

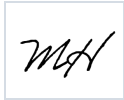
THE WHEATON PLAN: A GEORGIA AVENUE COMMUNITY PLAN

WHEATON PLAN

A GEORGIA AVENUE COMMUNITY PLAN

Description

Scope of Work and proposed plan boundary for the Wheaton Plan: A Georgia Avenue Community Plan.



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SUMMARY

- The Wheaton Plan: A Georgia Avenue Community Plan is an update to the 2012 *Wheaton Central Business District and Vicinity Sector Plan*. This Plan will engage community members and other partners and evaluate recent trends and existing condition to develop a vision and recommendations that align with county priorities. The Plan will also provide recommendations for land use, zoning, urban design, housing, economic context, transportation, environment, parks, trails and open space, historic preservation, and community facilities and will incorporate countywide initiatives into the Plan area.
- The Wheaton Plan builds on momentum of recent planning initiatives to better connect Wheaton multimodally, economically, and culturally to deliver lasting solutions to create a thriving activity center and a key link to nearby communities like Silver Spring, Glenmont, Kensington, and Rockville.
- This memorandum presents the Scope of Work for the Wheaton Plan, including the proposed boundary, purpose, planning framework, elements to explore, community engagement strategy, and the Plan schedule.

MASTER PLAN INFORMATION

Draft

Scope of Work

Date

May 1, 2026

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Planning Board Information

MCPB

Item No. 7

05-07-2026

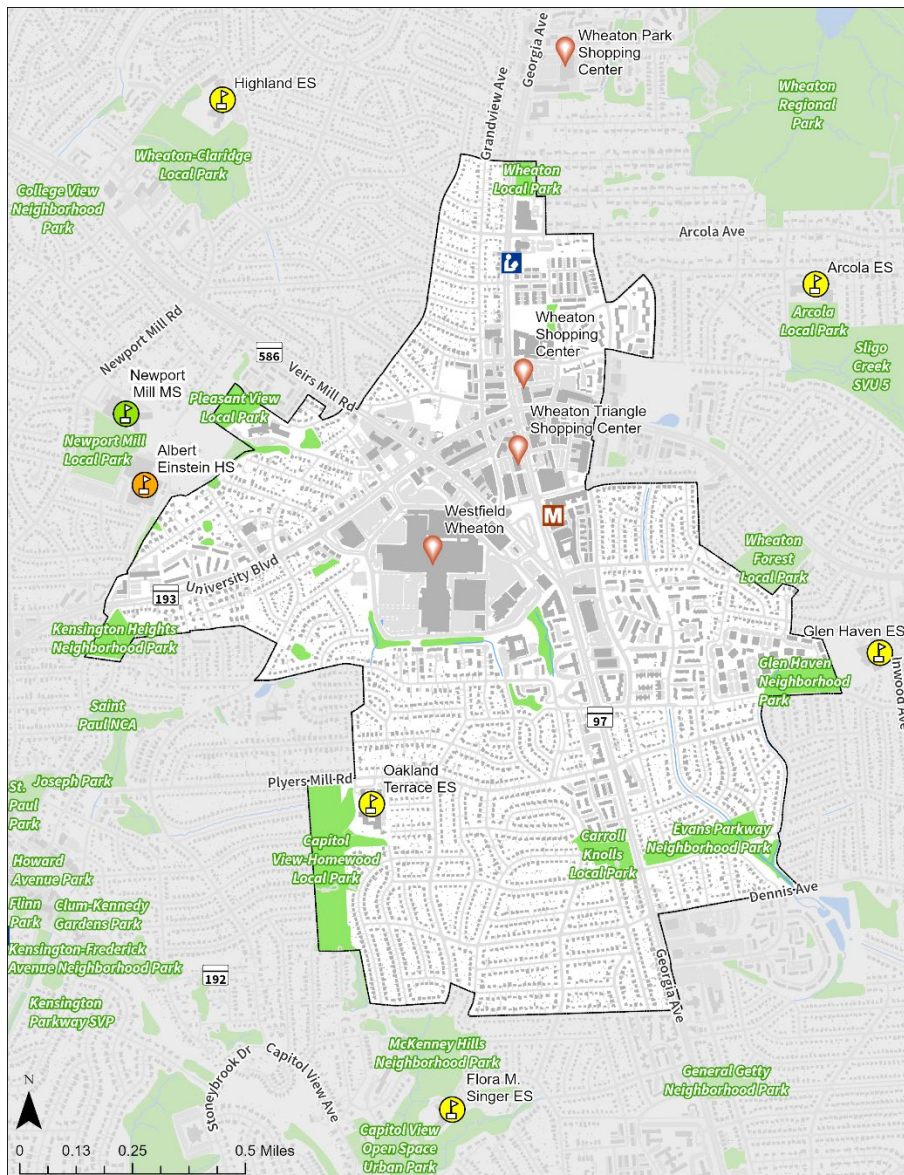


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INTRODUCTION

The purpose of this document is to define the Scope of Work and boundaries for The Wheaton Plan: A Georgia Avenue Community Plan (Wheaton Plan), an amendment to the 2012 *Wheaton Central Business District (CBD) and Vicinity Sector Plan* (2012 Plan).

The Wheaton Plan seeks to engage people in a conversation about the future and to deliver on a vision that the Wheaton community wants, while furthering recent county policies, identifying actions to support Wheaton’s assets, and helping the community meet challenges. The Wheaton Plan will build on recent planning initiatives in and around Wheaton, including the Wheaton Downtown Study, Wheaton Streetscape Standards, and Wheels in Wheaton Placemaking Initiative, and community feedback we’ve received through these efforts.

