



RANDOLPH RD
GEORGIA AVE.

GLENMONT CORRIDORS

OPPORTUNITY STUDY

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EXECUTIVE SUMMARY

The Glenmont Corridors Opportunity Study (GCOS) explores strategies to transform the Glenmont area into a vibrant, transit-oriented community aligned with Montgomery County's vision under the *Thrive Montgomery 2050* (*Thrive*) General Plan. The study addresses critical challenges, leverages existing transit assets, and fosters equitable and sustainable redevelopment without proposing zoning changes or amendments to master or sector plans. Instead, it serves as an analytical tool to explore planning issues, inform decision-making, and guide future development initiatives.

The primary focus of the GCOS is creating Complete Communities, a key tenet of *Thrive Montgomery 2050*, which envisions neighborhoods that meet diverse needs through mixed-use development, transit accessibility, and robust community amenities. The study also incorporates the principles of compact, corridor-focused growth and the "15-minute living" concept, emphasizing walkability and access to essential services within a short distance.

Study Considerations

Glenmont is embracing a newer, more urbanized transit-focused community while still acknowledging its suburban form. Key opportunities include addressing the car-centric infrastructure, integrating property ownership, expanding affordable housing options, and optimizing the usage of commercial spaces. Glenmont's proximity to the Glenmont Metrorail Station and its location at the intersection of Georgia Avenue and Randolph Road present unique opportunities to realize the goals of *Thrive Montgomery 2050*.

Methods and Approach

The study employed a multi-faceted research approach to gather insights and develop actionable recommendations. Methods included the following:

- Data analysis: Demographic trends, housing needs, and economic conditions were examined to assess growth potential and community needs.
- Stakeholder engagement: Focus groups, surveys, and interviews were conducted with residents, local business owners, and community leaders to capture diverse perspectives and lived experiences.
- Spatial assessment: The physical layout of the area, including transportation nodes, commercial properties, and open spaces, was analyzed to identify redevelopment opportunities.
- Best practices review: Practices were examined and benchmarked against similar transit-oriented redevelopment projects to identify strategies that align with environmental, economic, and equity goals.

Document Structure

This document is structured to provide a comprehensive analysis and strategic vision for the Glenmont area, with chapters referenced throughout the study for clarity and detailed exploration.

- **Chapter 1: Introduction** sets the stage with background information, the study's purpose, and its relevance to *Thrive*. It also describes the Glenmont study area, including its location, demographics, unique attributes, and planning context.
- **Chapter 2: Existing Conditions** details the current state of Glenmont, covering development progress, community demographics, transportation infrastructure, parks, and public facilities.
- **Chapter 3: Community Engagement and Market Analysis** explains the outreach strategy, including focus groups and questionnaires, and summarizes key themes from community engagement and market analysis.
- **Chapter 4: Geographic Analysis and a Future Vision** assesses accessibility and connectivity, identifying opportunities and challenges, and aligns them with the *Thrive Complete Community* metrics.
- **Chapter 5: Strategies** proposes actionable strategies across various domains such as complete communities, compact growth, transportation, housing, environment, equity, and economic competitiveness.
- **Chapter 6: Conclusion** summarizes the findings and reinforces the strategic recommendations.

Key Findings

The study area presents a compelling case for reinvention, driven by its strong transit connections and significant potential for growth. The community in Glenmont supports a new collaborative vision of the neighborhood and is eager for change in Glenmont's core. Despite the importance of the Glenmont Metrorail Station as a regional transit hub, the surrounding pedestrian and bicyclist infrastructure remains inadequate and fails to maximize the station's accessibility. The community faces a pressing need for affordable and diverse housing typologies to

support its growing population while maintaining neighborhood character. Underutilized commercial spaces, particularly the Glenmont Shopping Center, highlight opportunities for reinvestment and reimagining as thriving community anchors. Community feedback emphasized concerns about pedestrian safety, the desire for improved public spaces, and the need for local amenities that support sustainable, vibrant living. These findings underscore the urgency and opportunity to address these challenges through targeted, community-driven initiatives.



Strategies

To address these challenges, the study recommends the following strategies that align with *Thrive Montgomery 2050* principles:

- Promote mixed-use development: Encourage redevelopment near the Metro station and key intersections to create vibrant, pedestrian-friendly hubs.
- Enhance multi-modal connectivity: Improve infrastructure for people walking and biking, expand access to public transit, and incorporate Vision Zero principles to ensure safety for all people.
- Support affordable housing: Develop policies and partnerships that promote affordable and diverse housing options, including multi-unit developments and accessory dwelling units.
- Reimagine open spaces: Create dynamic public spaces that can serve as community gathering areas while integrating urban landscaping to support climate resilience.
- Engage the community: Maintain inclusive outreach and engagement to ensure that future development reflects the needs and aspirations of Glenmont's residents and businesses.

Conclusion

The Glenmont Corridors Opportunity Study offers a roadmap to transform Glenmont into a thriving, equitable, and sustainable community. By focusing on transit-oriented development, mixed-use spaces, and enhanced multi-modal connectivity, the recommendations align with the overarching goals of *Thrive Montgomery 2050*. Implementing these strategies will not only enhance quality of life for current residents but also attract new investment and economic growth.

The study underscores the importance of collaboration between public agencies, private developers, and the community to realize this vision. While it does not propose immediate zoning or policy changes, it sets the stage for informed decision-making and incremental progress toward Glenmont's transformation into a model for 21st century urban living.



CHAPTER 1

INTRODUCTION



Background and Context

Glenmont, a predominantly residential neighborhood in Montgomery County, offers diverse demographics and existing transit access via the Glenmont Metrorail Station. The study area is also served by Ride On and Metrobus routes. This study addresses the need for sustainable redevelopment in Glenmont by building on its assets and potential for growth. The study area includes key intersections, transportation nodes,

and the Glenmont Shopping Center, all focal points for revitalization efforts. While Glenmont shares challenges that are common in other suburban communities, such as auto-centricity and fragmented property ownership, the study provides a framework for development to enhance transit accessibility, support new housing typologies, and enrich local amenities.

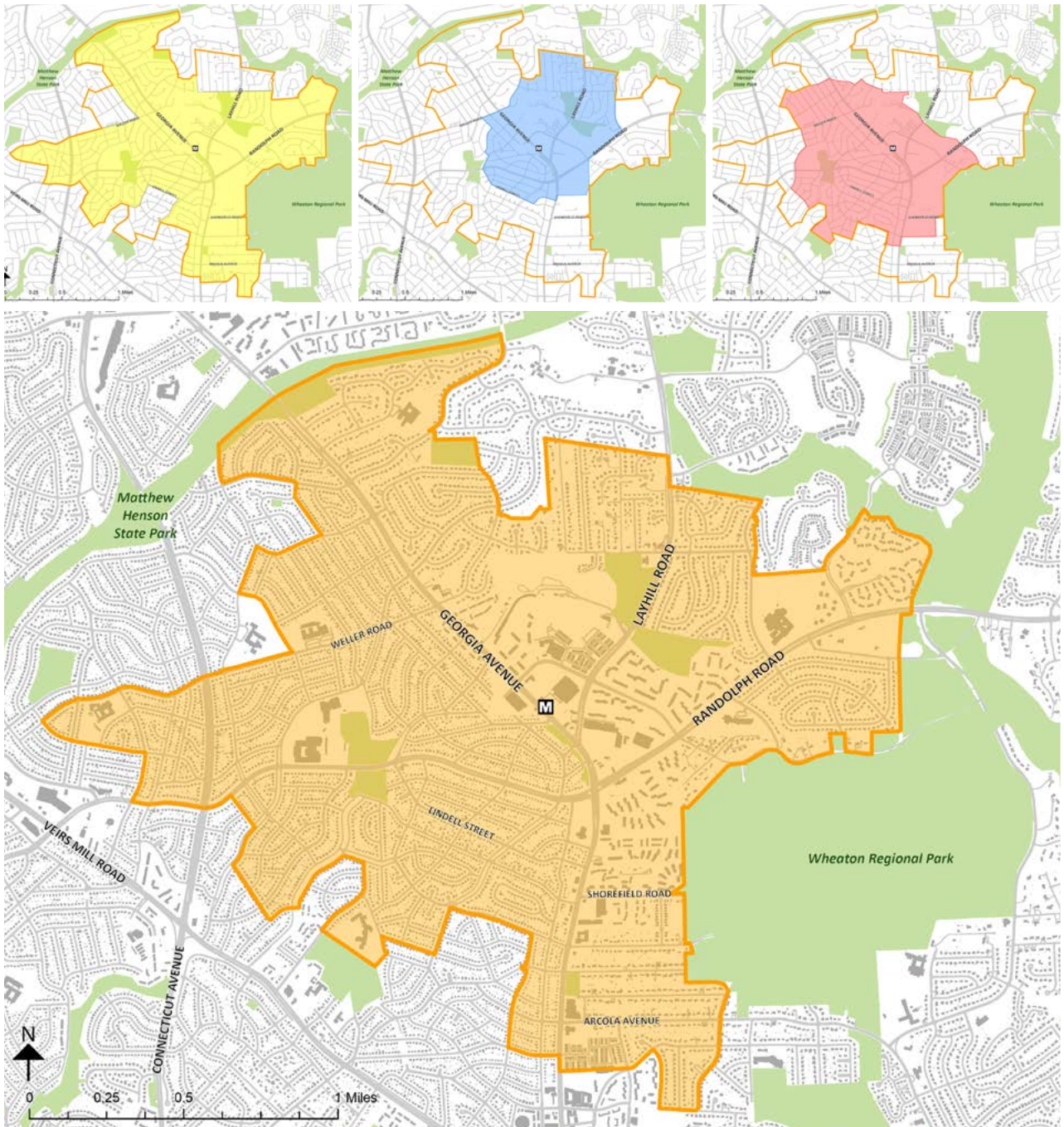


Figure 1: The Glenmont study area includes properties along two major corridors, the 2013 Glenmont Sector Plan area, and a one-mile walkshed from the Glenmont Metrorail Station.

Study Area and Boundaries

The study area encompasses approximately 2,000 acres. It is bounded by two major corridors, Georgia Avenue and Randolph Road, and serves as a critical transit hub and regional connector node.

The study area includes:

1. Properties along the Georgia Avenue and Randolph Road corridors
2. The 2013 Glenmont Sector Plan area
3. One-mile walkshed (approx.) from the Glenmont Metrorail Station

The study focuses on surrounding residential neighborhoods, commercial properties, and several large-scale housing complexes, each with unique development potential and community significance.

Purpose and Objectives of the Study

The study supports redevelopment that fosters walkable, mixed-use communities with convenient access to transit and local amenities. The study's objectives include the following:

- **Encourage mixed-use development** near the Metro station to create a cohesive community core.
- **Promote affordable and diverse housing options** to meet the needs of Glenmont's varied population.
- **Enhance the multi-modal transportation network** to improve connectivity and access to public transit for people walking, biking, and rolling.
- **Create inviting open spaces** that serve as community gathering areas and allow access to urban green spaces.
- **Align these objectives with broader county goals** to implement sustainable, equitable growth policies that benefit existing residents while attracting new ones to the Glenmont area.

Methodology, Process, and Approach

The study methodology combines quantitative and qualitative data collection, including the following approaches:

1. **Focus groups:** Focus groups that engaged community members were conducted by Montgomery Planning staff and consultants from the Hatcher Group.
2. **Questionnaire:** Planning staff designed a bilingual questionnaire and collected over 274 responses over a 6-month period.
3. **Geographic analysis:** Staff conducted a 15-Minute Living analysis.
4. **Informal economy study:** Consultants for economic analysis (Partners for Economic Solutions) were engaged to understand the needs of the informal retailers in the community.
5. **Design explorations:** Consultants from Carrico Illustration helped visualize the study area's potential with Planning staff input.



Relevance of *Thrive Montgomery 2050* to the Study

Thrive provides a long-term, strategic framework for addressing several of the county's core goals. Key aspects, apart from the focus on Complete Communities, include:

- **Guidance on compact, corridor-focused growth and Complete Communities:** *Thrive* promotes a model of concentrated development along major corridors, integrating diverse housing, retail, and transit options. This supports the study's aim of enhancing Glenmont's livability and connectivity by aligning growth with transit accessibility and pedestrian-friendly infrastructure.
- **Economic competitiveness:** By prioritizing economic growth within a well-integrated framework, *Thrive* aims to boost local economies. Almost by definition, a Complete Community is an economically healthy community. The study supports goals like revitalizing the Glenmont Shopping Center, fostering job growth near transit hubs, and protecting existing retailers to make Glenmont a more vibrant, economically resilient community.
- **Environmental sustainability:** *Thrive* focuses on environmental resilience through sustainable land use and climate-conscious development. This aligns with the study's goals to enhance green spaces and support sustainable transportation.
- **Equity and inclusivity in planning:** A core principle of *Thrive*, along with the County's Racial Equity and Social Justice Act, is to reduce and eliminate racial disparities and inequities in the county. The study elevates equity issues, which were highlighted by its inclusive outreach, such as housing affordability, transit accessibility, pedestrian safety, and economic opportunities for a diverse population.



Figure 2: The Glenmont Arcade sign at the Glenmont Shopping Center

Description of the Glenmont Study Area



Figure 3 Georgia Avenue and Randolph Road Interchange

Glenmont is uniquely positioned at the juncture of Randolph Road and Georgia Avenue, two growth corridors identified in *Thrive*. It exhibits some urban features but is not entirely urbanized. The county's Complete Street Design Guide which advocates the creation of great places that are supported by safe and efficient transportation system classifies this as a Town Center. According to the guide, "Town Centers are similar to Downtowns but generally feature less intense development and cover a smaller geographic area. While the Town Center area type includes a mixture of uses, it is commonly envisioned as high-to-moderate intensity residential development, including multifamily buildings and townhouses, and retail (existing or planned)." (Complete Streets Design Guide, Page 19). Town Centers are envisioned as regional or neighborhood-serving retail areas with housing and other uses. They feature diverse zoning, medium to high pedestrian and bicyclist activity, and a mix of transit services. Streets have (or are expected to have) continuous building frontage and varied parking options.

The Metrorail Red Line stations along the Georgia Avenue Corridor have traditionally seen higher

population densities centered in the Silver Spring and Wheaton Central Business Districts. The Glenmont Metrorail Station is a critical asset, providing residents with direct access to job centers such as Wheaton, Silver Spring, and Washington, D.C. The Glenmont Shopping Center, although in need of a renaissance, serves as a focal point with the potential for mixed-use development.

Location

Located within the eastern portion of Montgomery County, Glenmont is accessible via major transportation corridors, including Georgia Avenue and Randolph Road. Its proximity to other suburban communities and regional amenities positions Glenmont as a growth hub within the county's broader transit network. This strategic location aligns with *Thrive's* focus on transit-connected corridors.

