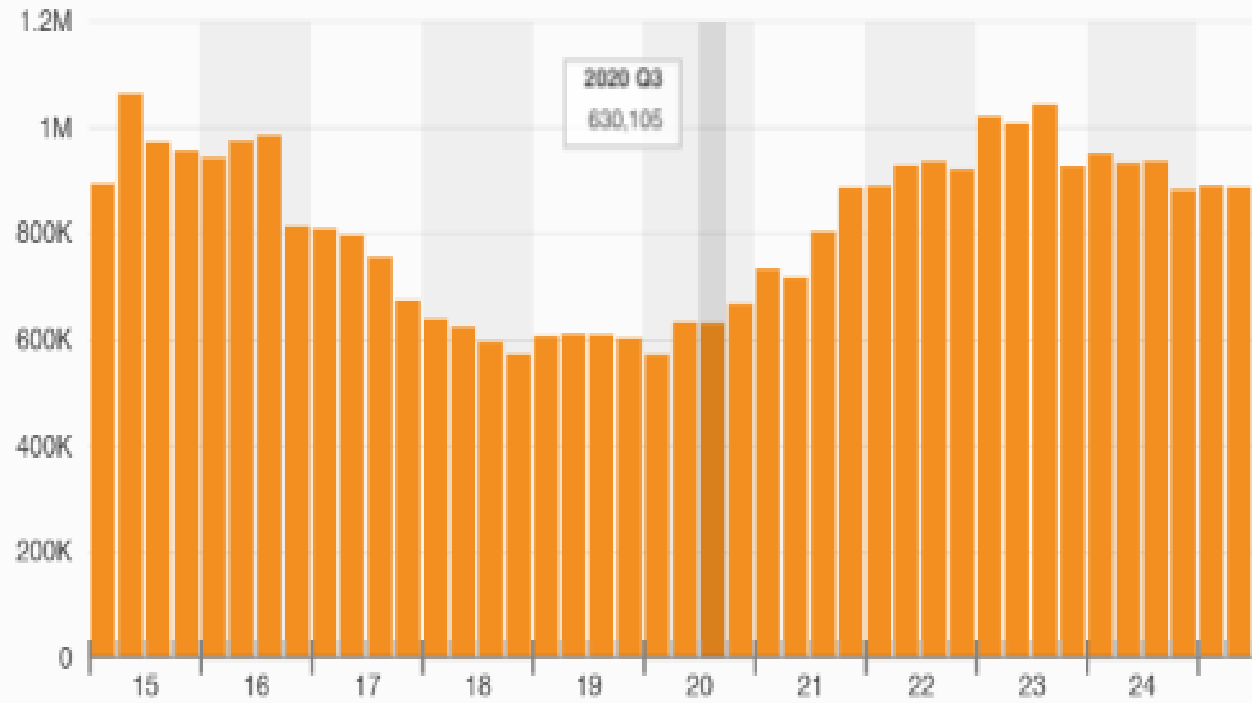
- Business Community Data
- Real Estate Property Search
- GB Industry Sector Mix
- Population-Demographics Data
- Labor force/Talent/Occupation Statistics Data
- Business Schools and Education Data



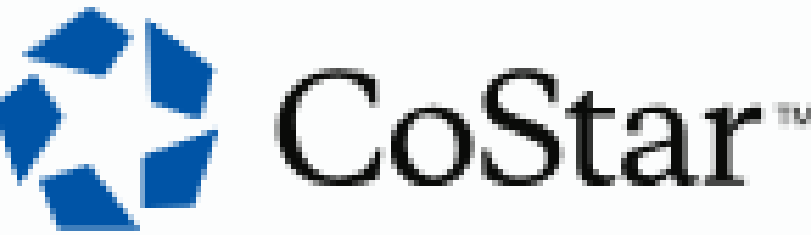
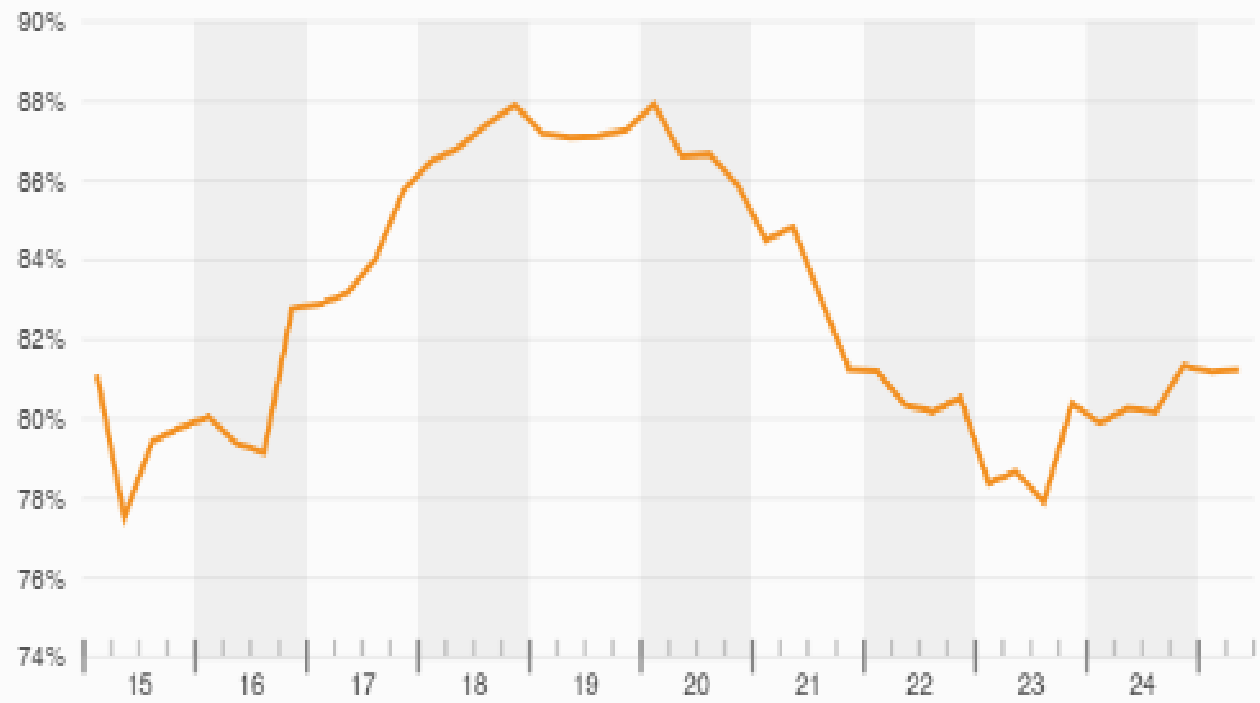
# Greenbelt Business Real Estate Availability