PLAN PURPOSE

One motivator for this planning effort is implementing the *Thrive Montgomery 2050* (Thrive) vision for compact and corridor focused growth; Thrive aspires for compact growth supported by transit and a safe, comfortable, and appealing network for walking, biking, and rolling. Another driver is to examine the progress, feasibility and desirability of the 2012 Plan and engage the community to develop a vision for the future that responds to community needs and desires, aligns with county priorities as well as local and regional trends.

Much has changed since the adoption of the 2012 Plan. Technology, such as smart phones and social media, has changed how we communicate, find transportation and housing, navigate our surroundings, and connect with businesses large and small. The COVID-19 Pandemic transformed relationships with office work and shopping.

Wheaton has many assets, like its small businesses, culture and arts, and significant progress has occurred since the 2012 Plan. The Wheaton Plan presents an opportunity to leverage proximity to existing transit--not only Metrorail, but high-ridership Metrobus and Ride On routes—as well as Bus Rapid Transit planned on Georgia Avenue and University Boulevard, and under construction on Veirs Mill Road. Furthermore, public investments like the Wheaton Library and Recreation Center, Marian Fryer Town Plaza and M-NCPPC Wheaton Headquarters have recently been completed, with others soon to follow, including the Wheaton Arts and Cultural Center, the Amherst Avenue bike lanes, and the Carroll Knolls Local Park.

However, despite these assets, Wheaton still faces many transportation, economic and environmental challenges. Wheaton remains a county hot spot for severe and fatal crashes and lacks safe and

comfortable transportation facilities throughout the central business district; three state highways present significant barriers to local travel. The market conditions in Wheaton remain tough with both residential and commercial rents declining over the past 10 years. While Wheaton is affordable compared to many parts of the county, it remains unaffordable for many of the community members who live here.

The Wheaton Plan will update the vision to align with trends, build on Wheaton’s assets, and address the challenges it continues to face. Through the Wheaton Plan, Montgomery Planning seeks to:

- Sustain what makes Wheaton a unique place
- Explore creative solutions to support small businesses
- Create safer, better transportation options
- Improve access to nearby parks and destinations
- Leverage public investments
- Deliver transformational opportunities on large sites
- Enhance public spaces and identify new ones
- Identify ways to incrementally grow and diversify housing opportunities
- Promote Wheaton as an arts and entertainment hub
- Explore ways to strengthen environmental resilience
- Investigate ways to introduce neighborhood serving amenities and uses outside the downtown core

WHEATON PLAN BOUNDARY

The proposed master plan boundary encompasses approximately 1,000 acres centered on the Wheaton Downtown area. The boundary is organized around the intersection of three major regional corridors—University Boulevard West, Georgia Avenue, and Veirs Mill Road—which together define the core of the Wheaton Triangle and serve as the primary framework for development and community activity in downtown Wheaton.

Wheaton is one of Montgomery County’s four designated central business districts, alongside Bethesda, Silver Spring, and Friendship Heights. The proposed boundary generally includes areas identified in the 2012 Plan, including the Arts & Entertainment District, Parking District, and Urban District. Portions of these areas that were more recently addressed through the 2025 *University Boulevard Corridor Plan* are excluded to avoid duplicative planning efforts.

