



*implementation strategies*

## INTRODUCTION

This chapter details a series of action steps that will assist the town in achieving its vision and goals. The action items were identified through a comprehensive planning process that responded to the findings presented in this report as well as input provided by elected officials, town staff, citizens, business leaders, and members of the advisory committee. Many of the action items are considered critical—and in some cases, catalytic—to achieving longer-term goals. They include “bricks and mortar” projects as well as organizational and programmatic steps that will improve the town’s ability to respond to changes in the local and regional economic climate. Actions presented in this section should be accomplished in coordination with other Town of Upper Marlboro, Prince George’s County, and The Maryland-National Capital Park and Planning Commission efforts.

## IMPLEMENTATION MATRIX

The following section contains the Town of Upper Marlboro Action Plan Implementation Matrix. The matrix is a complete itemization of all strategic plan recommendations, including goals statements, implementation timelines, implementation leaders, and “order of magnitude” cost estimates. The matrix can be used to guide the town in setting implementation priorities, as well as helping shape its ongoing economic revitalization efforts over the next 10 to 20 years.

The sections of the matrix correspond to plan chapters, with goals and action items identified for each matrix section. Timeframes and implementing entities are specified for each action item, along with estimated costs. Lead implementation entities are those that will be responsible not only for financing and/or construction, but entities that will need to advocate for particular action items and take a leadership role in bringing stakeholders together.

Keys to all abbreviations and symbols can be found at the bottom of each page of the matrix.

### TOWN OF UPPER MARLBORO ACTION PLAN

#### IMPLEMENTATION MATRIX

##### Vision Statement

*“Downtown is the historic heart of Upper Marlboro. In the future, it will be an attractive and vibrant place to work, dine, shop, and to enjoy the town’s natural beauty. While still a small town, Upper Marlboro will be known throughout the region as a quaint historic village with a strong reputation as a family-friendly community. The town’s water and natural amenities will create opportunities for passive recreation, new residential living, and community-based activities that celebrate the town’s heritage. Upper Marlboro will also be a place where local residents and visitors will be able to enjoy downtown; whether browsing the local shops, relaxing at a café, attending a community function at the Old Academy building, or meeting friends for an evening meal and walk along the pond. In the future, a new town/county partnership will help address long-standing issues and give Upper Marlboro residents a greater stake in the future of their community.”*

Goal/Action	Implementation Lead		Implementation Timing			Estimated Cost
	Public	Private/ Nonprofit	1-3 Years	4-10 Years	10+ Years	
<b>URBAN DESIGN AND THE PUBLIC REALM</b>						
GOAL 1: ENHANCE PUBLIC ACCESS TO AND USE OF THE TOWN CORE'S AMENITIES.						
Action 1. Create a Judges Drive walkway loop extension.	TC			X		B
Action 2. Develop a new Western Branch trail system with passive recreation and trailhead parking facilities at the East Main Street/MD 725 crossing and the Water Street crossing at the Old Port site.	TC, ACE			X		C
Action 3. Construct a new Schoolhouse Pond community amphitheater, park, playground, and pavilion with associated boardwalk maintenance improvements.	PP			X		D
GOAL 2: IMPROVE PEDESTRIAN ACCESS AND CIRCULATION THROUGHOUT THE TOWN.						
Action 1. Improve the Boys and Girls Club recreational park and trail facilities.	PGC			X		TBD
Action 2. Create new neighborhood park and walkway/bikeway linkages within the new single-family residential infill on the Clagett and Smith sites.	PP				X	TBD
Action 3. Develop a Depot Pond trail system that connects to the community center and the proposed Western Branch trail.	PP, PGC				X	TBD

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##### PRIVATE/NONPROFIT SECTOR