Demographics

Glenmont's population is diverse, with significant proportions of Hispanic and African American residents. This diversity shapes the community's cultural fabric and is a key reason that growth must be equitable and inclusive. The area also

has a notable number of lower-income residents who rely on public transit, with usage rates significantly higher than the county average. This demographic composition informs the study's focus on affordable housing, housing diversity, and accessible public services. Chapter 2 of this study (page 12) includes a more comprehensive insights about the community.

Unique Attributes

Glenmont's unique features include its role as a terminus for the Metrorail Red Line, making it an attractive option for regional commuters, especially those priced out of other transit-accessible markets like Silver Spring and Bethesda. The Glenmont garage that opened in 2012 brought the total number of parking spaces to 3,000, which adequately supports current parking needs. The community is also adjacent to the significant environmental asset of Wheaton Regional Park, which adds environmental and recreational value. This combination of urban accessibility and suburban green space positions Glenmont as a prime candidate for sustainable growth that balances compact growth and environmental needs.

Planning Context

The study builds upon other plans and policies, including the 2013 *Glenmont Sector Plan*, which advocates for a strategic development-oriented approach. Since the adoption of the 2013 Plan, other plans and policies have established additional guidance for the development of the county's communities and public realm, including the following:

- **2013 Countywide Transit Corridors Functional Master Plan:** Proposes essential modifications and expansions to the transportation infrastructure, including Bus Rapid Transit on Georgia Avenue and Randolph Road, to accommodate the county's urbanized regions, zones earmarked for redevelopment, and new areas of dense development.
- **2018 Bicycle Master Plan:** Envisions transforming Montgomery County into a premier bicycling community with a safe and interconnected bicycle network.
- **Vision Zero Action Plan:** Outlines a strategic roadmap and initiatives aimed at eradicating fatalities and severe injuries on roadways by the year 2030.
- **Complete Streets Design Guide:** Serves as a comprehensive resource for the design and transformation of streets, incorporating principles of safety, environmental sustainability, and community vibrancy.
- **2023 Pedestrian Master Plan:** Builds on a Vision Zero framework to systematically prioritize enhancements to the pedestrian infrastructure across the county.
- **Montgomery County's Racial Equity and Social Justice Law (Bill 27-19):** Recommends approaches to repair past injustices that disproportionately impacted people of color.
- **Climate Action Plan (CAP):** Aims to cut greenhouse gas emissions by 80% by 2027 and by 100% by 2035, as well as adopting strategies for mitigation of, adaptation to, and resilience to climate change.



Figure 4: Entrance to Glenmont Metro



CHAPTER 2

Existing Conditions

Glenmont Sector Plan Vision and Development Overview

The Glenmont Sector Plan, adopted in 2013, envisions Glenmont as a primarily residential community with a focus on compact, transit-oriented, mixed-use development around the Glenmont Metrorail Station and Glenmont Shopping Center. This vision, guided by strategic zoning adjustments, establishes Glenmont's core area as a vibrant, walkable community adjacent to the Metro, supporting both residential and commercial activities.

The Glenmont Shopping Center serves as a community anchor. Planned as a functional, well-rounded center, it has the potential to offer spaces for services, open areas, and activities that support Glenmont's identity as a place where people can live, work, shop, and socialize. Other nearby residential communities, including Glenmont

MetroCentre, Winexburg Manor, and Glenmont Forest, are designated for high-density mixed-use and residential living to enhance the core shopping area.



Figure 5: Glenmont's core

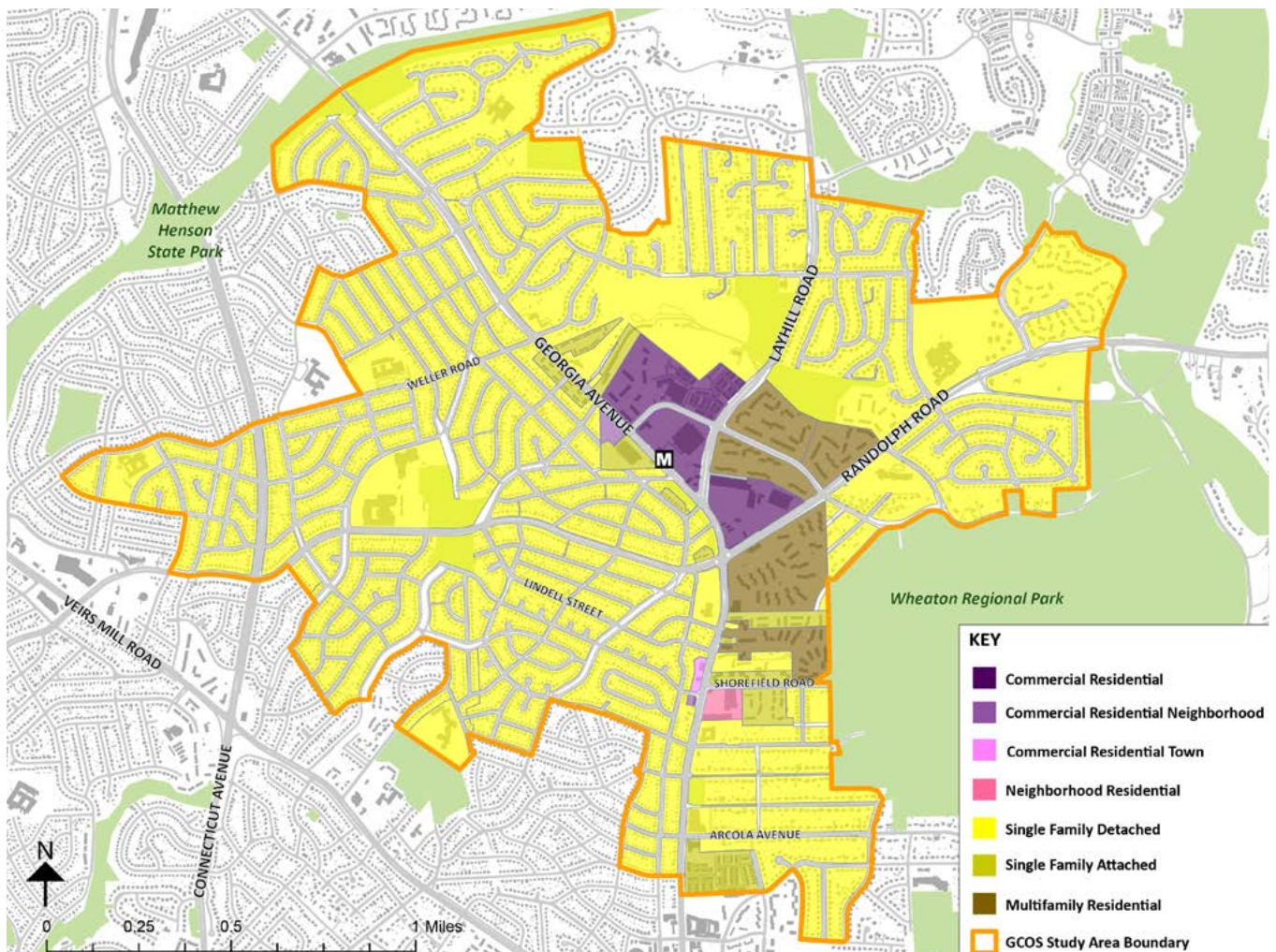


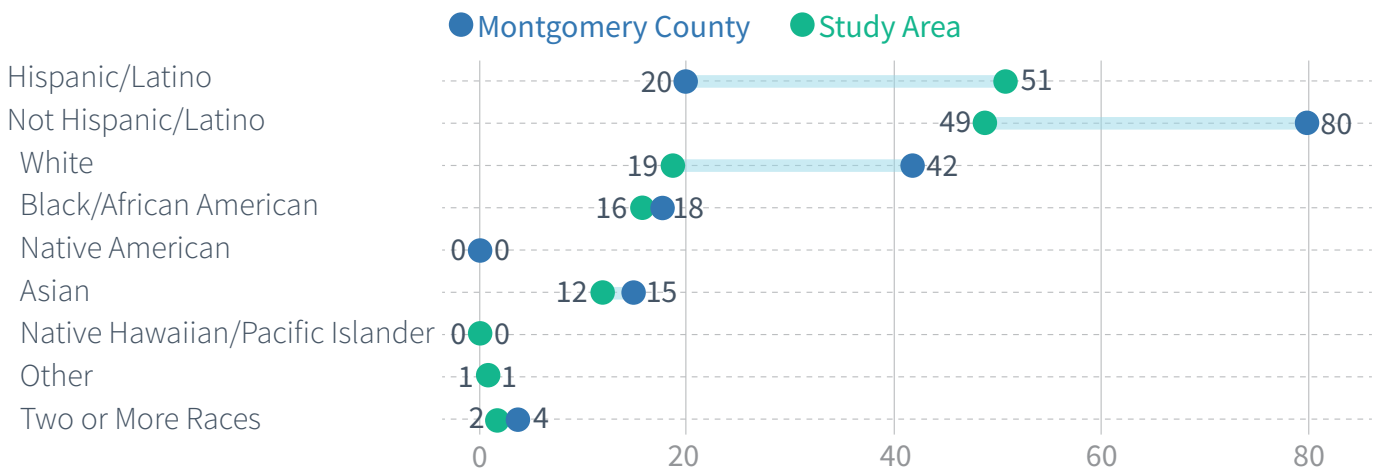
Figure 6: There are several types of land use in the study area.

Community Demographics

The Glenmont Corridors Opportunity Study Area is home to a substantial Hispanic/Latino population, making it one of the most culturally diverse communities in Montgomery County. Over half

of the 26,500 residents in the study area identify as Hispanic/Latino—significantly higher than the county’s share of 19.7%. Between 2010 and 2021, this population grew by 19.2%.

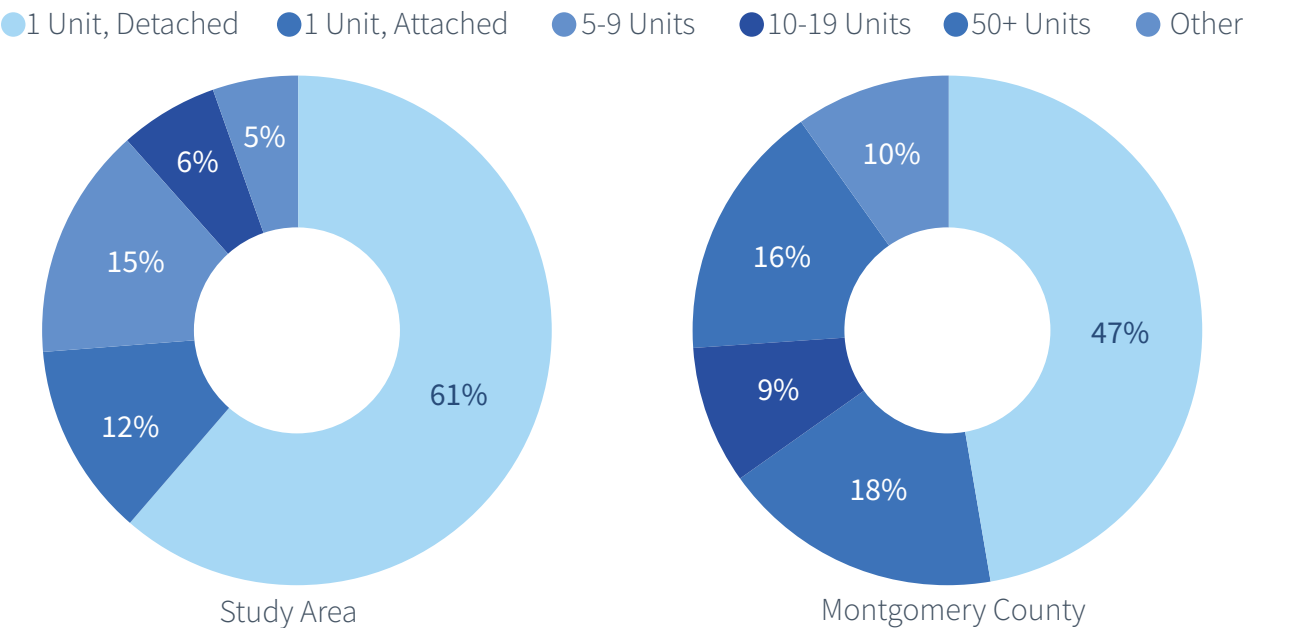
Race & Ethnicity



This chart visualizes the demographic differences between the Glenmont study area and Montgomery County as a whole. Green dots represent the study area and blue dots represent the countywide share of each demographic group

Race and ethnicity are compared in the study area and the county.

Housing Types & Age



Housing stock in the Glenmont study area is more heavily single-family than the county overall, with relatively few multifamily options.

Housing types are compared in Glenmont with the county as a whole.

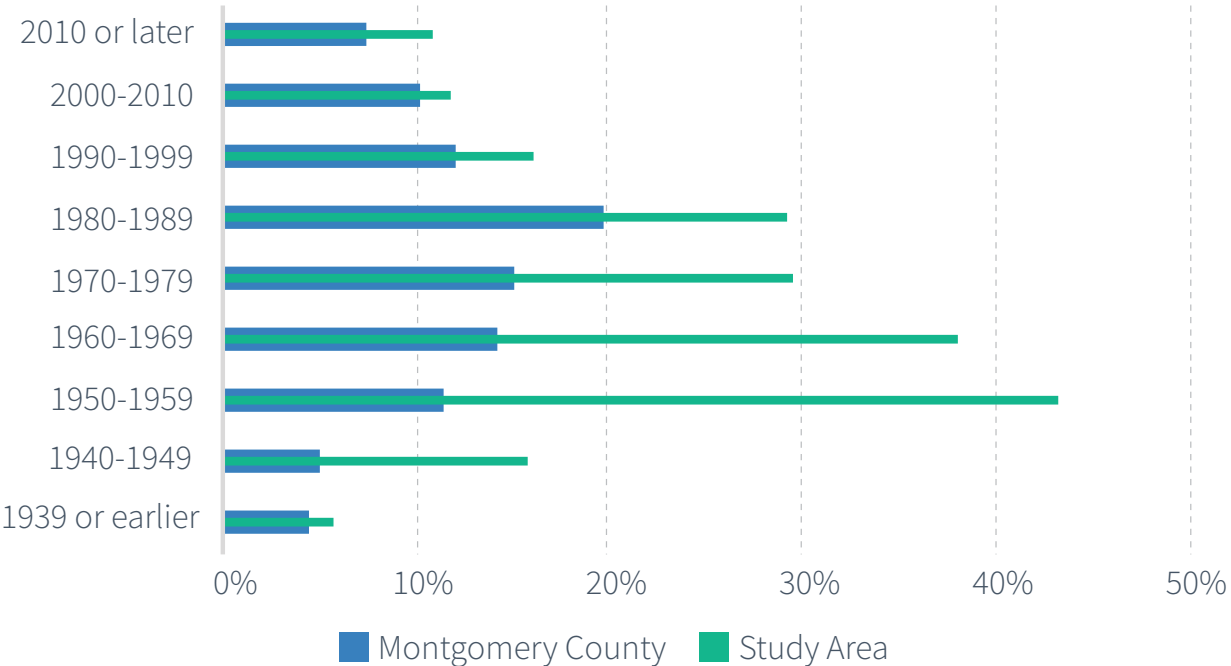
The character of housing in the area supports its diverse demographics; most housing units in the study area are modest suburban starter homes built in the 1950s and 1960s. Nearly three-quarters of housing units are single-family, compared with just under two-thirds in the county at large. As a result, the study area has a greater proportion of family households, which boosts its homeownership rate to be on par with the overall rate in Montgomery County (66% and 65.4%, respectively) despite a median household income (\$93,799) which is about \$24,000 (or 20%) lower than that of the county as a whole.