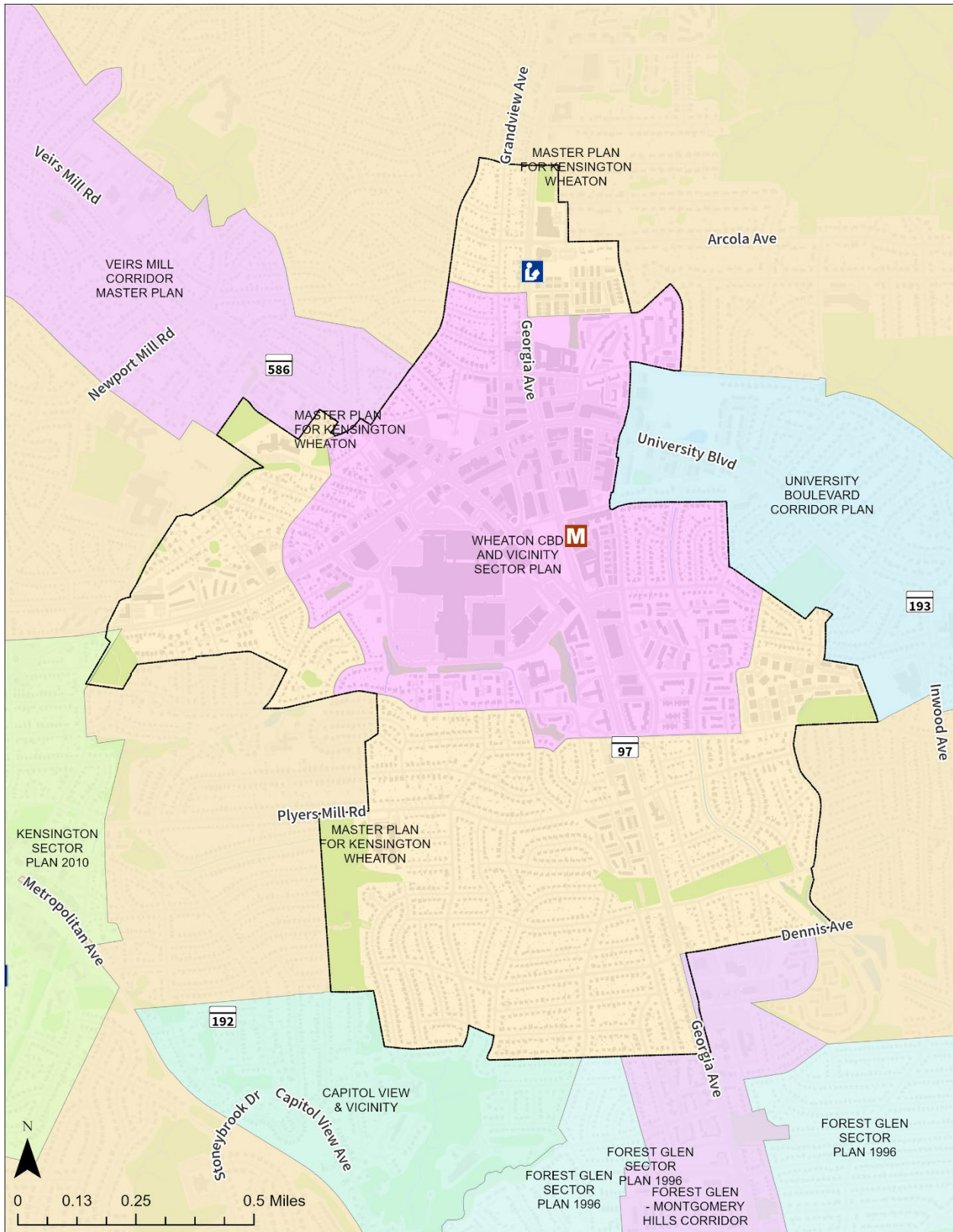


Figure 1: Proposed Wheaton Plan Boundary and Adjacent Adopted Plan Boundaries

The proposed boundary builds upon and aligns with recent planning initiatives, including the 2019 *Veirs Mill Corridor Master Plan*, the 2020 *Forest Glen/Montgomery Hills Sector Plan*, and the 2025 *University Boulevard Corridor Plan*. The boundary extends beyond the 2012 Plan area to include primarily residential neighborhoods along Georgia Avenue that are located within one mile of the Wheaton Metrorail Station, as well as properties along University Boulevard reflecting the Plan's anticipated focus on transit accessible communities.

Key properties and destinations within the proposed Plan boundary include the following:

- Westfield Wheaton Mall
- M-NCPPC Wheaton Headquarters
- Wheaton Recreation Center and Library
- Wheaton Metrorail Station (Red Line) and Bus Loop
- Marian Fryer Plaza as well as eight parks
- Oakland Terrace Elementary School

The proposed Wheaton Plan area largely overlaps with the 2012 Plan boundaries; however, it departs in several key ways. The proposed Wheaton Plan boundary extends northward along Georgia Avenue to include the new library, recreation center, and Wheaton Local Park, important destinations with connectivity challenges to the central business district. The Wheaton Plan also extends slightly west to incorporate the intersection of Drumm Avenue and McComas Avenue, which was identified as a challenging intersection by Transportation Planning Division staff, as well as a small segment of University Boulevard between the 2012 Plan boundaries and the 2012 *Kensington Sector Plan*. Finally, the proposed boundary extends southward along, and from the east and west of, Georgia Avenue to Dexter Avenue and Dennis Avenue, to align with the northern boundary of the 2020 *Forest Glen/Montgomery Hills Sector Plan*. Slightly expanding the boundaries enables the Plan to explore key connectivity and safety issues, provide continuity in planning along Georgia Avenue, and explore tools to incrementally grow housing options in neighborhoods within a mile of Metro, while maintaining a manageable geography for Planning staff to meaningfully engage community members, analyze existing conditions, and develop Plan recommendations.