BO—Business Owners

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#### ESTIMATED COST

A—Under \$25,000

B—\$25,000 to \$100,000

C—\$100,000 to \$500,000

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Goal/Action	Implementation Lead		Implementation Timing			Estimated Cost
	Public	Private/ Nonprofit	1-3 Years	4-10 Years	10+ Years	
<b>GOAL 3: IMPROVE THE APPEARANCE OF THE TOWN CORE AND OTHER IMPORTANT UPPER MARLBORO DESTINATIONS.</b>						
Action 1. Enhance the Main Street, Pratt Street, Elm Street, and Water Street streetscapes through utility relocation, expanded brick walkways, pedestrian-scale lighting, and coordinated site furnishings.	TC, SHA, DPW&T			X		D
Action 2. Develop a coordinated and consistent public signage system.	TC, PGC, SHA			X		TBD
Action 3. Develop a gateway park/plaza at Main Street and Governor Oden Bowie Drive.	TC, PP			X		C
Action 4. Work with the county to make Show Place Arena festival grounds pathway and landscape improvements.	PP, PGC, SHA, TC					
<b>TRANSPORTATION AND INFRASTRUCTURE</b>						
<b>GOAL 1: IMPROVE VEHICLE ACCESS THROUGH UPPER MARLBORO AND RELIEVE TRAFFIC CONGESTION IN THE TOWN CORE.</b>						
Action 1. Install new traffic signals at key intersections.	TC, SHA			X		C
Action 2. Widen the Water Street Bridge or construct a parallel bridge.	TC, SHA, ACE				X	E
Action 3. Realign the Old Crain Highway/Old Marlboro Pike/Main Street intersection to form a traffic circle or roundabout.	TC, SHA				X	D
Action 4. Extend School Lane to link with the future Brown Station Road extension to Old Crain Highway.	DPW&T, TC				X	TBD

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	Public	Private/ Nonprofit	1-3 Years	4-10 Years	10+ Years	
Action 5. Create a neighborhood street connection to Valley Lane from the Water Street and Judges Drive intersection.	TC, DPW&T				X	TBD
Action 6. Improve Valley Lane.	TC			X		TBD
Action 7. Construct a new neighborhood street along the old railroad right-of-way to connect the Valley Lane extension to Old Crain Highway.	TC				X	TBD
Action 8. Use variable electronic message signs to direct traffic during special events and traffic incidents.	TC, SHA			X		TBD
Action 9. Realign Judges Drive to connect with Governor Oden Bowie Drive at Main Street/Marlboro Pike to create a four-leg signalized intersection.	TC, SHA, ACE			X		E
Action 10. Transform Main Street and Pratt Street into a one-way couplet.	TC, SHA			X		B
Action 11. Construct Brown Station Road Extension between Old Marlboro Pike and Old Crain Highway and establish a traffic circle at the new intersection with Old Crain Highway.	TC; DPW&T				X	TBD
Action 12. Realign the intersection of Marlboro Race Track Road and Largo Road (MD 202) at Marlboro Pike (MD 725).	TC, SHA				X	TBD
Action 13. Construct a new frontage road along the southern side of MD 4 as part of a future development adjacent to the Prince George's County Equestrian Center.	SHA, PP, PGC			X		TBD
Action 14. Realign and improve the intersection of Water Street and the Show Place Arena entrance at the MD 4 eastbound ramps with a traffic circle.	SHA, PP, PGC				X	TBD

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<b>GOAL 2: IMPROVE THE AVAILABILITY AND APPEARANCE OF TOWN CORE PARKING.</b>						
Action 1. Create a surface parking lot or deck on Water Street to support new mixed-use infill.	PGC, RA	PO	X			A
Action 2. Create a surface parking lot on the northeastern corner of Old Mill Road and Elm Street that will support the adaptive use of the Old Marlboro Academy.	PGC, RA, TC			X		C
Action 3. Pursue shared parking legislation and agreements and reconfigure existing parking to optimize both public and private surface and structured parking resources.	TC, RA	PO	X			A
Action 4. Develop clear, consistent, and permanent wayfinding signage of the proper scale for motorists.	TC, SHA		X			B
Action 5. Enhance town public surface parking lots through new paving and striping, landscape screening, lighting, and signage.	TC, PGC		X			C
<b>GOAL 3: INCREASE WALKABILITY IN UPPER MARLBORO BY PROVIDING CONTINUOUS PEDESTRIAN CONNECTIONS AND A PLEASANT STREETScape ENVIRONMENT.</b>						
Action 1. Improve the town core streetscape.	TC, SHA			X		D
Action 2. Develop a wayfinding system for pedestrians in the town core.	TC, SHA		X			B
Action 3. Improve the three-way crosswalk at the intersection of Elm Street and Governor Oden Bowie Drive.	TC, PGC			X		B

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Action 4. Make walkway extension improvements along Old Marlboro Pike, Main Street, and Old Crain Highway and create new neighborhood crosswalks at the Spring Branch Road, Old Mill Road, and Rectory Lane intersections of Old Marlboro Pike.	TC, SHA			X		B
Action 5. Develop an interconnected sidewalk/walkway/trail system that links to important town destinations.	TC, PGC, DPW&T, SHA			X		TBD
Action 6. Encourage bicycle use by providing designated bike lanes and bike racks at public buildings and parking lots.	TC, PGC		X			A
Action 7. Upgrade and brand a unique town trolley.	TC, DPW&T		X			A
<b>HISTORIC PRESERVATION</b>						
<b>GOAL 1: MAINTAIN THE INTEGRITY AND CHARACTER OF UPPER MARLBORO'S HISTORIC NEIGHBORHOODS AND TOWN CORE.</b>						
Action 1. Conduct an additional study to determine Upper Marlboro's eligibility for a town-wide local or National Register historic district.	PP, TC		X			A
Action 2. Conduct a survey to identify additional properties in town that may be individually eligible for designation as a county historic site or National Register historic property.	PP, TC		X			A
Action 3. Evaluate the residential areas of town to determine if there is potential for a residential historic district or an architectural conservation district.	PP, TC		X			A