The growing diversity of the area is largely due to renter households, which are evenly distributed across all income levels. Rental housing is concentrated around the Glenmont Metro station at the intersection of Georgia Avenue and Randolph Road, typically in older townhome- and garden-style low-rise complexes built in the 1960s. Renters in the study area are nearly three times as likely as homeowners to be severely cost-burdened, with

27.5% of renters spending more than 50% of their income on housing costs, compared with 9.7% of homeowners in the study area and 22.9% of renters countywide. Cost burdens for homeowners in the study area are like countywide rates across the income distribution, whereas renters in the 30% to 100% area median income bands are significantly more likely to be cost-burdened in the study area than elsewhere in Montgomery County.

The population of the study area trends slightly younger, though this has been rapidly changing with a 38.5% increase in the 65+ population from 2010 to 2021, a rate slightly greater than that in Montgomery County overall. The county’s shrinking 25- to 54-year-old population is especially pronounced in the study area, which contracted by 5% over the same period. New housing construction may improve this trend, though, as the completion of Glenmont MetroCentre helped to boost 2023 estimates, particularly in the 35- to 44-year-old group.

Age of Existing Housing Stock



The area is dominated by older, midcentury houses and lacks substantial newer vintage housing. *Note: Data is from the 2020 Decennial Census and does not include the Atelier apartment complex, which delivered 254 units in 2021.*

These data points reflect two dominant trends in the demographics of the study area. First, a non-Hispanic white middle class exhibits an overall shift out of the area, while those who remain in the study area are aging into retirement years. Second, the houses left by the first group are largely being filled by Hispanic households, often with children and increasingly multi-generational. These trends reflect countywide patterns, though slightly more intense and unique in the prevalence of the Hispanic population.

The Glenmont area is a mixture of largely working- and middle-class residents. Educational attainment is lower across the board; 22.6% of area residents lack a high school diploma, a rate nearly three

times higher than the county. Nearly one-quarter of residents in the study area work in the construction or retail industries, which is almost double the countywide proportion of the labor force. Study area residents suffer longer commutes than the typical Montgomery County resident, with 62.8% commuting more than 30 minutes compared with 57.1% of county residents.

Across several metrics, the Glenmont Corridors Opportunity Study Area reflects the changing face of Montgomery County—growing older and more diverse, while rare new housing construction plays a critical role in retention of residents in an otherwise shrinking middle of ages and incomes.



Transportation and Mobility Infrastructure

The study area is anchored by the Glenmont Metrorail Station, the eastern terminus of the WMATA Red Line. The station's presence strengthens Glenmont's case for being a transit-oriented community.

The area is also well-served by key WMATA Metrobus routes, including Y2, Y7, and Y8, which provide essential connections along Georgia Avenue, linking Glenmont to major destinations within Montgomery County. The C8 Metrobus provides some east-west connectivity along Randolph Road between College Park and North Bethesda, both significant job centers. In addition, Montgomery County Ride On bus routes—particularly routes 10, 26, 31, 33, 39, 41, 49, and 51—offer local connections that reinforce Glenmont's accessibility to nearby neighborhoods, shopping areas, and employment centers, while Ride On route 53 offers additional connectivity to the Intercounty Connector (ICC) Park & Ride Lot and more distant Upcounty destinations.

Future transportation improvements focus on creating a safer and more accessible environment for all modes of travel. A Vision Zero approach will enhance pedestrian and bicyclist safety by implementing protected crossings, wider sidewalks, and dedicated bike facilities. These upgrades, alongside Glenmont's transit assets, support a multi-modal network that encourages walking, biking, and transit use, contributing to the area's vision of becoming a connected, complete community.



Figure 7: Transportation Map

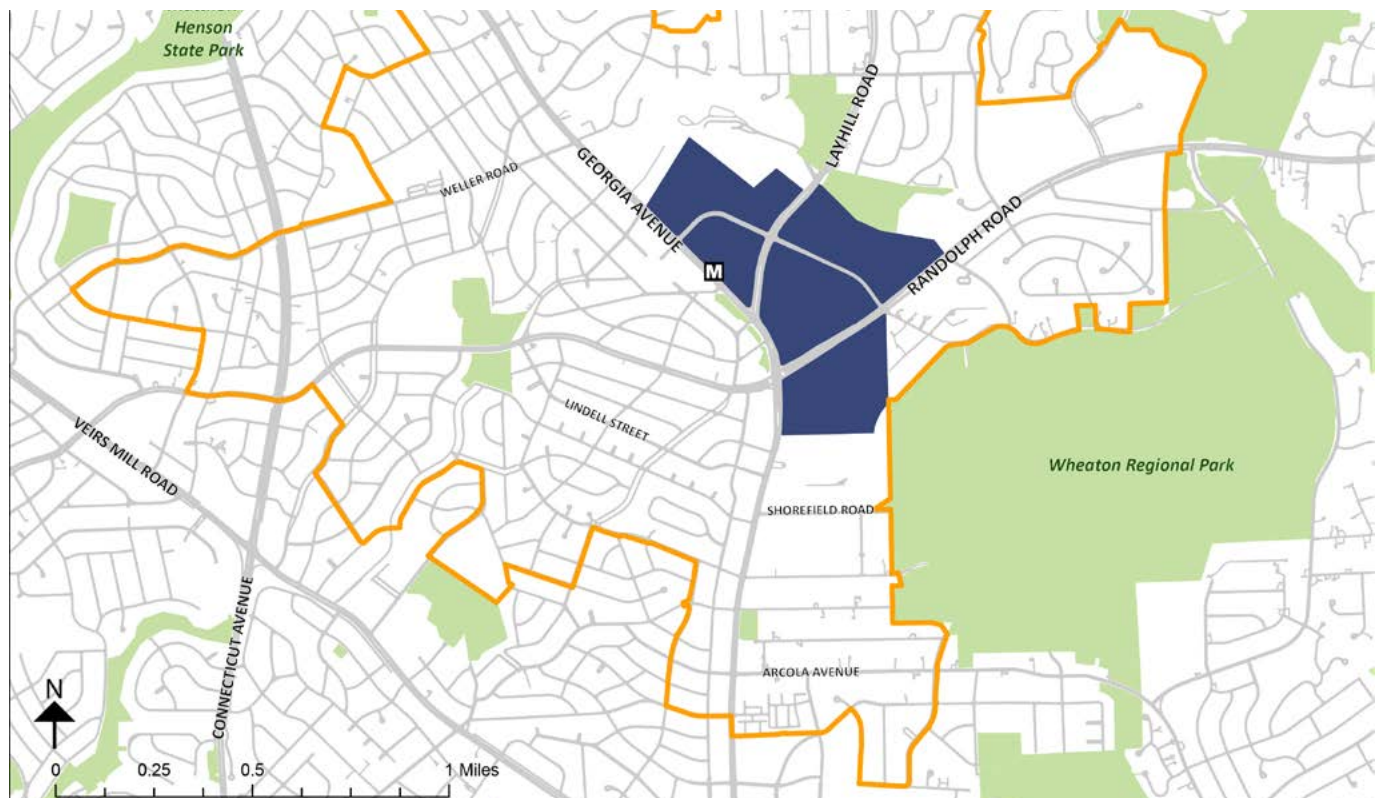


Figure 8: Glenmont's core is shown in context.

Parks, Trails, and Open Spaces

Montgomery Parks plays a critical role in providing well-maintained green spaces and recreational facilities, while also offering meaningful leadership in environmental stewardship. Public parks, trails, and green spaces are essential to a thriving, resilient community and offer significant health, social, environmental, and economic benefits. In Glenmont's growing neighborhoods, these spaces provide a vital balance to urban development. They serve as places to connect with nature, gather as a

community, and engage in recreational activities that enhance residents' quality of life.

There are six public parks owned and operated by Montgomery Parks within the Study Area and two large regional parks nearby. These spaces offer a foundation for outdoor activity and community engagement but are expected to play an even greater role if the area's population grows with its development potential.

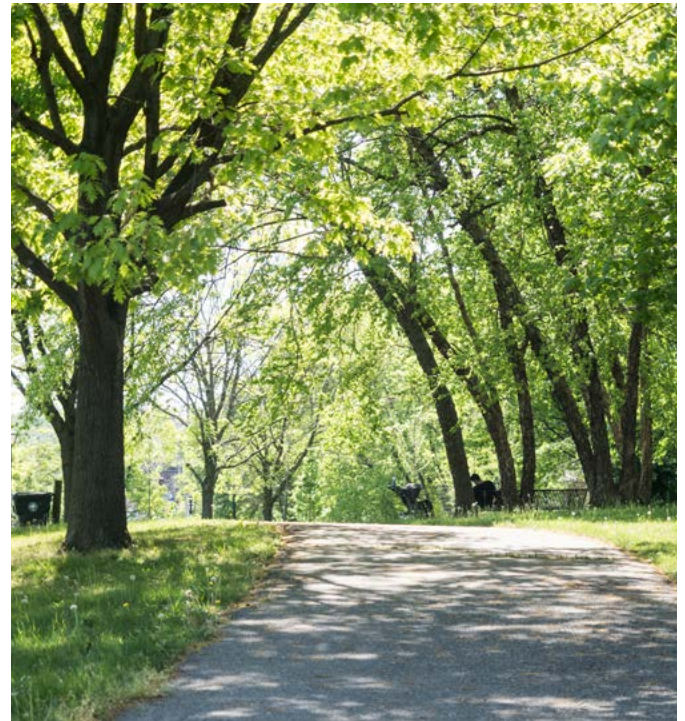


Figure 9: Picnic Shelter at the Georgian Forest Local Park



Local Parks

- **Glenfield Local Park:** Encompassing 11.3 acres, provides tennis courts, a playground and a multi-use sports field offering diverse options for active and passive recreation. Five adjacent parcels are also proposed parkland acquisitions to expand the park and offer formal natural surface trails.
- **Saddlebrook Local Park:** Nearly 15 acres in size, this park includes a rectangular sports field, playground, and basketball court.
- **Glenmont Greenway Urban Park:** This 3-acre area owned by WMATA and maintained by M-NCPPC features an 8-foot-wide trail and seating areas, adding an accessible green pathway within the community.
- **Glenmont Local Park:** This park spans 21.2 acres and includes a playground, softball field, and the Glenmont Pool managed by the County's Department of Recreation. The nearby park activity building with kitchen facilities is available for rent.
- **Georgian Forest Local Park:** This 8.2-acre park has a playground, softball field, lighted tennis and basketball courts, picnic shelter with grill, tennis wall, and water fountain.
- **Wheaton Local Park:** This 2-acre park consists of a multi-age, destination playground, an open play area and a 60-space parking lot. It is next to the Wheaton Library and Wheaton Community Recreation Center.



Glenmont Greenway Urban Park

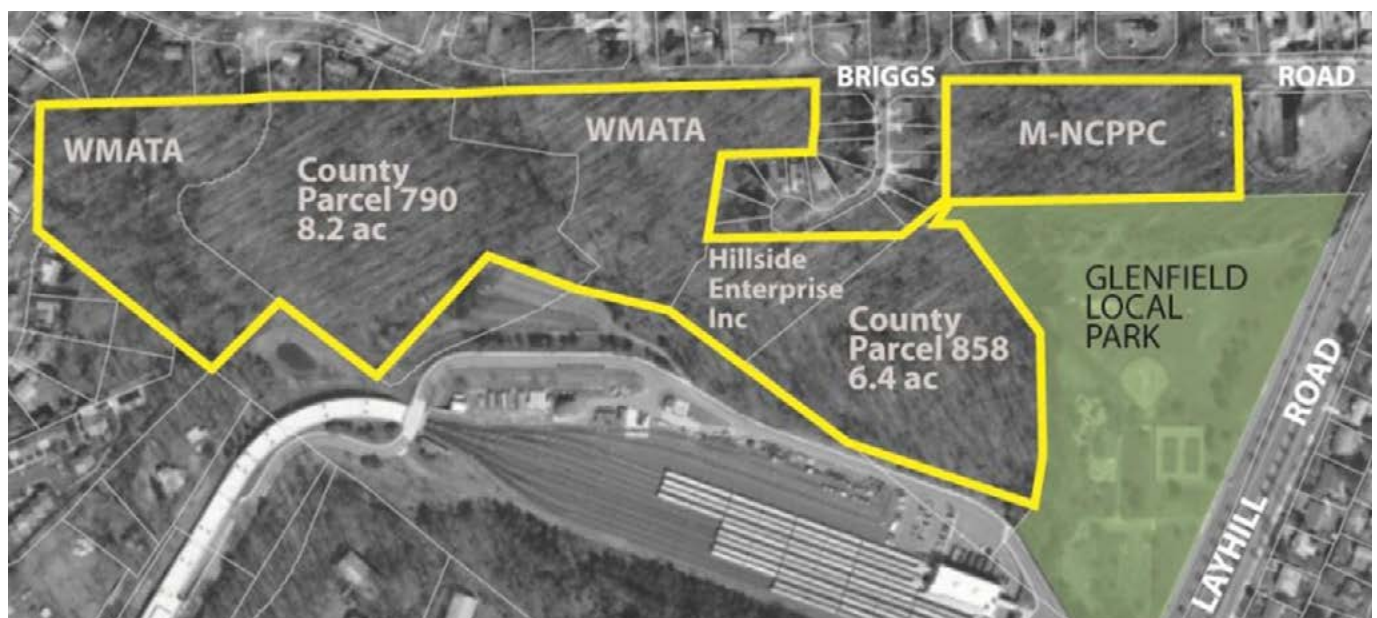


Figure 10: Glenfield Local Park and adjacent parcels of proposed parkland.