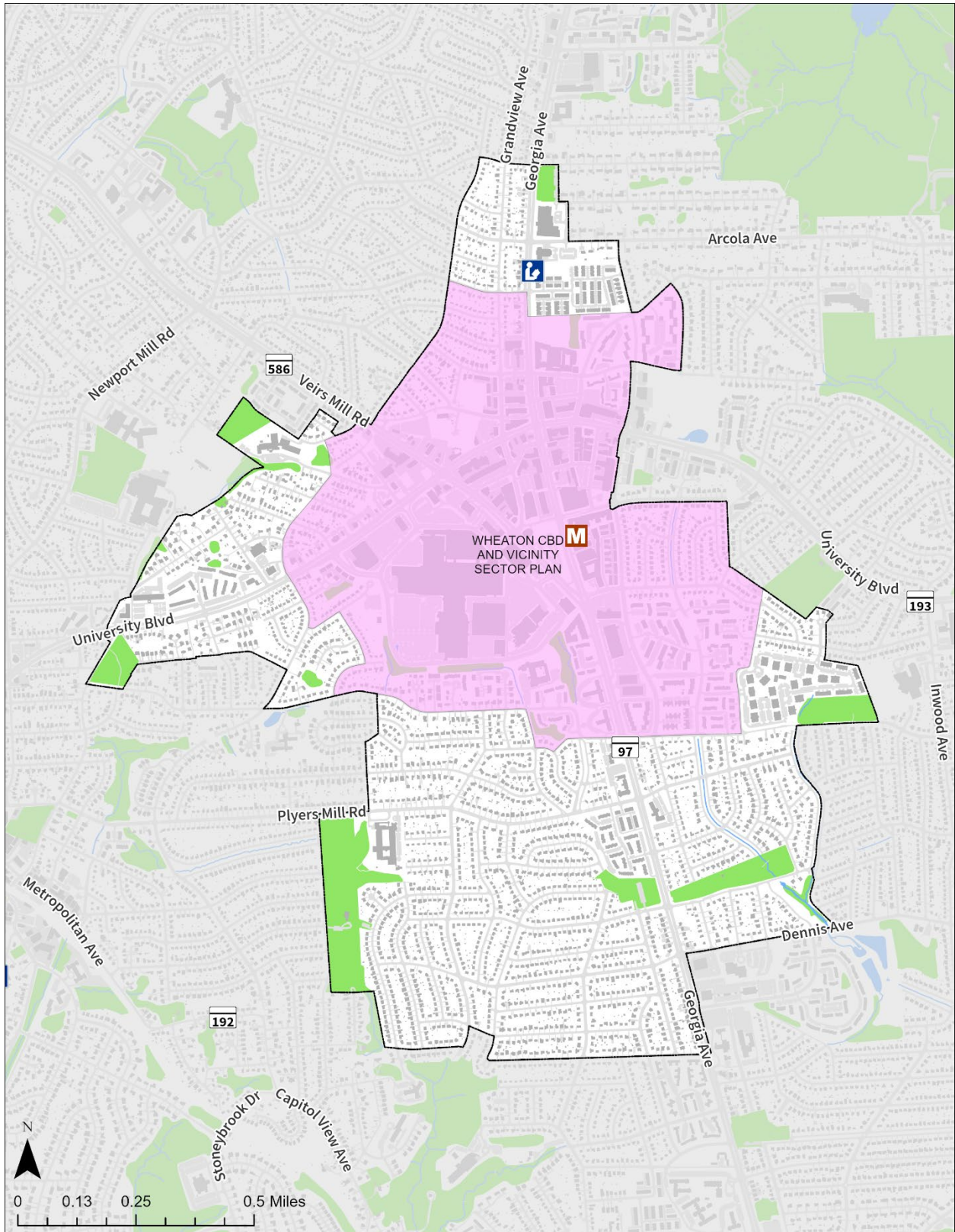


Figure 2: Proposed Plan Boundary and 2012 Plan Boundary

Staff originally proposed and shared a slightly different draft boundary in early conversations with community members and stakeholders. The former draft boundary did not include the portion of University Boulevard and the adjacent properties that are west of the central business district. Staff expanded the boundaries in response to comments from business owners on the northern side of University Boulevard as well as to include the dangerous stretch of University Boulevard where a young county resident was killed by a driver while crossing the street earlier this year.

Staff shared the former draft boundaries at several community events, including the open house. To be transparent, staff reached out to community organizations and shared the new draft boundaries in the Wheaton Plan e-letter and on the website to notify the community and solicit feedback on the change.

PLANNING FRAMEWORK

CORRIDOR FOCUSED AND COMPACT GROWTH

Thrive Montgomery 2050 (Thrive) establishes corridor focused and compact growth as key organizing elements, emphasizing compact development supported by transit and safe, comfortable networks for walking, biking, and rolling within the county's centers and along major corridors. The approach highlights the interdependence of intensively developed centers of activity and preservation of land: both play a vital role in quality of life but neither pattern can exist without the other.

Thrive recommends focusing future growth in downtowns areas, activity centers and along major corridors, striving for compact development around transit and commercial corridors, and creating walkable, transit friendly communities that support small businesses, expand housing options, and reduce reliance on cars.