Vacant SF



Occupancy Rate



# Data Collection, Analysis and Response

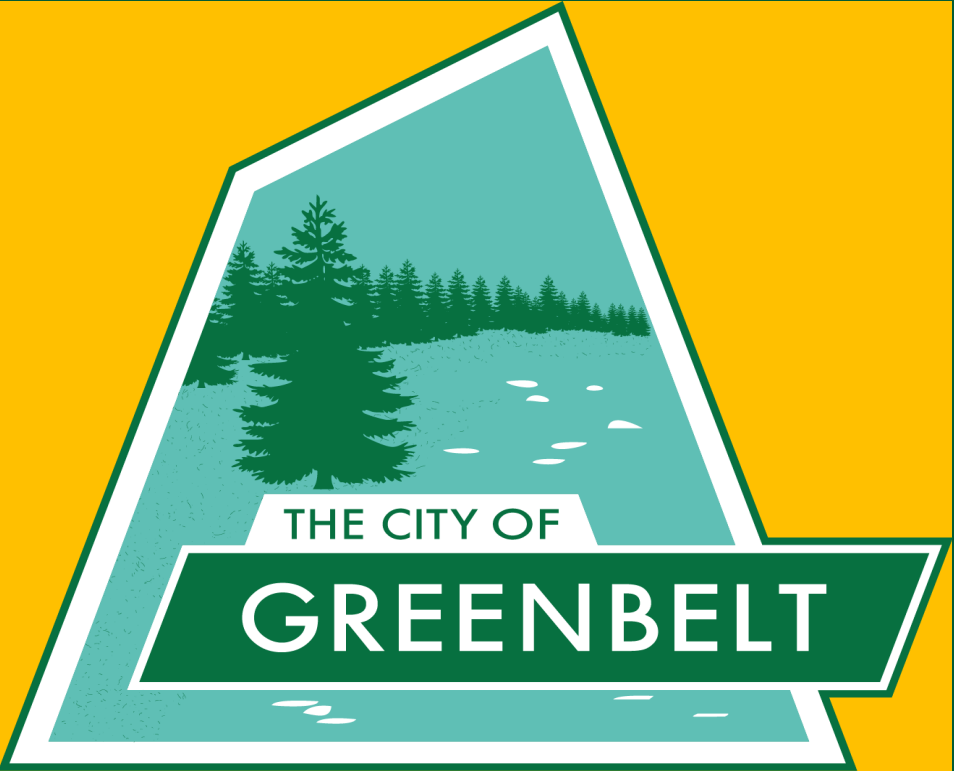




16

Ongoing Business Support

# Economic Development Strategic Partners



Level Up provides training, tools, and resource assistance from experts to help entrepreneurs and small business owners enhance their business skills.

[LEARN MORE](#)



# QUESTIONS



## OFFICIAL NOTICE

By Section 3-305(b)(3) and (7) of the General Provisions Article of the *Annotated Code of the Public General Laws of Maryland*, a closed session of the Greenbelt City Council will be held on Monday, June 30, 2025, immediately following the Council Work Session – Economic Development Retention & Expansion, in the Municipal Building Library, 1) to consider the acquisition of real property for a public purpose and matters directly related thereto; and 2) to consult with counsel to obtain legal advice on a legal matter.

The purpose of this meeting is 1) to discuss the acquisition of real estate and 2) to consult with legal counsel.

*\* The public may attend the Special Council Meeting of the City Council immediately before the closed session and observe the vote of the Council to move into the closed session on Monday, June 30, 2025.*

Bonita Anderson  
City Clerk