Regional Parks

- **Wheaton Regional Park** Wheaton Regional Park, encompassing 538 acres, is located near the Glenmont, Wheaton, and Kemp Mill communities. While it is surrounded by residential neighborhoods, the park does not have direct frontage on major roads. The western boundary is flanked by apartment and townhome communities, while single-family homes dominate the north, south, and east. Light commercial and retail hubs in Glenmont, Wheaton, and Kemp Mill provide nearby amenities. The park is within biking distance of the Wheaton and Glenmont Metro Stations. It is accessible via an array of roads,

including Georgia Avenue, Randolph Road, and Arcola Avenue, although it lacks direct bus connections despite generally good transit service in the vicinity. Its location adjacent to Northwest Branch Stream Valley Park further enhances its role as a natural corridor within the Glenmont area, emphasizing the importance of integrating access and connectivity improvements into the Glenmont Corridors Opportunity Study. In 2022, the Planning Board approved the Wheaton Regional Park Master Plan that includes numerous recommendations to upgrade existing facilities and add new ones.

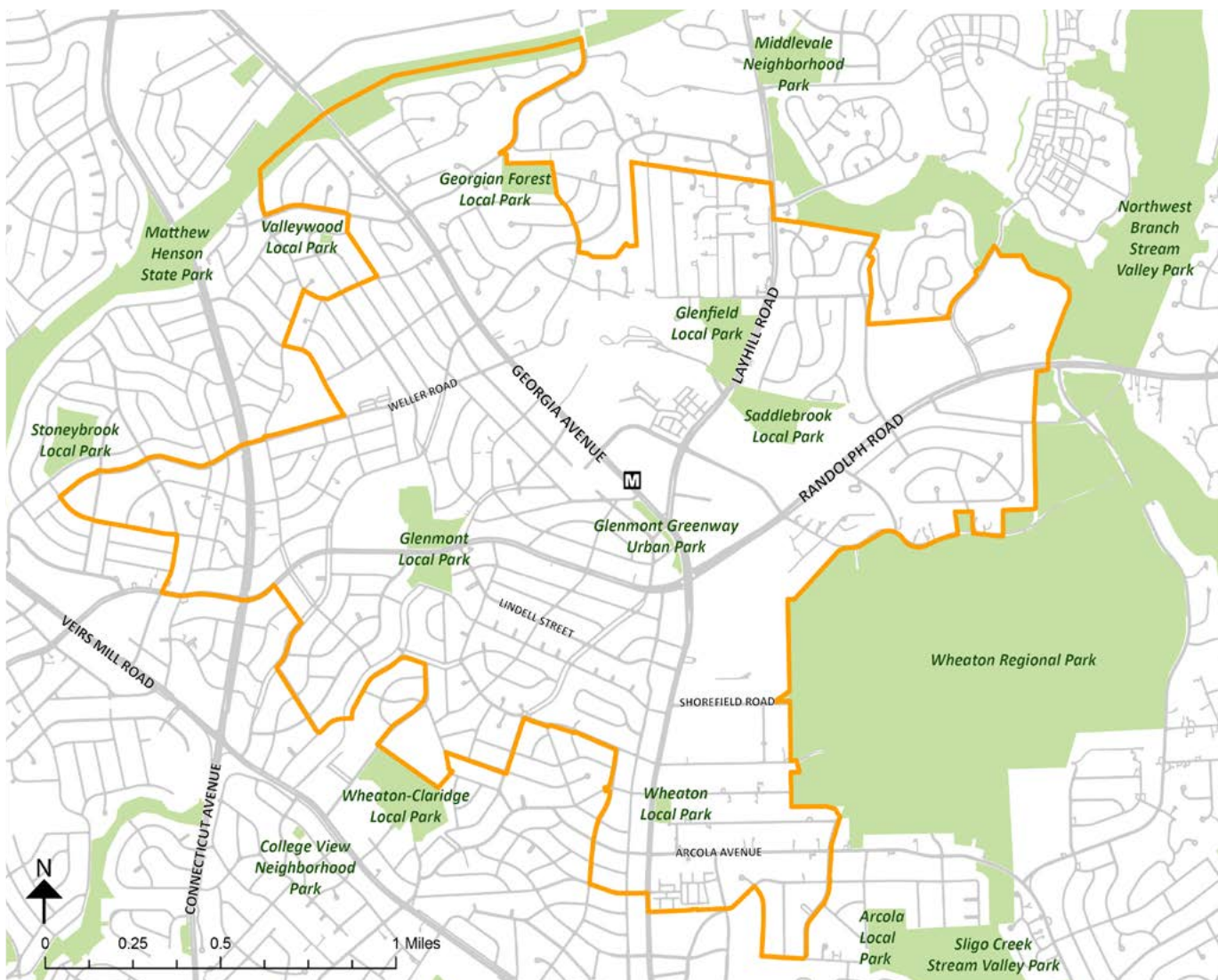


Figure 11: Parks in and around the Study Area.

- **Matthew Henson State Park** Matthew Henson State Park forms the northern boundary of the Glenmont Corridors Opportunity Study Area and provides a vital greenway along Turkey Branch, a tributary of Rock Creek. Managed by Montgomery Parks in partnership with the Maryland Department of Natural Resources, the park honors Maryland native and Arctic explorer Matthew Henson. The park includes the

Matthew Henson Trail, a 4.5-mile paved hiking and biking trail that connects the Rock Creek Hiker-Biker Trail near Aspen Hill to Alderton Road near Layhill. Completed in 2009, the trail includes 0.6 miles of wooden boardwalk designed to protect environmentally sensitive areas. As part of the study area, the park offers important recreational and environmental assets.

Community Facilities and Public Infrastructure

The study area and vicinity have several recently completed and ongoing public investment projects that enhance the quality of life and completeness of the community.

- **Police and Fire Stations:** The study area contains both the local fire and police stations, both of which were relocated to their current locations after the redevelopment of the Georgia Avenue and Randolph Road intersection.
- **Glenmont Redevelopment Program:** This program is funded in the county's approved 2025 budget to support the acquisition of property currently owned by the Maryland Department of Transportation (MDOT) at the Glenmont Shopping Center to support development potential and the realization of the 2013 Glenmont Sector Plan.
- **Wheaton Library and Community Recreation Center:** This community asset is approximately 1 mile from the Glenmont Shopping Center and is the closest library and recreation center to the study area.
- **Wheaton Arts and Cultural Facility:** This facility is in the preliminary design and review stage and construction is expected to begin in 2027. The facility will be located just south of the study area, approximately 1 mile from the Glenmont Shopping Center. The facility will be mixed-use and include affordable housing in addition to the arts center.

Developments in Progress

By systematically fostering a blend of residential, commercial, and community spaces, the Glenmont Sector Plan aims to shape Glenmont into a connected, complete community that offers quality housing and supports active transportation and sustainable growth. While there has been incremental progress toward fulfilling the vision of the Glenmont Sector Plan, there is still significant room for growth for Glenmont to achieve its full potential.

1 Glenmont MetroCentre

This residential development near the Glenmont Metrorail Station, includes 171 townhomes that were completed in 2014, and an additional 46 townhomes and 260 multi-family units that were completed in 2020. The approved preliminary plan from 2013 included two development stages, the first now completed with a total of 477 dwelling units mentioned above. The second stage has not yet been brought in for site plan review and approval. The entirety of the preliminary plan envisioned a mix of residential and commercial/retail space with up to 1,550 dwelling units and 90,000 square feet of commercial space. Future site plans to complete the additional phases of the preliminary plan are anticipated to fulfill the Sector Plan's vision to create varied residential options near transit.



Figure 12: Development sites in and around the Core.

Potential Redevelopment Sites

2

Glenmont Shopping Center

This critical area at Randolph Road and Georgia Avenue is zoned as Commercial Residential (CR-3.0, C-2.5, R-2.5, H-120) to support a dense, mixed-use neighborhood hub, offering future possibilities for retail, residential, and community-oriented spaces. However, existing challenges to redevelopment, as noted in the 2013 Sector Plan, have been the fragmented ownership of the 15 properties that make up the Center, and a lack of market demand.

3

Properties at Georgia Avenue and Layhill Road

Three privately owned properties at the intersection of Georgia Avenue and Layhill Road, labeled 3 on figure 14, offer redevelopment potential. Zoned CR 2 (CR-2.0, C-0.5, R-1.75, H-120), these properties could be developed into mixed-use, higher-density buildings that align with the goal of creating a more transit-oriented, walkable community. However, the 1.31-acre developable area is limited by adjacent land managed by the Washington Suburban Sanitary Commission (WSSC) and the Washington Metropolitan Area Transit Authority (WMATA), restricting expansion beyond the privately owned space. In addition, there is a WSSC water tower directly behind the privately owned businesses.



Figure 13: This photograph shows the Glenmont Forest apartments.

4

Glenmont Forest Apartments

Situated across Randolph Road from the shopping center, Glenmont Forest is poised for transformation. In 2024, the property owner successfully applied to rezone the site from R-30 to a Commercial Residential Floating Zone, CRF-1.75, (C-0.25, R-1.5, H-75), allowing increased residential density and the integration of commercial uses, supporting the broader goal of creating a vibrant, accessible community hub.

WMATA Properties

WMATA owns a significant portion of the land in the Glenmont core. This includes two structured parking garages, the Glenmont Metrorail Station, a Kiss and Ride lot, and a nearby greenfield site. In 2022, WMATA released a 10-year Strategic Plan detailing its development priorities, which align with the goals of the 2013 *Glenmont Sector Plan* by promoting compact growth and mixed-use, transit-oriented development. WMATA has no current plans to redevelop the station, Kiss and Ride lot, or parking garages, but is exploring development opportunities for the 2.5-acre greenfield site adjacent to the Georgia Avenue parking garage. This property, which is zoned Commercial Residential Neighborhood, CRN 1.5 (C-0.25, R-1.5, H-65), represents a key opportunity to support transit-oriented growth. WMATA's vision for this area includes improved pedestrian connectivity to enable safer crossings to the Metrorail station and enhance overall accessibility. In the future there might be an opportunity to consider this site for corridor development.







CHAPTER 3

Community Engagement and Market Analysis

Introduction to the Outreach Strategy

The engagement process for this study differs from the extensive engagement that is typically associated with master and sector plans, which are efforts that have longer time frames over the course of 18 months to three years. This one-year initiative focused on immediate and tailored interactions, utilizing tools such as focus groups, surveys, and targeted community outreach. These methods aimed to capture the lived experiences and aspirations of Glenmont residents and businesses, providing a solid foundation for developing actionable strategies.

Participants in the focus group sessions were recruited through various tactics. Geofenced digital advertisements targeted the study area in both English and Spanish, ensuring broad reach. The Glenmont e-Letter, an email communication about Glenmont news and information, also played a crucial role in spreading the word. In addition,

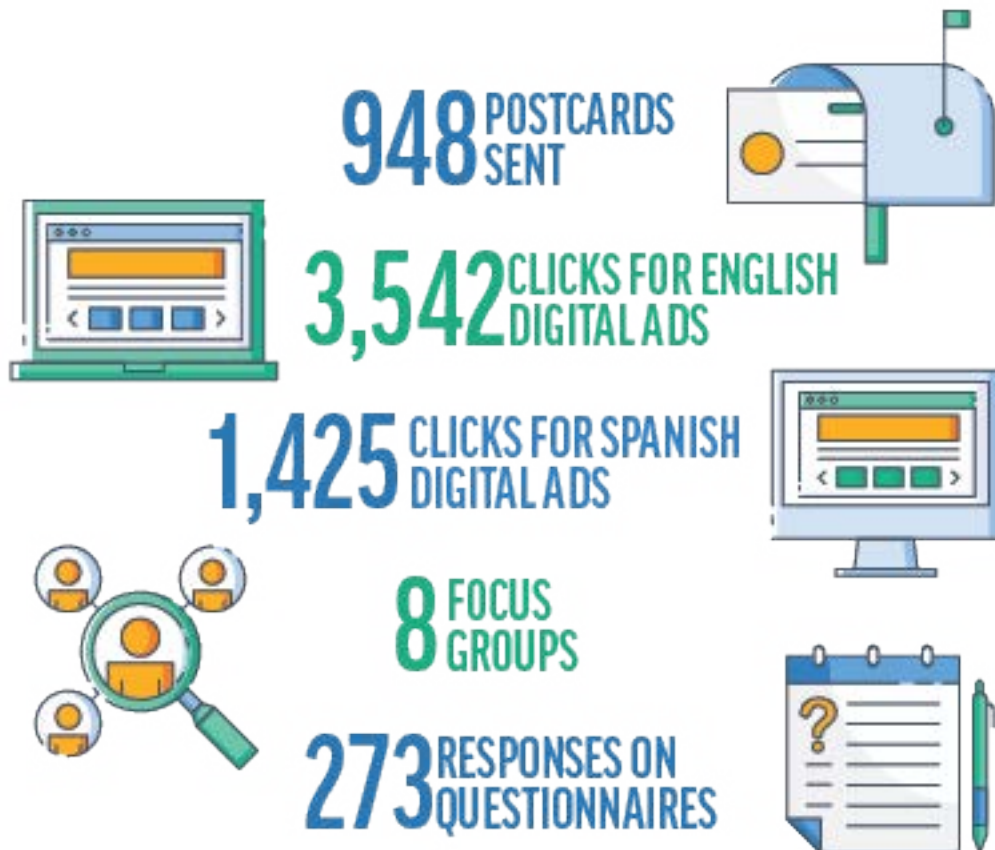
postcards inviting people to participate were sent to 948 residential addresses.

To complement these efforts, a bilingual questionnaire was released in English and Spanish, ensuring inclusivity and comprehensive feedback from the community. This questionnaire was part of an outreach strategy that included focus group outreach. Links to the questionnaire were also shared with local civic groups and community leaders.

Finally, an analysis conducted by Partners for Economic Solutions (PES) explored the needs and conditions of the local informal and small business ecosystem.

This chapter provides a detailed overview of these efforts, synthesizing the findings into actionable themes that address key community concerns and opportunities.

ENGAGEMENT BY THE NUMBERS



Core Components of Outreach

The study highlights the importance of inclusive engagement and equitable development strategies to meet the diverse needs of Glenmont's residents. Addressing underrepresented voices and prioritizing affordable housing, transportation, and public space improvements will be crucial in fostering a thriving and inclusive community.

Focus Groups

Focus groups were the cornerstone of the engagement process, providing a forum for meaningful dialogue among residents. Staff in partnership with the Hatcher Group designed sessions to elicit nuanced perspectives on mobility, housing, and community development.

Hatcher conducted six hour-long focus groups with 26 residents of the study area. The primary goals were to gather insights into their lived experiences, identify opportunities and challenges in the Glenmont area, and understand overall opinions to guide future development. Focus groups provide a platform for interviewers to hear diverse perspectives from individuals sharing a similar living environment simultaneously. Participants were recruited using targeted online ads, mailed postcards, and newsletters. Selection criteria ensured representation across age, income, ethnicity, and housing types, aligning with the 2020 Census.