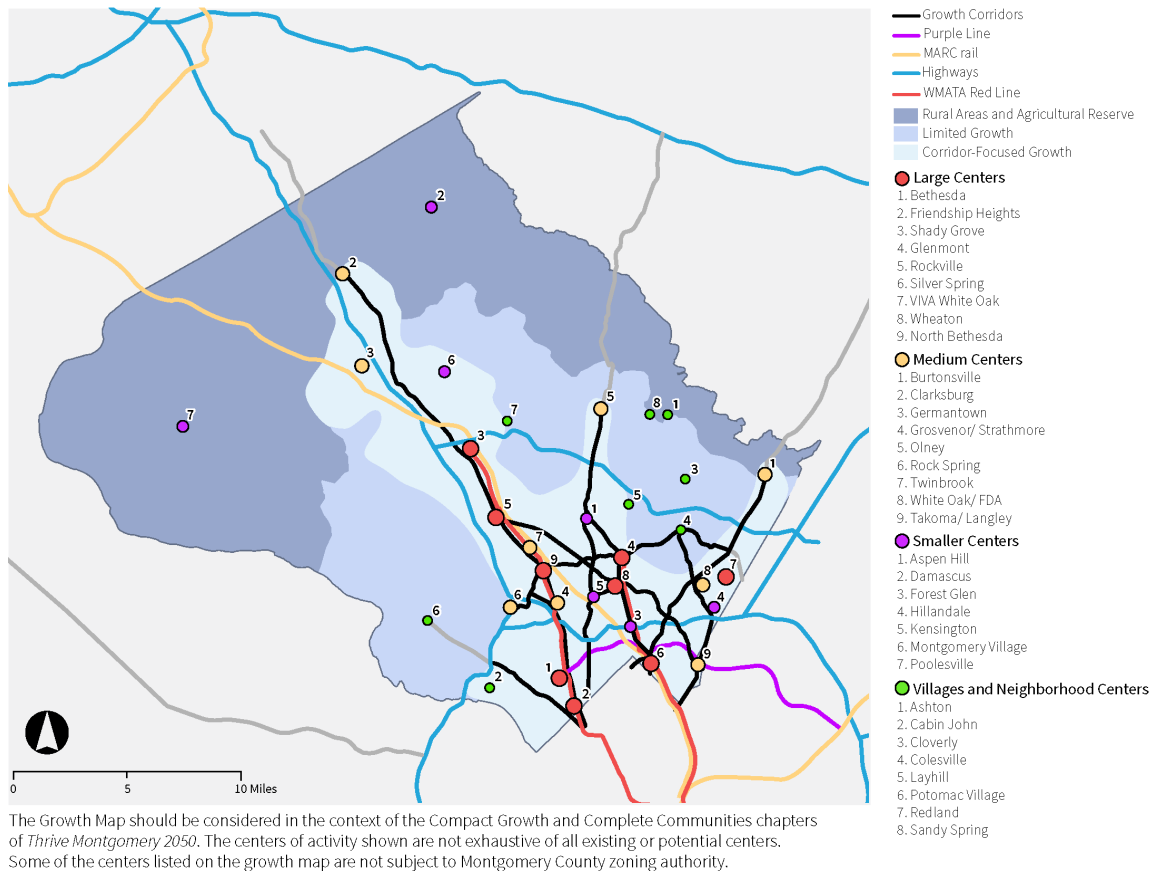


Figure 3: *Thrive Montgomery 2025* Growth Map

Though a key concept in *Thrive*, corridor planning has been central to Montgomery Planning’s work since the 1964 *Wedges and Corridors* Plan, with planning efforts including the 2013 *Countywide Transit Corridors Functional Master Plan*, 2019 *Veirs Mill Corridor Master Plan*, and more recently the 2025 *University Boulevard Corridor Plan*. Montgomery Planning is continuing corridor planning through the ongoing Eastern Silver Spring Communities Plan and anticipates exploring the concept through the upcoming plan for Kensington.

The Wheaton Plan: A Georgia Avenue Community Plan is envisioned as the first in a series of master plans for the Georgia Avenue Corridor. Individual master plans are anticipated to consider each community along the corridor and address activity centers, as well as the land between the centers for the full extent of the Georgia Avenue Corridor. Planning staff seek to explore the corridor comprehensively and each community contextually, beginning with Wheaton.

Master plans that are expected to follow the Wheaton Plan are Glenmont, Aspen Hill, and Olney. The southern segments of the corridor were comprehensively planned by the 2020 *Forest*

Glen/Montgomery Hills Sector Plan and the 2022 Silver Spring Downtown and Adjacent Communities Plan.

The Georgia Avenue Community Plans are corridor master plans, a type of master plan. Thrive directs focusing future growth along corridors as well as the growth centers. Georgia Avenue is a critical growth corridor in Montgomery County and Wheaton - as well as the centers of Silver Spring, Forest Glen, Glenmont, Aspen Hill, and Olney—are important centers along the corridor. Corridors are not just connectors, but, within the centers, the corridors are also destinations that are part of the urban fabric. Many people who live near the corridor, but not directly adjacent to it are part of the corridor, the riders, shoppers, visitors and commuters who make the corridor what it is. These plans offer an opportunity to comprehensively examine the centers, extent of the corridor between centers, and the lived experiences within both.

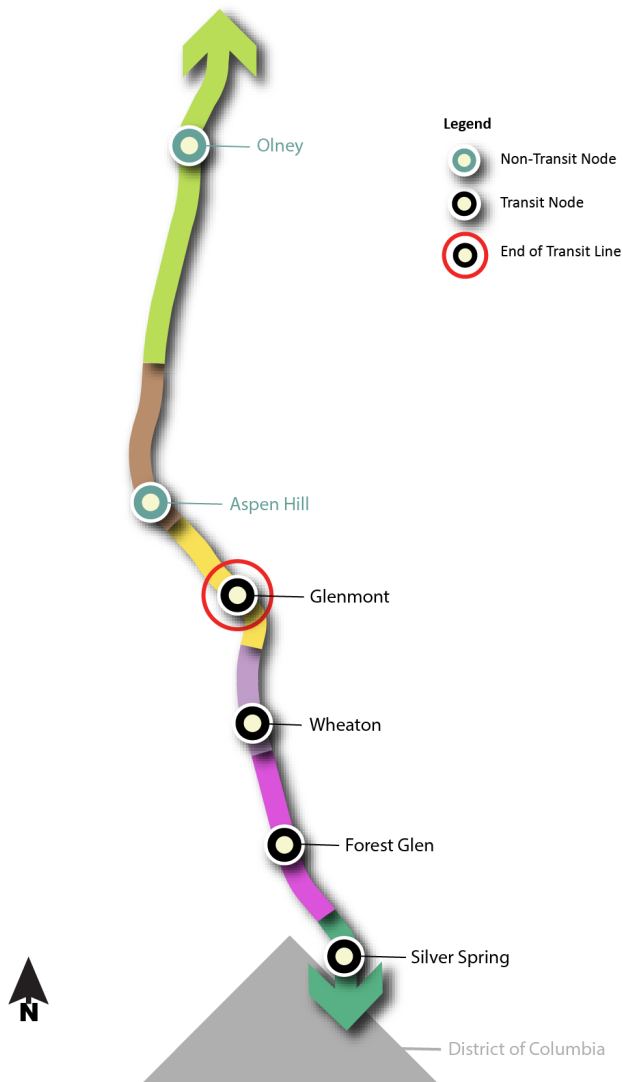


Figure 4: Georgia Avenue Growth Corridor Communities

PREVIOUS PLANNING INITIATIVES

WHEATON INITIATIVES

2012 Wheaton CBD and Vicinity Sector Plan

The 2012 Wheaton CBD and Vicinity Sector Plan (2012 Plan) envisioned Wheaton as a major mixed-use center serving the Georgia Avenue corridor and eastern Montgomery County, with regional shopping, culturally diverse retail and entertainment, business and government services, and transit-oriented uses.

To achieve the vision, the Plan rezoned most of the central business district to Commercial-Residential zones, adding significant development capacity and height. The additional capacity was intended to encourage small property assemblage and spur transformative development. It also recommended transforming the major highways (University Boulevard, Georgia Avenue and Veirs Mill Road) into urban boulevards with enhanced pedestrian and bicycle infrastructure and using public spaces as a catalyst for revitalization.