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Action 4. Evaluate historic properties for their potential for inclusion in a National Register multiple (thematic) listing.	PP, TC		X			A
Action 5. Develop a preservation plan for the Town of Upper Marlboro.	PP, TC		X			A
Action 6. Create voluntary design guidelines for the town's undesignated historic resources.	PP, TC		X			A
Action 7. Study the potential for adaptive use of older buildings in town, such as the Old Marlboro Academy.	PP, PGC, TC		X			A
<b>GOAL 2: CELEBRATE UPPER MARLBORO'S EXTENSIVE HISTORY AND HISTORIC RESOURCES.</b>						
Action 1. Create a walking tour highlighting existing historic buildings and historic sites in Upper Marlboro.	TC		X			A
Action 2. Create two to three interpretive panels or wayside signs for installation at key locations in Upper Marlboro.	TC			X		A
Action 3. Develop brochures illustrating the history and architecture of Upper Marlboro.	TC		X			A
<b>ECONOMIC DEVELOPMENT</b>						
<b>GOAL 1: IMPROVE THE TOWN CORE BUSINESS MIX TO BETTER SERVE THE NEEDS OF UPPER MARLBORO RESIDENTS, WORKERS, AND VISITORS.</b>						
Action 1. Retain existing community-serving businesses and recruit new businesses to fill town core building vacancies.	TC, EDC	BO	X			A

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<b>GOAL 2: PROMOTE ATTRACTIVE, CONTEXT-SENSITIVE REDEVELOPMENT AND INFILL IN THE TOWN CORE.</b>						
Action 1. Encourage mixed-use infill development on vacant sites along Main Street (two-story maximum).	TC, EDC		X			A
Action 2. Encourage a mixed-use infill building (three-story maximum) on Water Street north of the courthouse.	TC, PGC		X			TBD
Action 3. Enhance the mall plaza through mixed-use infill buildings and/or a farmers market pavilion (two-story maximum).	PGC, PP			X		TBD
Action 4. Evaluate the potential for adaptive use of the Old Marlboro High School and Academy buildings.	PGC, TC			X		TBD
Action 5. Seek hotel development adjacent to the Show Place Arena and current park-and-ride facility.	PP, PGC		X			TBD
Action 6. Redevelop the current county day care building site.	PGC				X	TBD
Action 7. Redevelop the county volunteer fire department site.	PGC				X	TBD
<b>GOAL 3: EXPAND HOUSING OPTIONS THROUGH RESIDENTIAL INFILL.</b>						
Action 1. Promote single-family residential infill on the vacant site at the northwestern corner of Elm Street and Old Mill Road.	TC		X			NA
Action 2. Encourage residential infill development overlooking the Western Branch (maximum three stories).	TC, PGC		X			NA
Action 3. Encourage single-family residential development on the Clagett and Smith sites.	TC			X		NA

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Action 4. Support single-family residential infill on a vacant site along Old Marlboro Pike.	TC		X			NA
Action 5. Encourage single-family residential infill south of Old Crain Highway.	TC				X	NA
Action 6. Promote single-family residential development on the Sasscer property.	TC	PO		X		NA
<b>PUBLIC FINANCE</b>						
GOAL 1: ENSURE LONG-TERM FINANCIAL STABILITY, WHILE ALLOWING FOR CAPITAL INVESTMENTS.						
Action 1. Become more judicious in operational procurements and discretionary spending.	TC		X			A
Action 2. Further investigate the potential for annexation of select properties surrounding Upper Marlboro.	TC, PGC		X			A
Action 3. Expand the town's tax base by encouraging new development.	TC		X			A
<b>INTERGOVERNMENTAL COORDINATION</b>						
GOAL 1: PURSUE A CLOSER PARTNERSHIP WITH THE COUNTY TO INCREASE THE TOWN'S INPUT INTO PLANNING AND DEVELOPMENT DECISIONS.						
Action 1. Work with county officials to establish regularly-scheduled meetings to discuss issues affecting Upper Marlboro.	TC, PGC		X			A
Action 2. Encourage the county to adopt Mixed-Use-Town Center (M-U-TC) zoning in the town core, with a local committee created to review design and development standards associated with the new zoning district.	TC, PP, PGC		X			A

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