In addition, Montgomery Planning staff organized two focus group sessions with students and

staff from Identity, Inc. at two local high schools: Wheaton High School and John F. Kennedy High School. These sessions, which included 15 participants, offered valuable input from a younger demographic.

Each session was structured to include the following:

- **Mapping Exercises:** Participants marked their residences, daily routes, and perceived community boundaries on maps. These activities revealed insights into how residents interact with their surroundings.
- **Scenario Discussions:** Participants envisioned potential development scenarios and provided feedback on their feasibility, desirability, and potential impacts.
- **Thematic Dialogues:** Focused discussions explored transportation, housing, and public amenities, encouraging participants to voice priorities and concerns.

Mapping exercises are essential for bridging the gap between the plan-defined neighborhood boundaries and the community's practical sense of their geography. This critical component of participatory planning reveals nuanced data on mobility, community boundaries, and activity hubs. Such exercises enable studies, like the present one, to identify trends in transportation needs, define neighborhoods, recognize barriers, pinpoint landmarks, and ultimately propose strategies that reflect community realities.



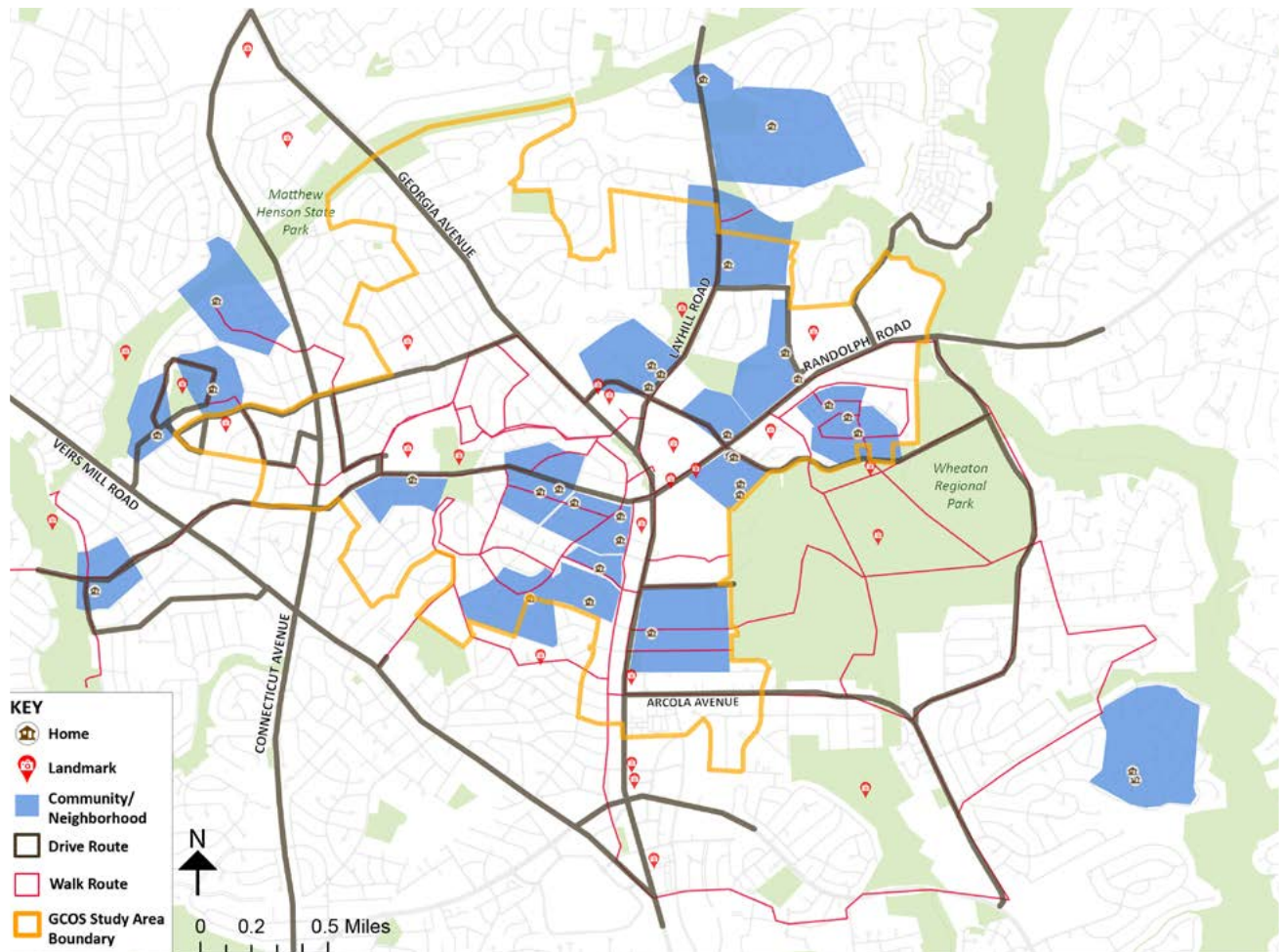


Figure 14: Mapping, consolidated community map as drawn by focus group participants. Metrics shown in the map are communities/neighborhoods, homes, landmarks, and routes that focus group participants provided from their own personal experiences. The Blue areas in the map show what people perceive as their community, these are based on individual experiences of what they perceive as the extents of their neighborhood/community.

Focus groups identified the following recurring challenges and aspirations:

1. Mobility

- Limited pedestrian infrastructure was a significant concern, with residents citing unsafe crossings and narrow sidewalks as barriers to walking.
- Biking infrastructure was deemed inadequate, with a lack of dedicated bike lanes and poorly maintained paths.
- Transit accessibility, while a strength, needed enhancements to ensure safe and seamless connections to bus and Metro services.

2. Housing

- Rising rents and fears of displacement were prevalent concerns, particularly among low-income residents and seniors.

- Participants expressed a strong desire for mixed-income developments that could accommodate diverse populations without altering the character of existing neighborhoods.

3. Community Amenities

- There was broad support for expanding green spaces and recreational areas, particularly those accessible to families and older residents.
- Participants emphasized the importance of preserving the area's cultural vibrancy, suggesting that future developments incorporate public art and community programming.

See Appendix 1 for a complete report on the focus group effort.

DEMOGRAPHICS RECAP

The Glenmont Corridors Opportunity Study Area reflects Montgomery County's evolving demographics. Over half of its 26,500 residents identify as Hispanic/Latino, a population that grew by 19.2% from 2010 to 2021. The area features modest suburban starter homes, and nearly 75% of housing units are single-family, fostering family households and a homeownership rate comparable with that of the county despite lower median incomes. Renters, concentrated near the Glenmont Metro station, face significant cost burdens, with 27.5% spending over half their income on housing. The area trends younger but is experiencing growth in its older population, highlighting a need for balanced development strategies.



Questionnaire

The study gathered feedback through a questionnaire that received 273 responses. However, the respondents were not representative of the study area's demographics. Hispanic/Latino residents, renters, people under age 25, and low-income households were significantly underrepresented, while non-Hispanic White and high-income households were overrepresented. For example, only 9.6% of respondents identified as Hispanic/Latino, compared with 50.7% in the area, and just 6.2% were renters, compared with 34% in the study area.

Key findings from the questionnaire revealed notable variations in community perceptions and needs:

- **Cycling safety:** Younger and Hispanic/Latino respondents viewed cycling as unsafe, while older respondents often marked it as “not applicable.”
- **Transit use:** Renters and younger residents reported higher transit use, contrasting with wealthier respondents, who relied less on public transit.
- **Public spaces:** Hispanic/Latino respondents, who frequently use public spaces, expressed lower satisfaction with their quality and safety.
- **Housing:** Renters were less satisfied with housing options than homeowners, reflecting the area's affordability challenges.
- **Street vendors:** Younger and Hispanic/Latino residents valued street vendors, emphasizing their cultural and economic significance.
- **Walking safety:** Hispanic/Latino and younger respondents expressed more concerns about walking safety, likely informed by their frequent use of public amenities.

The study highlights the importance of inclusive engagement and equitable development strategies to meet the diverse needs of Glenmont's residents. Addressing underrepresented voices and prioritizing affordable housing, transportation, and public space improvements will be crucial in fostering a thriving and inclusive community.

See Appendix 2 for a complete analysis of the Questionnaire.

Key Themes from Community Engagement

The engagement effort revealed a range of interconnected priorities and concerns, which coalesced into three major thematic areas:

1. Mobility and Connectivity

Residents emphasized the need for significant improvements in pedestrian, bicycling, and transit infrastructure. Key issues included: Lack of safe pedestrian crossings along major thoroughfares like Georgia Avenue and Randolph Road.

- Poorly maintained or non-existent bike lanes, which limit the feasibility of bicycling as a transportation option.
- Traffic congestion near the Metro station and local schools, exacerbating safety and accessibility concerns.

Community suggestions:

- Develop pedestrian-friendly streetscapes with wider sidewalks, improved lighting, and traffic-calming measures such as speed bumps and signage.
- Expand the network of bike lanes and trails to connect neighborhoods with parks, schools, and transit hubs.
- Implement “Complete Streets” principles to create a safe and inclusive roadway environment for all users.

2. Housing and Equity

The affordability and accessibility of housing emerged as critical concerns. Rising rents and the potential for displacement were recurring themes, particularly among vulnerable populations.

Community suggestions:

- Adopt policies that encourage the development of mixed-income housing, ensuring a balance between affordability and market-rate options.
- Prioritize equitable development practices that include robust community input and protections against displacement.

3. Cultural and Economic Vitality

Glenmont’s cultural diversity and active commercial scene were identified as defining characteristics that must be preserved and enhanced.

Community suggestions:

- Support small businesses through financial assistance programs, marketing campaigns, and technical training.
- Foster cultural vibrancy by incorporating public art, community events, and programming that celebrates Glenmont’s heritage.
- Develop community-oriented retail spaces that cater to local needs while encouraging foot traffic and economic activity.

Community suggestions are reflected, either directly or indirectly, in the strategies outlined in Chapter 5. While community input meaningfully informs planning recommendations, it is often challenging to establish a direct, linear connection between specific feedback and the development of a particular strategy. Nevertheless, incorporating community feedback remains essential to crafting effective and responsive strategies.

Partners for Economic Solutions (PES) Analysis

Partners for Economic Solutions conducted a focused analysis of Glenmont's informal and small business ecosystem, providing critical insights into the area's economic dynamics. The study included interviews with nine businesses at the Glenmont Shopping Center and two informal vendors, coupled with site visits to document existing conditions. See Appendix 3 for a complete report.

Challenges identified:

Rising costs: Many small businesses reported challenges related to rising rents and operating costs, which threaten their viability.

Limited support: Informal businesses, in particular, struggled with limited access to resources such as marketing, financial assistance, and regulatory guidance.

Competition: The influx of chain stores and e-commerce platforms posed significant competition, reducing foot traffic for smaller, locally owned businesses.

Opportunities highlighted:

Business support programs: Respondents/business employees expressed strong interest in initiatives to enhance marketing, financial literacy, and collaborative opportunities among local retailers.

Flexible retail spaces: The creation of adaptable commercial spaces that can accommodate both brick-and-mortar and informal businesses was identified as a priority.

Community-oriented retail: Respondents/business employees emphasized the importance of preserving Glenmont's unique cultural identity by supporting businesses that cater to local needs and reflect the area's diversity.

Conclusion

The findings from this outreach form a cohesive narrative about the aspirations and challenges facing the study area. Residents envision a community that balances growth with equity, enhances connectivity, and celebrates cultural diversity. By addressing these themes through targeted policies and interventions, Glenmont can evolve into a vibrant, inclusive, and sustainable area that meets the needs of its residents and businesses alike.





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CHAPTER 4

Geographic Analysis and a Future Vision

Thrive Montgomery 2050 highlights the advantages of transit-oriented development, which often incorporates mixed-use zoning alongside high-quality transit services. It modernizes these concepts by introducing Complete Communities and 15-minute living as key principles for neighborhood and district planning. The idea of 15-minute living focuses on creating communities that integrate housing, jobs, and retail spaces. This ensures that services, infrastructure, facilities, and amenities needed for daily life are within a short walking distance for residents and workers. It seeks to create neighborhoods where residents can access daily essentials—including work, shopping, healthcare, education, and recreation—within a 15-minute walk, bike trip, or transit ride. This model fosters equity, sustainability, and economic competitiveness by reducing reliance on cars

while promoting healthier lifestyles and stronger community connections.

The Glenmont Corridors Opportunity Study adopts these principles to evaluate how the Glenmont area can evolve into a walkable, transit-oriented, and equitable community. By focusing on accessibility and connectivity, this study provides a foundation for implementing *Thrive's* vision in Glenmont's unique context.

A relatively easy way to assess the “completeness” of the community is to analyze it from the perspective of 15-minute living. Staff employed a comprehensive geospatial analysis to evaluate the extent to which parts of the study area have access to certain amenities within a convenient 15-minute walk, bike trip, or transit ride.

Methodology: Geographic Analysis

The study area was divided into a grid of cells called a fishnet to organize spatial data. Staff also created a transportation network covering different ways to travel, such as walking, biking, and riding transit. Key destinations like retail, educational institutions, healthcare services, parks, restaurants, religious institutions, and recreational spaces were located and matched to their closest cell. Staff then calculated how long it would take to travel between these cells and destinations either by walking or using a combination of biking and public transit. Biking and transit are combined in this analysis to illustrate the expanded access provided by these options for travel without a private vehicle. Finally, the maps created showed which areas had 15-minute access to these destinations and which areas require improved access.

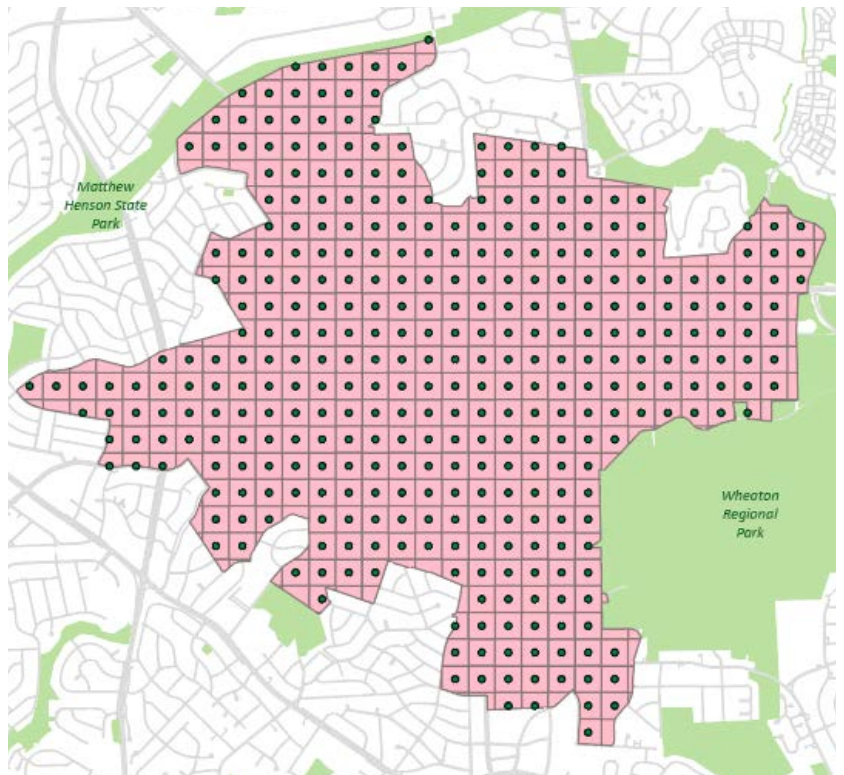


Figure 15: Dividing the study area into a grid of cells.