Since 2012, elements of this vision have advanced over the last decade, further enhancing Wheaton's strengths. However, the Sector Plan's overall vision remains unfulfilled, hindered by longstanding challenges, including Wheaton's auto-oriented character, lack of safe connections for people walking, biking, and rolling, and limited availability of publicly accessible open space. Since the adoption of the 2012 Plan, subsequent plans, policies, and initiatives have recommended improvements to address these challenges, including the 2023 *Wheaton Downtown Study* and complementary *Wheaton Streetscape Standards*.

2023 Wheaton Downtown Study

The *Wheaton Downtown Study* was undertaken to advance implementation of the 2012 Plan by assessing development progress, identifying challenges and opportunities, and exploring ways to strengthen economic diversity. The study sought to balance large scale redevelopment with support for existing small businesses and property owners, while establishing a fine grained urban design framework that reflects Wheaton's unique character and improves multimodal safety, community connectivity, and overall livability.

The study produced a set of near, mid, and long-term strategies informed by staff analysis, community engagement, and consultant expertise, including economic and architectural evaluations. Key outcomes include findings that redevelopment capacity exists but will require incentives in the near to mid-term, and that business retention and public realm improvements are critical to attracting future investment. The study ultimately delivers district-specific strategies focused on

strengthening Wheaton’s character, enhancing public spaces, improving connectivity, and incentivizing development to support revitalization consistent with the 2012 Plan.

2023 Streetscape Standards

After the adoption of the 2012 Plan, Wheaton’s streetscape standards were established to create a consistent and recognizable pedestrian environment in the downtown area. These standards have helped unify the visual elements of the central business district. Building on the vision of the 2012 Plan and the strategies explored in the 2023 Downtown Study, the streetscape standards were updated in 2023 to align guidance with current redevelopment opportunities by incorporating additional pavement types to increase flexibility and reflect the area’s diversity and growth potential, while prioritizing safety, accessibility, walkability, multimodal transportation, and enhanced downtown character through cohesive design and placemaking.

2025 Wheels in Wheaton Placemaking Event

Montgomery Planning and its partners hosted Wheels in Wheaton on May 31 and June 1, 2025, to advance the recommendations of the 2012 Plan, the 2023 Wheaton Downtown Study and the 2023 Streetscape Standards. Through the Wheels in Wheaton, Montgomery Planning engaged and worked with the community in close partnership with the Wheaton Urban District to design and launch a temporary roller-skating rink and gathering space for the Wheaton community to showcase how underutilized public space in an urban center can be transformed to be functional, exciting, and recreational. The event took place during the annual and popular Taste of Wheaton event. The event was incredibly successful, attracting both Wheaton community members and residents from across the County. Visitors had the opportunity to experience a variety of interactive activities including roller skating, skateboarding lessons, arts and crafts, and silent discos. The key takeaways from this effort are:

- Community members want areas to gather, more outdoor dining options, and more local shopping opportunities.
- Most visit Wheaton to eat, shop, and attend local events, and there is a strong desire for more markets, programming, and entertainment for all ages.
- Safety measures and more comfortable ways to get from place to place are important to enhance the community.
- Wheaton’s unique sense of place, culture, and local business economy is important to build on, and further support and grow.

RECENT ADJACENT MASTER PLANS

2019 Veirs Mill Road Corridor Master Plan

The *Veirs Mill Corridor Master Plan* (Veirs Mill Corridor Plan) is the first plan to be developed following Montgomery County's adoption of a Vision Zero policy. The plan reimagines busy Veirs Mill Road as an integral component of the surrounding neighborhoods by improving connectivity and safety in the public realm. The plan identified strategies to improve safety, connectivity, and livability in the neighborhoods that line the corridor. The Wheaton Plan will examine and integrate recommendations from the *Veirs Mill Corridor Plan* including in the areas of zoning and transportation.

2020 Forest Glen/Montgomery Hills Sector Plan

The *Forest Glen/Montgomery Hills Sector Plan* covers approximately two miles along the Georgia Avenue Corridor. The Wheaton Plan will review the recommendations in this for compatibility and continuity.

2025 University Boulevard Corridor

The *University Boulevard Corridor Plan* is a comprehensive master plan that focuses on a three-mile stretch of University Boulevard (MD 193), between I-495 and Amherst Avenue, with the aim to address community needs related to traffic safety, regional connectivity, environmental sustainability, corridor-focused growth, and economic development. The plan was launched in 2022, approved by the County Council in 2025, and adopted by the Maryland-National Capital Park and Planning Commission in early 2026.

Engagement during the *University Boulevard Corridor Plan* showed strong support for prioritizing downtown Wheaton as a primary area for growth, density, and mixed-use development. Community feedback identified Wheaton as well positioned for focused redevelopment, given its Metro access, transit service, and existing urban infrastructure. Underused sites near the Metro, mall, and other large parcels were highlighted as prime opportunities for future investment, supporting broader goals for transit-oriented, walkable development.

University Boulevard Overlay Zone

The *University Boulevard Corridor Plan* undertook a deliberate, community-specific approach to zoning that went beyond the application of standard Commercial Residential classifications. The Plan identified the Commercial Residential Neighborhood (CRN) zone as the most appropriate zone for corridor fronting residential properties because it allows a range of housing types, at a scale like adjacent single-family homes.

The University Boulevard Overlay Zone (UBOZ) was established to advance the Corridor Plan's core goals of context-sensitive, transit supportive development. The UBOZ introduces clear, enforceable standards to guide building placement, site coverage, open space, and uses to transition from the corridor to the surrounding neighborhoods in height. These tailored requirements provide predictable outcomes, respect corridor character, and leverage public investment in transit.

Countywide Initiatives and Policy Guidance

In addition to recent local planning efforts, there are several countywide efforts that will inform and guide the planning process and the development of the Wheaton Plan recommendations, including:

- [Thrive Montgomery 2050 \(2022\)](#) – The update to the General Plan was approved by the County Council in October 2022. Planning staff will follow the Thrive process and incorporate approved guidance and policies, as well as identify efforts to advance Thrive’s desired outcomes of equity, environmental resilience, and economic competitiveness in the Plan area. The Plan will also implement Thrive’s guidance on corridor-focused and compact growth, as discussed in the Corridor Focused and Compact Growth section of this Scope.
- [Countywide Transit Corridors Functional Master Plan \(2013\)](#) – University Boulevard (MD 193), Veirs Mill Road (MD 586) and Georgia Avenue (MD 97) are identified as future Bus Rapid Transit (BRT) Corridors in the 2013 *Countywide Transit Corridors Functional Master Plan*. Construction of the Veirs Mill BRT is underway and anticipated to be completed in 2028. The Montgomery County Department of Transportation (MCDOT) has identified Georgia Avenue and University Boulevard as planned BRT routes in the future, but no funds have been committed for design or construction. Both roadways do have portions of dedicated bus lanes. This Plan serves as an opportunity to examine these corridors, provide recommendations for the implementation of BRT and ensure consistency with plans adjacent to the Wheaton Plan area.
- [Vision Zero Resolution \(2016\)](#) – In 2016, the county adopted a resolution mandating the Vision Zero approach to all transportation planning efforts and policies. Vision Zero seeks to eliminate transportation related deaths and severe injuries. The target goal is to reach zero traffic fatalities and severe injuries by 2030. Staff will apply the Vision Zero approach to transportation analyses and recommendations. Wheaton has been a hot spot for severe injury and fatal crashes and includes two of the county’s twenty high injury network (HIN) corridors—University Boulevard and Georgia Avenue—within the proposed Plan area. The County and state have both invested in improving safety in Wheaton, by reducing speed limits, installing new traffic signals, and limiting on-street parking to off peak hours. Vision Zero will be an essential lens for considering recommendations for the Plan and building on the work done by the county and state.
- [Bicycle Master Plan \(2018\)](#) – The *Bicycle Master Plan* lays out a network of low-stress bikeways throughout Montgomery County, a plan for where bicycle facilities should be constructed as opportunities become available, aiming to allow safe and comfortable biking trips for riders of all ages and abilities. The Plan will build on these recommendations to support these goals within and beyond the Plan area.
- [Racial Equity and Social Justice Act](#) – In 2019, the Montgomery County Council passed the Racial Equity and Social Justice Act (27-19) that requires the Planning Board to consider racial equity and social justice impacts when preparing a Master or Sector Plan. Staff will apply an equity lens to the recommendations considered as part of this planning effort as well as the planning process itself, particularly with regard to [community engagement](#).

- [Climate Action Plan \(2021\)](#) – Montgomery County’s strategic plan to cut greenhouse gas (GHG) emissions 80 percent by 2027 and 100 percent by 2035. Planning staff will incorporate guidance from the Climate Action Plan and develop recommendations to assist the county in achieving these goals.
- [Parks, Recreation and Open Space Plan \(2022\)](#) – This most recent update to the *Parks, Recreation and Open Space Plan* guides the future development and management of the county’s park system. This update emphasizes the role of parks in supporting physical activity, social connectivity and environmental stewardship.
- [Pedestrian Master Plan \(2023\)](#) – The *Pedestrian Master Plan* presents a comprehensive vision to create safer, more comfortable experiences walking and rolling around the county. This Plan will build on these recommendations to ensure pedestrian connectivity to and from destinations within and beyond the Plan area, as well as along and across the major corridors that traverse the downtown.
- [Complete Streets Design Guide \(2024\)](#) – Complete Streets are roadways that are designed and operated to provide safe, accessible, and healthy travel for all users of the roadway system, including pedestrians, bicyclists, transit riders, and motorists. Staff will identify and select appropriate designations for the roadways in the Plan area, based on the Guide.
- [Master Plan of Highways and Transitways \(2025\)](#) – A functional master plan that guides countywide transportation investments across all modes. It preserves rights-of-way for future systems, defines street classifications, identifies planned general purpose and transit lanes, and establishes target speeds for individual roadways.
- [The Comprehensive Flood Management Plan \(underway\)](#) – An ongoing county initiative that combines watershed-based flood risk modeling with policy and program recommendations to better address current and future flooding. Staff will use relevant CFMP findings to help evaluate flood-related vulnerabilities in the Plan area and inform resilience-based recommendations.
- [Maryland’s Sustainable Growth Policy and Planning Principles](#) - The State of Maryland promotes eight principles of Sustainable Growth that address economic, social and environmental factors for both current and future generations. The eight principles—land, transportation, housing, economy, equity, resilience, place and ecology—will guide Plan research, analysis, and recommendations.

Equity Lens for Planning

Following the adoption of the Racial Equity and Social Justice Act (27-19), Montgomery Planning developed an [Equity Agenda for Planning](#) to systemically dismantle the institutional racism that exists in our work and prevent it in the future.

The Equity Agenda is an ongoing effort and includes applying an equity lens to all plans, policies, and practices. The American Planning Association states, “Planning for Equity means applying an equity lens—for just and fair inclusion into a society in which all can participate, prosper and reach their full potential—to everything planners do. From the way planners work with community members creating

a shared vision for their neighborhoods to advocating for policies that connect people to opportunities at the local, state, and federal levels, planning for equity is planning for all.” In the Wheaton Plan, staff will apply an equity lens to both process and outcome.