The methodology included:

- 1. Mapping destinations:** Essential services such as schools, healthcare facilities, parks, grocery stores, restaurants, and transit hubs were identified and analyzed.
- 2. Multi-modal travel networks:** Data were collected on pedestrian paths, bike lanes, bus routes, and Metro connectivity to understand mobility options.
- 3. Travel time analysis:** Travel times for walking, biking, and riding transit were calculated to identify areas of high and low accessibility.
- 4. Visualization:** Maps were created to depict gaps in access and highlight opportunities for improvement.

The study focused on key categories essential to 15-minute living:

- Educational institutions
- Healthcare facilities
- Shopping centers and supermarkets
- Parks
- Restaurants and retail centers
- Recreation centers and religious places

This analysis yielded maps such as Figure 18.

This map shows 15-minute access to educational institutions by walking. The lighter areas of map have no access to educational institutions within 15 minutes of walking, and darker areas have access to more than three educational institutions. Overall, 37% of the cells have no access and 9% of the cells have high access to educational institutions by walking.

Naturally, any analysis of this kind has its limitations. For example, it may not account for unofficial access routes known to neighbors. In addition, informal institutions such as a prayer group that meets in someone's living room might not be captured in this type of analysis.

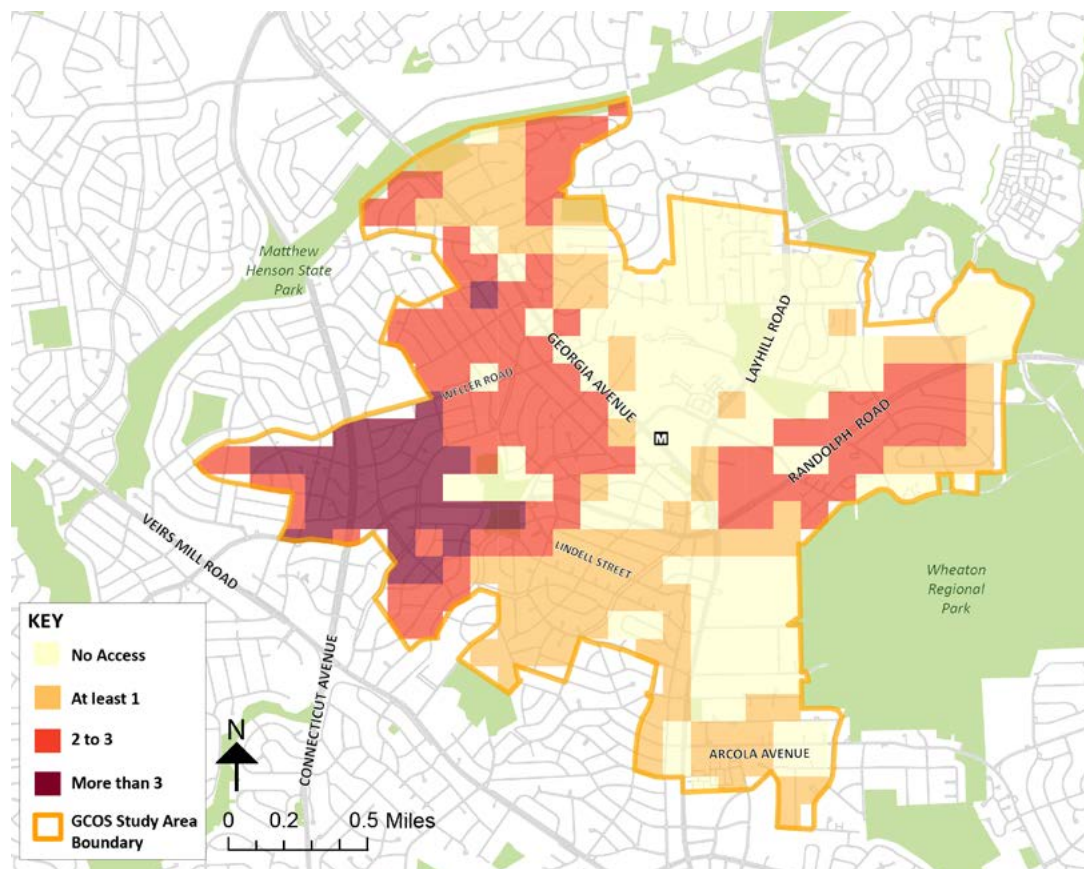


Figure 16: This map shows 15-minute access to educational institutions by walking.



Key Findings of the Geographic Analysis

The geospatial analysis of accessibility within the study area reveals notable disparities in access to key destinations, with significant differences between walking and the combined modes of biking and riding transit.

- **Educational institutions:** Access is limited for walkers, with 37% of the area having no access and only 9% enjoying high access. Biking and riding transit improve these figures, reducing no-access areas to 22% and increasing high-access areas to 34%.
- **Healthcare services:** Walking access is notably constrained, with 59% of the area lacking access and just 0.8% having high access. In contrast, biking and riding transit reduce the no-access proportion to 32% and raise high-access areas to 39%.
- **Shopping centers and supermarkets:** Walking provides moderate access, with 40% of the area lacking access and 28% achieving high access. Biking and riding transit further improve connectivity, reducing no-access areas to 24% and increasing high access to 59%.

- **Parks:** Walking access is particularly limited, with 53% of the area having no access and only 0.5% classified as high access. Biking and riding transit provide substantial improvements, reducing no-access zones to 17% and increasing high-access areas to 52%.
- **Restaurants and retail:** Both walking and biking/transit offer similar outcomes, with 19% of the area lacking access and 65% achieving high access.
- **Recreation centers and religious places:** For walkers, 34% of the area has no access and 13% has high access. Biking and riding transit improve these figures, with only 15% lacking access and 50% having high access.

Across all categories, 30% of the area has no access and 15% has high access by walking. Biking and riding transit reduce no-access areas to 27% and increase high-access areas to 59%. This analysis underscores the enhanced connectivity provided by biking and riding transit, while also acknowledging the limitations faced by those who cannot rely on these modes. Improving pedestrian access remains central to building truly complete communities.

Residential Units by Accessibility

Biking and Transit Accessibility

Within the study area, a total of 6,338 residential units are categorized into different levels of accessibility (no, low, moderate, and high) based on biking/transit and walking access.

For biking/transit accessibility, approximately 60% (3,797 units) are located in areas with high accessibility, reflecting a strong emphasis on connectivity to biking and transit options. Areas

with moderate and low accessibility account for 17.3% and 13.2%, respectively. Meanwhile, 9.6% (610 units) are in areas with no access to key destinations. These areas represent opportunities for future improvements to reduce car dependency by enhancing biking and transit access.

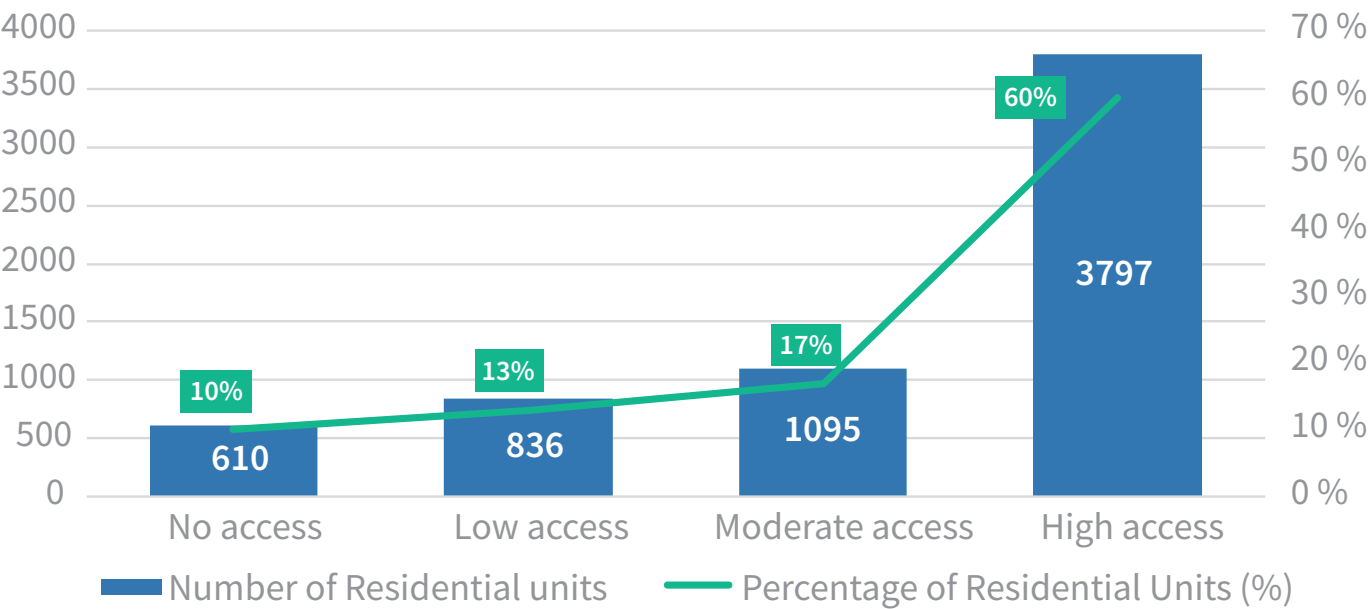


Figure 17: Graph showing residential Units by Biking and Transit Accessibility

Residential Units by Biking and Transit Accessibility		
Accessibility Level	Number of Residential Units	Percentage (%)
No Access	610	10%
Low Access	836	13%
Moderate Access	1,095	17%
High Access	3,797	60%

Walking Accessibility

For walking accessibility, the distribution of accessibility levels shows notable variation. Specifically, 42% (2,668 units) of residential units have moderate accessibility by walking, while 33% (2,093 units) and 10.6% (674 units) fall into areas with low and no accessibility, respectively. In total, areas with limited accessibility (low and no

access combined) account for 43.6% of residential units within the Study Area. In contrast, areas with high accessibility comprise only 14% (903 units) of residential units. This distribution underscores the need to promote walking as a viable mode of transportation through improved walkable infrastructure and better access to key destinations.

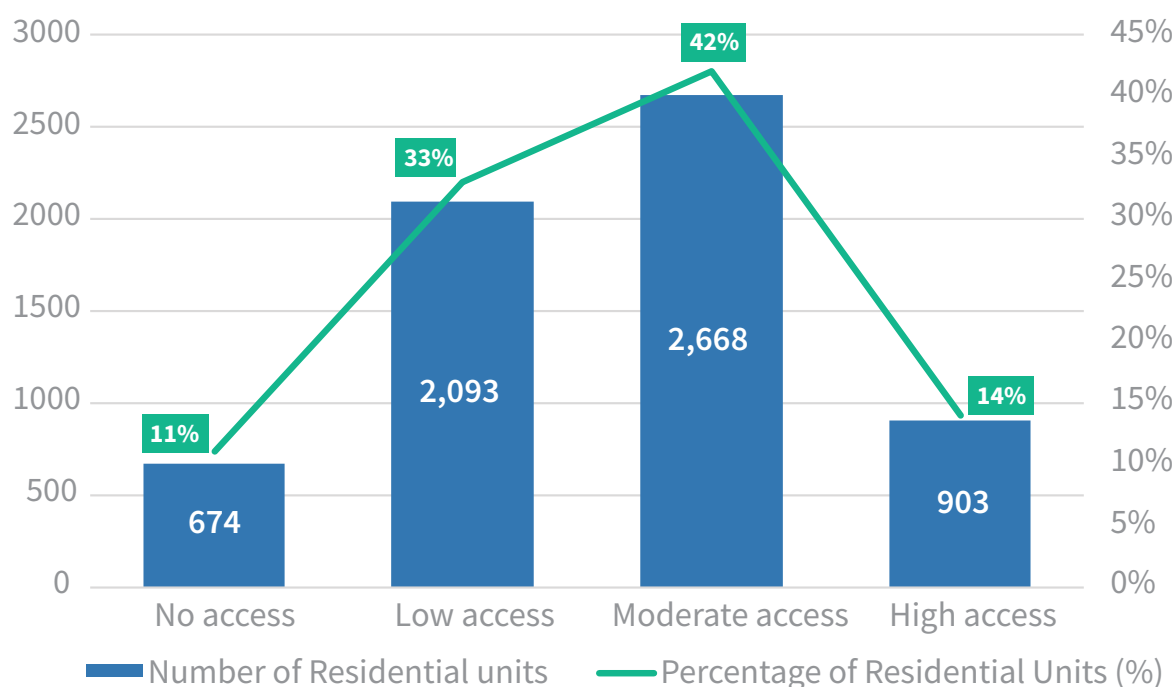


Figure 18: Residential Units by Walking Accessibility

Residential Units by Walking Accessibility		
Accessibility Level	Number of Residential Units	Percentage (%)
No Access	674	11%
Low Access	2,093	33%
Moderate Access	2,668	42%
High Access	903	14%

Mixed-Use Potential

Existing land-use patterns in Glenmont reflect suburban characteristics, but areas around the Metro station and major intersections offer significant opportunities for mixed-use redevelopment. These developments can reduce car dependency, foster economic growth, and create vibrant activity centers.

Gaps in Connectivity

Despite strong regional transit links provided by Metro and buses, local pedestrian and bicycling infrastructure is insufficient. Many areas lack safe crossings, continuous sidewalks, and protected bike lanes, limiting mobility and access for people walking and biking.

Public and Green Spaces

While Glenmont benefits from several parks and green spaces, their accessibility and distribution are uneven. Expanding public spaces and integrating them into the urban design can enhance recreation, stormwater management, and community cohesion.

Thrive Complete Community Metrics: Vision and Strategies

Metrics are essential for evaluating progress and guiding the implementation of Complete Communities. *Thrive Montgomery 2050* outlines key metrics to measure equity, sustainability, and economic resilience. These include:

- 1. Diversity and accessibility:** Metrics such as population density, racial and income diversity, and proximity to daily essentials help identify gaps and measure inclusivity.
- 2. Connectivity:** Indicators such as transit usage, car ownership levels, and public investment in active transportation assess progress toward a multi-modal transportation network.
 1. Economic vitality and housing affordability: Metrics such as employment growth, housing affordability, and increased commercial activity reflect the success of mixed-use development.
 2. Public spaces and sustainability: Measures like the number of co-located amenities and public realm investments track efforts to create accessible, vibrant community spaces.

These metrics and analysis serve as a bridge to the strategies detailed in Chapter 5. By embedding them into the planning process, the study ensures data-driven, targeted approaches to achieve *Thrive's* vision. For example, reducing car dependency is not just a goal but a measurable outcome that is reflected in increased transit usage. Similarly, the creation of a “central civic green” is closely linked to metrics evaluating enhancements to the public realm.

Chapter 5 will explore how these metrics and *Thrive's* principles translate into actionable strategies for Glenmont. By leveraging this framework, the Glenmont area can evolve into a model Complete Community, defined by accessibility, inclusivity, and sustainability. Through these efforts, Glenmont will not only meet the needs of its current residents but also serve as a thriving, resilient community for future generations.

Vision as a Foundation for Strategy

The illustrations below present a potential vision for the community. These images are grounded in existing plans and policies. They also incorporate the priorities identified by the community through our outreach and engagement efforts. These images not only approximate a shared vision for the neighborhood but also demonstrate what is achievable within the current policy, planning, and regulatory frameworks of the county.

Figure 19 depicts the area surrounding Glenmont Shopping Center at the intersection of Randolph Road and Georgia Avenue. It demonstrates how,

within the parameters of the Glenmont Sector Plan, significant improvements can be achieved using current zoning regulations, provided that future property consolidation occurs. The image also highlights the potential for Bus Rapid Transit (BRT) or similar systems on Georgia Avenue and Randolph Road. While this vision may take years or even decades to fully realize, incremental steps such as beautifying existing infrastructure, facilitating placemaking efforts, improving connectivity, or implementing BRT can help advance this vision over the coming years.



Figure 19: This image shows a potential vision for the Glenmont Shopping Center and its adjoining properties.



Figure 20: This vision shows how the intersection of Georgia Avenue and Shorefield Road could look.

Figure 20 envisions Georgia Avenue as a multi-modal corridor featuring more greenery and a median-running BRT. It also reimagines Georgia Avenue not just as a thoroughfare but as a destination in its own right. Here certain nodes become attractive stops for communities to experience the neighborhood and its amenities.



Figure 21: This image shows a new, more multi-modal vision for Randolph Road.

Figure 21 envisions Randolph Road as a street that not only supports diverse housing typologies but also has dedicated spaces for people walking, biking, rolling, and driving, and a landscaped buffer that separates cars from people.

Chapter 5 will explore how this vision and Thrive’s principles translate into actionable strategies for Glenmont. By leveraging this framework, the Glenmont area can evolve into a model Complete Community, defined by accessibility, inclusivity, and sustainability. Through these efforts, Glenmont will not only meet the needs of its current residents but also serve as a thriving, resilient community for future generations.



CHAPTER 5

Strategies

The Glenmont Corridors Opportunity Study does not modify the underlying sector plan recommendations but views those recommendations through the lens of the updated guidance from *Thrive*. This allows the study to formulate strategies to guide subsequent plans, policies, and investments.

This chapter is structured into seven sections, each addressing critical elements for shaping Glenmont's future. These sections build on a similar, albeit more comprehensive, framework, established by *Thrive Montgomery 2050*, ensuring alignment with countywide goals of equity, environmental resilience, and economic vitality.

Although the strategies are presented in a sequential manner, there is significant overlap in their goals and values. For instance, transportation recommendations that make walking, biking, and rolling easier inherently benefit groups whose access to cars may be limited or non-existent. Similarly, strategies that encourage social connections through urban design interventions can meaningfully improve health and safety outcomes for the community.

A | Complete Communities: Advocating for a Mix of Uses and Urban Forms

The vision for Glenmont as a complete community focuses on creating an inclusive, connected, and vibrant environment where residents can access daily essentials, recreational opportunities, and services within a short distance from their homes. The Glenmont Corridors Opportunity Study embraces the principles of Complete Communities

to create vibrant, accessible neighborhoods where daily needs—work, shopping, healthcare, education, and recreation—are within a 15-minute walk, bike, or transit ride. Rooted in the transformative concept of the 15-minute city, this approach prioritizes accessibility and sustainability, reducing car dependency while fostering healthier



Figure 22: Glenmont Core

lifestyles and stronger community connections. Aligned with *Thrive Montgomery 2050*, Complete Communities emphasize transit-oriented development and mixed-use zoning to support diverse land uses, infrastructure, and services.

The study explores how the area can apply these principles, evolving into a dynamic community that reflects its residents' needs and aspirations. By thoughtfully integrating amenities, infrastructure, and public spaces, the study aims to reduce barriers, promote equity, and transform this area into a model of sustainable, people-oriented urban growth. This vision enhances connectivity and quality of life for everyone. It is supported not only by sound analysis and policy, as detailed in Chapter 4, but also by community input, as outlined in Chapter 3.

1. The 15-Minute Community Model

The future development of Glenmont's core and surrounding areas, including the WMATA property on the western side of Georgia Avenue, should

exemplify a Complete Community based on the 15-minute living principles. This model prioritizes access to grocery stores, healthcare facilities, parks, schools, and local retail within walking or biking distance. Success requires comprehensive outreach and education to build community understanding of the concept's benefits while addressing its limitations, such as feasibility for certain populations and land-use constraints. The model must be tailored to reflect Glenmont's unique context, emphasizing safety, connectivity, and inclusivity. As mentioned in Chapter 4, the study area has the potential to become a more walkable and bike-friendly community. Currently 30% of the area lacks access to essential amenities within a 15-minute walk. However, this figure improves slightly to 27% when biking or public transit are included as options. While 59% of the area enjoys high accessibility, particularly when using public transit, improving access to the core will significantly enhance 15-minute living in Glenmont even for those who choose to walk, bike, and roll.



Figure 23: Restaurants opening to a public space make for an active street, especially when combined with greenery, as shown in this example from Rockville Town Center.

2. A Central Civic Green with Satellite Open Spaces

As highlighted earlier and consistent with the 2013 Plan, Glenmont has a robust assortment of well-maintained parks; however, it is missing a Civic Green space that blends opportunities for play and recreation with opportunities for civic activities and formal and informal retail. Redevelopment of the Glenmont Shopping Center site, development of the WMATA properties, and introduction of BRT stations can provide these features. Also, any new large development, presents an opportunity for more Privately Owned Public Open Space (POPS).

Below are suggested criteria that can make this effort successful:

- **Engaging features:** Active and engaging features in the new public areas that can be used by residents of all ages.
- **Urban design cohesion:** A consistent aesthetic that strengthens the core's visual identity.
- **Street activation:** Retail frontages, interactive art, or temporary uses like pop-ups and food trucks.
- **Event support:** Infrastructure for outdoor activations, such as holiday markets or art fairs, to enhance Glenmont's local business ecosystem and cultural appeal.

This Civic Green can be a Privately Owned Public Open Space (POPS).



Figure 24: A Privately Owned Public Open Space (POPS) with retail and restaurants can meaningfully activate the Glenmont core, as shown in this example from Pentagon Row.

3. Local Retail and Housing Options

Mixed-use developments should integrate essential services such as grocery stores, pharmacies, and healthcare facilities, reducing car dependency and enhancing convenience for all residents, particularly seniors and individuals without private transportation. Future growth must also support diverse housing types, including townhomes, duplexes, and midrise apartments, to create a balanced and inclusive community. A further explanation of housing strategies can be found in C. Housing: Prioritizing Diverse and Affordable Housing Options.

By embracing these strategies, the area can transition into a model complete community, where daily life is convenient, dynamic, and equitable.

B | Compact Growth: Emphasizing Corridor-Focused Development

Thrive seeks to focus residential, retail, commercial, and community-oriented development within centers and along corridors. It underscores the importance of corridor-focused growth in creating vibrant, sustainable, and equitable communities. In Glenmont, Georgia Avenue and Randolph Road serve as the primary corridors, with opportunities to concentrate development near key transit nodes such as the Glenmont Metrorail station and future BRT stations. These corridors can anchor high-density, mixed-use developments while fostering walkability and community connectivity.

1. Principles of Corridor-Focused Growth

Guided by *Thrive*, Glenmont's corridors should exemplify compact, transit-oriented development. Key principles for growth include:

- **Transit-Oriented Development:** Concentrate mixed-use growth near transit hubs to promote a vibrant and walkable community.
- **Safe and Accessible Pathways:** Create protected crossings, sidewalks, and bikeways to improve mobility for all residents.
- **Diverse Opportunities:** Support housing and employment diversity to equitably meet community needs.
- **Green Infrastructure:** Integrate environmentally resilient features to improve community health and aesthetic appeal.
- **High-Quality Design:** Use form-based design codes to create cohesive and inviting streetscapes.

2 . Housing Diversity Strategies Along the Corridors First

Redevelopment in Glenmont should promote diverse housing typologies, such as townhomes, duplexes, and small multi-family units, to increase housing supply and inclusivity, especially on parcels along the Georgia Avenue and Randolph Road.

This approach supports environmental sustainability, economic competitiveness, and equity by reducing sprawl, enhancing walkability, and improving access to jobs and amenities. It also meaningfully leverages transit infrastructure like BRT systems and regional rail networks to anchor this development.



Figure 25: Housing diversity can improve access to higher quality housing; this is an example from Oklahoma City.

3. Strengthen Glenmont's Identity Through Placemaking

Glenmont's unique character should be enhanced with placemaking strategies that reflect its cultural diversity. Public art, murals, and signage can celebrate local history and establish Glenmont as a distinct and welcoming destination. Temporary activations that bring vibrancy to the area can also encourage placemaking. While the absence of a designated urban district presents challenges, this approach could become more feasible as private developments progress. These activations could occur through partnerships with private developers to host public events and activities within their properties, fostering community engagement and creating dynamic public spaces that highlight the potential of the area. The Mid-County Regional Services Center could play a role in supporting collaborative efforts between owners and local organizations to implement these actions. For example, a beloved local landmark such as Tacos Don Perez could serve as a focal point for a cultural or community event, including activations that celebrate the area's unique identity.

4. Safe, Multi-modal Access

Corridors can be arteries of economic and community vitality. However, when they lack safe, accessible, and approachable crossings, they often physically divide neighborhoods, as indicated by the community in the mapping exercises. Ensuring that all neighborhoods have equitable access to parks, public spaces, and essential services, as well as meaningful connections across corridors, should be priorities when developing corridors.

By adhering to *Thrive Montgomery 2050*'s vision, Glenmont's corridors can become models of compact growth that balance transit-oriented development, environmental resilience, and equitable access to amenities, creating a thriving, sustainable community.

C | Transportation, Safety, and Accessibility

Transportation strategies for Glenmont aim to create a safe, accessible, and multi-modal network that prioritizes equitable mobility, safety, and environmental sustainability while enhancing connectivity to essential services and transit. Building on *Thrive*, the study emphasizes multi-modal corridors. Key considerations are wayfinding systems and signage to guide residents to public amenities, especially parks and transit stops. These measures address mobility gaps and ensure equitable access.

1. Vision Zero Safety Measures

Redesigning key intersections and corridors with Vision Zero principles is essential to making Glenmont safer for all users. Improvements such as pedestrian refuge islands, high-visibility protected crossings, and enhanced lighting will reduce conflicts and protect walkers, bikers, and rollers. Extending these principles across the entire study area will ensure safety beyond major corridors, fostering a cohesive approach to mobility for all residents. Community members frequently walk to the Glenmont core for shopping and transit, but the lack of a robust network for walking, biking, and rolling makes car usage more appealing. In addition, students from Wheaton High School and John F. Kennedy High School often travel to the core, and rely solely on walking, biking, or rolling as their primary modes of transportation.

The most important locations where safety should be improved are locations with a history of crashes involving vulnerable road users like pedestrians and bicyclists, as well as unsafe locations that discourage pedestrian and bicycle activity and would likely result in more crashes if those vulnerable users were present in larger numbers. In addition, safety improvement should focus on existing and anticipated future routes taken by vulnerable users, such as between residential and commercial destinations; bus stops and other transit stations; parks, trailheads, schools, libraries, and other public facilities; and religious and institutional gathering places, among others. Priority locations for safety improvements may include:

- Georgia Avenue at Randolph Road
- Georgia Avenue at Layhill Road / Judson Road
- Georgia Avenue at Urbana Drive
- Georgia Avenue at Regina Drive
- Georgia Avenue at Weller Road
- Georgia Avenue at Kayson Street
- Georgia Avenue at Mason Street
- Randolph Road at Glenmont Circle
- Randolph Road at Glenallan Avenue
- Layhill Road at Glenallan Avenue

The Montgomery County Department of Transportation (MCDOT) has received a Metropolitan Washington Council of Governments

Transportation Planning Board (TPB) Fiscal Year 2025 Regional Roadway Safety Program (RRSP) grant for the Randolph Road Safety Improvement Project, which will develop preliminary engineering designs of safety improvements for Randolph Road between Connecticut Avenue and Georgia Avenue. Because this design project is active, locations

along this segment are excluded from the priority location list above; however, future planning efforts should reassess the need for additional improvements along this segment of Randolph Road as the Randolph Road Safety Improvement Project progresses.

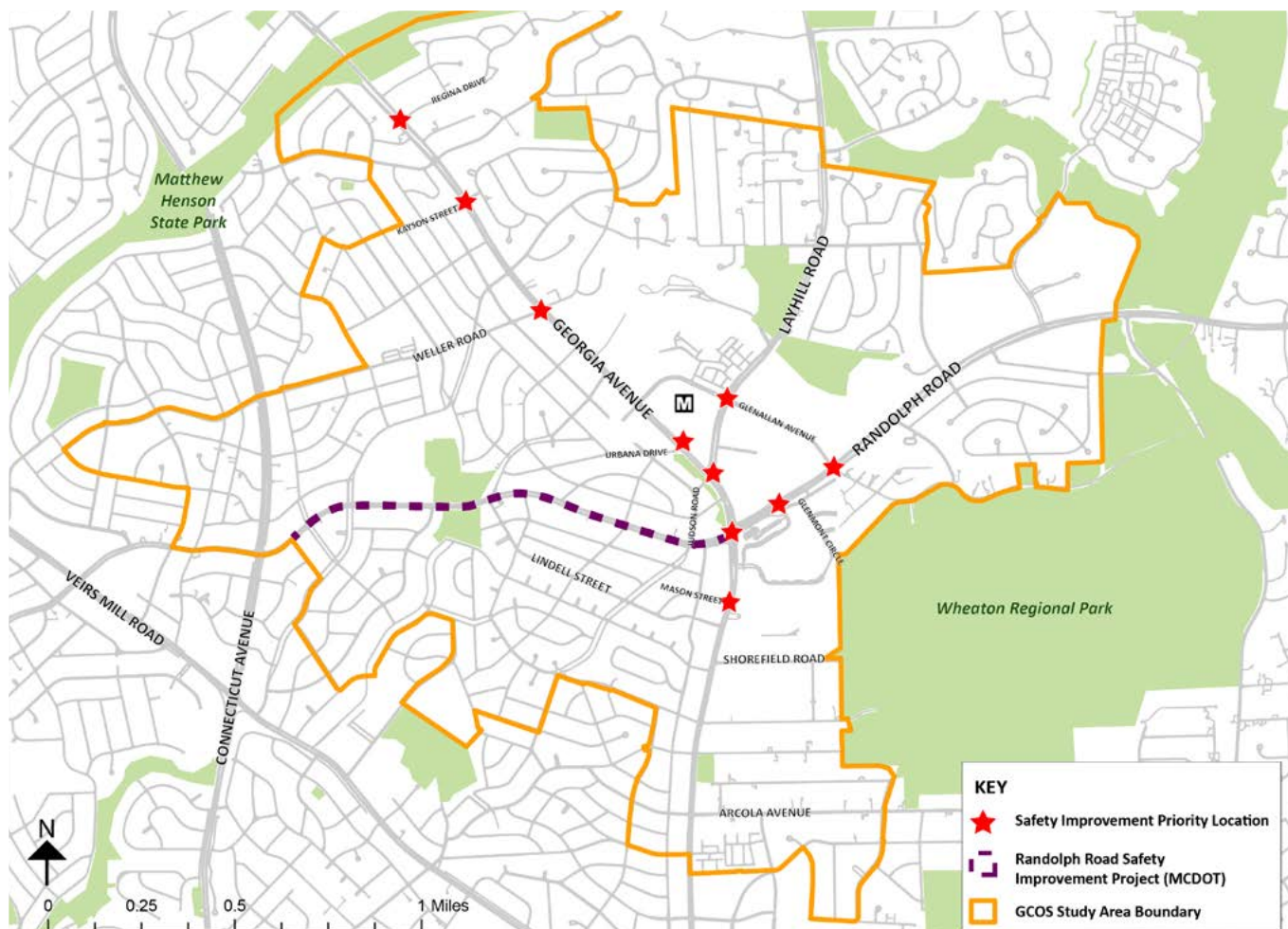


Figure 26: Priority locations for safety improvements.

Potential safety improvements are context dependent, and may include but are not limited to:

- More frequent protected crossings with high-visibility pavement markings.
- Lane widths and curb radii that are consistent with the minimum dimensions recommended in the Complete Streets Design Guide.
- Removing slip lanes that permit unsignalized right turns at signalized intersections and reconfiguring intersection geometries to more perpendicular angles that reduce the speeds of turning vehicles.
- Consistent street lighting to improve visibility.
- “No Right Turn on Red” restrictions at signalized intersections.
- Leading Pedestrian Intervals that permit pedestrians advance times to cross at signalized intersections.
- Physically separated pedestrian and bicycle facilities and street buffers that protect people who are walking, biking, and rolling from vehicular traffic.

- Curb extensions that reduce pedestrian crossing distances and slow turning vehicles.
- Median refuge islands that provide space for pedestrians to wait while crossing multi-lane roads.
- Protected intersections that provide physical barriers for bicyclists navigating turns at intersections.
- Closing or consolidating median breaks at unsignalized intersections.
- Raised intersections or crosswalks that prevent excessive vehicle speed and increase the visibility of people crossing the street.



Figure 27: A multi-modal street network can improve access and experience, especially for residents, as shown in this example from Arlington, Virginia.

2. Improved Bicycle and Pedestrian Infrastructure

A network of protected bike lanes and sidepaths will provide safer routes linking neighborhoods to transit hubs, parks, and commercial centers. In alignment with *Thrive's* call to “create a finer-grained network of streets along our suburban corridors” (*Thrive* pg. 117), these improvements will enable seamless connectivity for bicyclists from their origins to their destinations, encouraging active and sustainable transportation. Protected

bike lanes and expanded sidewalks must form a comprehensive network linking neighborhoods, transit hubs, and community facilities. This finer-grained connectivity supports safe, active travel options and aligns with countywide Complete Streets policies (*Thrive*, pg. 115).

3. Enhanced Transit Service and Amenities

More frequent and reliable WMATA and Ride On services will significantly increase transit accessibility, especially for residents without cars. Enhancing bus, BRT, and Metro stops with shelters, seating, lighting, secure bike parking, and real-time arrival information will improve the transit experience and encourage more people to use public transit. Future BRT stations should incorporate small-scale mixed-use elements like local vendors, pop-up libraries, kiosks, and public art displays to enhance convenience and community life. Integrating BRT and enhanced Metro services will establish Glenmont as a hub of transit-oriented development. Further, incorporating dedicated transit lanes will enable reliable, high-quality BRT service and encourage increased transit usage.

4. Expanded Sidewalks and Walkability

Expanding sidewalks with wider paths, lighting, and landscape buffers will promote walking as a viable and safe mode of travel. Obstacles must be removed to ensure that there are accessible routes for all, connecting neighborhoods to the Glenmont core and beyond.

5. Safe Routes to Schools and Parks

The study area's two high schools, Wheaton and John F. Kennedy, generate significant pedestrian activity. Establishing well-marked pedestrian and bike routes to these schools, local and regional parks, and other community destinations will create safe and active travel options for students, families, and residents of all ages. Integrating these strategies will ensure a transportation framework that prioritizes safety, connectivity, and accessibility for all modes of travel.

6. Shared Parking Solutions

Develop shared parking solutions to make more efficient use of space near transit and reduce reliance on individual parking lots, encouraging a walkable and transit-friendly environment. The shared parking solutions should include WMATA's significant parking infrastructure around the core, if feasible.



D | Housing

Diverse and affordable housing options are central to Glenmont's transformation into a complete and inclusive community. *Thrive Montgomery 2050* calls for housing that meets the needs of residents across all income levels, ages, and family structures (*Thrive*, pg. 121).

1. Mixed-Income and Affordable Housing Through Redevelopment

Incorporating mixed-income developments near transit hubs can balance affordability and accessibility, ensuring that both current and future residents benefit from Glenmont's growth. Density bonuses for affordable housing, enabled by existing zoning, should prioritize inclusive development. In addition, the Optional Method development through the CR zone may provide opportunities to further *Thrive's* housing for all policies.

2. Expanding Housing Typologies

Policies, plans, and other interventions should promote a variety of housing types, including townhomes, duplexes, and midrise apartments, catering to families, seniors, and young professionals. This diversification supports housing affordability and encourages homeownership within the community. Housing typologies must reflect the diverse needs of current and future residents. Factors such as marital status, age, gender, family size, ability, or economic status should not limit residents from fully benefiting from all that the area has to offer. Housing interventions must align with the county's equity goals, ensuring that historically underrepresented groups have access to quality housing. Efforts should focus on reducing barriers to housing access and fostering socioeconomic diversity within new developments (*Thrive*, pg. 135).

E | Environment and Green Spaces

Parks and open spaces are critical components of Glenmont's redevelopment that provide recreational, social, and environmental benefits to residents. Consistent with *Thrive's* emphasis on accessible and adaptable public spaces, Glenmont must prioritize the creation and enhancement of parks that meet diverse community needs.

1. A Central Civic Green

As mentioned earlier, a signature Civic Green with a balanced blend of hardscaping and landscaping in Glenmont's core can anchor community life. This space would offer flexible areas for recreation, events, and gatherings. Its integration with surrounding developments, such as the shopping center redevelopment, will further enhance accessibility and usability.

2. Expanded Park Connectivity

Improving pedestrian and bike connections to nearby parks, including Wheaton Regional Park, will make active recreation facilities more accessible to all residents. Enhanced trails and safe crossings will further link parks to transit hubs and neighborhoods, encouraging active use. Areas with significant development potential, including the Glenmont Forest Apartments and future interventions on Randolph Road, present significant opportunities to address these connectivity challenges. For example, neighborhoods in the eastern portion of the study area, such as those around John F. Kennedy High School, face limited walking and biking access to Wheaton Regional Park despite their proximity to the park, highlighting the need for targeted improvements as recommended in the 2022 Wheaton Regional Park Master Plan.

3. Economic Activity in and around Parks

Montgomery Parks values small-scale economic activities, like food trucks, to enhance parks and encourage longer visits. The Wheaton Regional Park Master Plan (2022) recommends designated food truck areas with infrastructure, including electrification and utilities for mobile outlets. These strategies benefit park visitors arriving via transit, walking, or biking, who can't carry food or supplies. Supporting these activities also fosters opportunities for small business

owners and entrepreneurs to engage in park commerce, creating vibrant community spaces that meet diverse needs while integrating modern conveniences into public recreational areas.

4. Green Infrastructure

New and existing parks should continue sustainable practices, such as expanding the tree canopy, using native plantings, and managing stormwater appropriately, to contribute to climate resilience and environmental health.



Figure 28: Green infrastructure allows for sustainable use and encourages rest and recreation, as shown in this example of The Solaire in New York.

F | Equity

Equitable considerations are central to the future planning of Glenmont, ensuring that all residents benefit from growth and redevelopment.

1. Equity at the Core of Glenmont's Future

The Montgomery Planning Equity Agenda and *Thrive Montgomery 2050* both emphasize the importance of addressing disparities and fostering inclusion to achieve social justice (*Thrive*, pg. 39). To achieve inclusive participation in future planning processes, culturally responsive outreach must explicitly target renters, immigrants, and communities of color. Initiatives will include multi-lingual resources, accessible meeting locations, and participatory approaches tailored to engage these groups meaningfully, consistent with the community feedback practices detailed in *Thrive*.

2. Equitable Access to Services

This strategy applies to ongoing development applications, public improvement projects, and plans. Redevelopment must prioritize equitable access to housing, transportation, and amenities for all income levels and abilities. This includes the integration of affordable housing, enhanced transit options, and universally designed public spaces.

3. Sustaining Community Feedback

Establishing a feedback loop ensures that strategies remain adaptive and responsive to evolving needs. Transparency and accountability mechanisms will guide implementation across Glenmont's planning framework, including master plans and zoning decisions. Even the limited engagement achieved in this study showed that the community is highly engaged and willing to participate in planning and policy decision-making. Meaningfully engaging this community is a straightforward way to build on its strengths. By aligning with *Thrive's* vision for racial equity, environmental resilience, and economic competitiveness, this strategy informs development applications, public investments, and long-term planning. This approach reflects a holistic commitment to creating a vibrant and equitable community.

G | Economic Competitiveness

Any future redevelopment of the Glenmont core, especially the shopping center, represents a significant opportunity to enhance its socioeconomic and cultural value while ensuring the long-term viability of the small and informal businesses that contribute to its unique character. Thoughtfully designed strategies, grounded in the study's analysis and community insights, are essential for acknowledging the center's business culture, supporting economic growth, and fostering sustainable development.

1. Supportive Redevelopment for Small and Informal Enterprises

To safeguard the vibrant ecosystem of small and informal businesses in the Glenmont Shopping Center, redevelopment efforts must prioritize continuous monitoring and integration. This approach ensures that the evolving needs of existing enterprises are assessed and addressed in future plans, promoting their long-term sustainability. Informal businesses rely heavily on high visibility and accessibility; redevelopment strategies should position these businesses in prime locations to maintain customer foot traffic and recognition. Establishments such as small-scale childcare facilities or early-childhood development centers can also benefit from support with regulation and access to the market. Moreover, aligning county regulations and permitting processes with the unique requirements of small enterprises will streamline their operations and provide access to resources that encourage growth.

2. Acknowledge the Unique Identity of the Shopping Center

A hyperlocal development approach is critical for ensuring that redevelopment aligns with the needs and aspirations of the existing community. Equitable access to affordable spaces for businesses and residents is paramount to achieving balanced growth. Community-driven design initiatives that engage stakeholders in co-creating

spaces that reflect Glenmont's cultural diversity will help meet evolving community needs while fostering a sense of pride and ownership. The community in this area will likely welcome any future development that is culturally sensitive and addresses their desire for a more vibrant community.

3. Enhancing Business Longevity and Community Engagement

Tailored programs and events that spotlight local enterprises, reinforcing their economic and cultural significance, can strengthen the diversity and longevity of businesses in the shopping center. Safety-focused infrastructure, including improved lighting and pedestrian-friendly designs, will create welcoming spaces for patrons and businesses alike. Inclusive communication strategies, such as multi-lingual outreach, will build trust and encourage meaningful participation in planning processes.

4. Flexibility and Opportunities for Small Vendors

Supporting innovative and flexible business models, such as food trucks and pop-up vendors, will diversify Glenmont's economic landscape. Streamlined permitting processes and events like local food festivals can provide additional platforms for small businesses to thrive, further enriching the area's commercial and cultural vitality.



CHAPTER 6

Conclusion

The Glenmont Corridors Opportunity Study presents a vision for transforming Glenmont into a vibrant, equitable, and sustainable community aligned with the principles of *Thrive Montgomery 2050*. By prioritizing Complete Communities, the study aims to enhance accessibility, connectivity, and inclusivity, enabling residents to thrive in a 15-minute living model where daily needs are within easy reach.

The study highlights Glenmont's potential as a transit-oriented hub, leveraging its proximity to the Metro, key bus routes, and major corridors. Through targeted strategies, the area can evolve into a mixed-use, walkable environment that balances growth with preservation of its unique character and diversity. Expanding multi-modal networks, enhancing pedestrian and bicyclist safety, and improving access to green spaces will support healthier and more sustainable lifestyles.

By leveraging Glenmont's excellent transit connections, including Metrorail, buses and major roads, the study proposes a walkable, mixed-use environment with easy access to jobs, housing, and amenities.

However, growth is not the only goal. The study prioritizes highlighting Glenmont's unique character and diversity. This includes expanding green spaces, making it safer to walk and bike, creating more affordable housing options, and providing opportunities for small businesses to thrive. It also ensures that everyone in Glenmont benefits from these improvements, especially those who have been historically underrepresented. Equity remains at the heart of the study's vision.

By embracing the principles and metrics of *Thrive Montgomery 2050*, the Glenmont Corridors Opportunity Study provides a framework for inclusive, sustainable growth that will serve as a model for future planning efforts across the county.