Throughout the Plan process, staff will examine the ways in which we make engagement equitable. Staff will consider how, when and what we offer enables or discourages different groups and look for ways to mitigate barriers to participation. Staff will also examine how each recommendation achieves a more equitable outcome in the future and if there are any unintended consequences.

ELEMENTS TO EXPLORE

ZONING, LAND USE, AND URBAN DESIGN

The 2012 Plan envisioned transforming downtown Wheaton from a post war, car-focused suburb into a dense employment center with tall, mixed-use buildings. The central business district would include improvements such as a major public space, boulevard treatments along the major roads surrounding Wheaton’s triangle, and enhanced pedestrian areas along streets connecting a network of smaller open spaces and transitioning to adjacent single-family neighborhoods with mid- and low-rise development. The 2023 *Wheaton Downtown Study* recognized that transformative development would be more feasible on key larger properties and that activity from such developments could deliver targeted public realm improvements to support the area’s small businesses. The study put forward a vision for downtown Wheaton that combined a variety of development scales, from large scale redevelopment to mid- and small-scale, mixed-use infill development of existing commercial structures.

Implementing the strategies of the 2023 study for the downtown core is a major goal of the Wheaton Plan. To achieve this, the Plan will:

- Examine ways to retain existing small businesses through redevelopment.
- Study changes to the local street grid around the Wheaton Station and to the existing configuration of the bus loop to improve local east-west connectivity and promote coordinated redevelopment of major properties (such as Westfield Wheaton Mall, and the Washington Metropolitan Area Transit Authority garage and bus loop).
- Explore a broader shared parking program that includes public and privately owned parking facilities to reduce construction costs and incentivize large-scale redevelopment.
- Develop site-specific recommendations that combine zoning, design and financial incentives to assist large properties to realize transformative development.
- Explore alternatives to expand residential uses in the downtown core
- Study the potential for creative additions or adaptive reuse of existing commercial properties.
- Explore how to remove or reduce regulatory barriers to by-right conversions, additions, or adaptive reuse of existing commercial structures within the downtown core.

- Identify properties suitable for the Commercial to Residential Reconstruction approval process.
- Explore available financial incentives or programs to fund the near-term improvements described in the *Wheaton Downtown Study* and the *Wheaton Placemaking Toolkit*.

This Plan also includes residential segments of the Georgia Avenue and University Boulevard corridors surrounding the central business district to study how to increase diversity of residential uses and extend the enhanced public realm envisioned for Downtown Wheaton to other sections of Georgia Avenue and University Boulevard. The Wheaton Plan will:

- Develop a new zone or zones, through a Zoning Text Amendment, to provide the opportunity for additional housing types along corridors and near Metro, through new or infill development, or through home conversions / additions.
- Identify locations for limited commercial uses to provide neighborhood services within walking distance in residential areas and in proximity to open space, parks or other community amenities, consistent with the Complete Communities policies and practices of Thrive.
- Update the *Wheaton Streetscape Standards* to include streetscape types suitable for residential neighborhood frontages along the corridor.

HOUSING

Compared to much of the Georgia Avenue corridor, Wheaton has experienced some of the corridor’s most significant new housing development since 2010, alongside Silver Spring. This recent growth provides an opportunity for the Wheaton Plan to evaluate how new development has shaped the community’s housing profile and how future housing opportunities can reinforce the central business district while addressing ongoing affordability challenges.

The Wheaton Plan will focus on increasing the supply of both market-rate and affordable housing by expanding the range of housing types, unit sizes, and attainable income levels available in the Plan area, while also preserving existing market-rate affordable housing. Housing affordability remains a critical issue in Wheaton, where more than half of renter households are cost burdened. The Plan will address affordability alongside reinvestment in aging buildings and improved connections between Wheaton’s neighborhoods and its core.

In addition to guiding new housing near transit, the Plan will evaluate opportunities to add housing throughout the entire Plan area, including on publicly owned properties such as Metro-adjacent sites and county-owned parking lots and garages. This approach builds on redevelopment directions identified in prior plans and ensures that housing opportunities are considered across Wheaton, not solely within the central business district.

In 2019, MWCOG identified the need for additional housing in the region and assigned a target of approximately 31,000 new units to Montgomery County, including Gaithersburg and Rockville. The County Council then committed to adding 10,000 more units, for a total countywide target of approximately 41,000 new homes. Montgomery Planning refined this commitment through the [Local Housing Targets](#) project, which distributes the countywide housing target across 22 Planning Areas using factors such as planned growth areas, zoning, transit access, and recent and planned housing production, assigning approximately 6,100 units to the Kensington/Wheaton Planning Area by 2050.

To estimate Wheaton’s share of the Kensington/Wheaton planning area housing target, staff looked at Wheaton’s proportion of existing homes and how many additional homes are allowed under current zoning. Based on these measures, staff estimate that the Wheaton Plan area needs to add approximately 3,200 to 3,700 new housing units by 2050.

While Wheaton has seen new housing development over the last 15 years, many recent projects have not built all the housing allowed under current zoning. The Plan will examine how much housing has been built relative to what zoning allows, how much capacity was left unused in recent projects, and how much additional housing could still be built across the Plan area. Planning staff will also analyze where and why potential housing remains unbuilt, what types of units are being produced, and which housing types are missing. This analysis will help determine whether zoning changes should be considered in different locations or for different housing types to support more consistent housing production and align future growth with transit access, infrastructure capacity, and community goals.

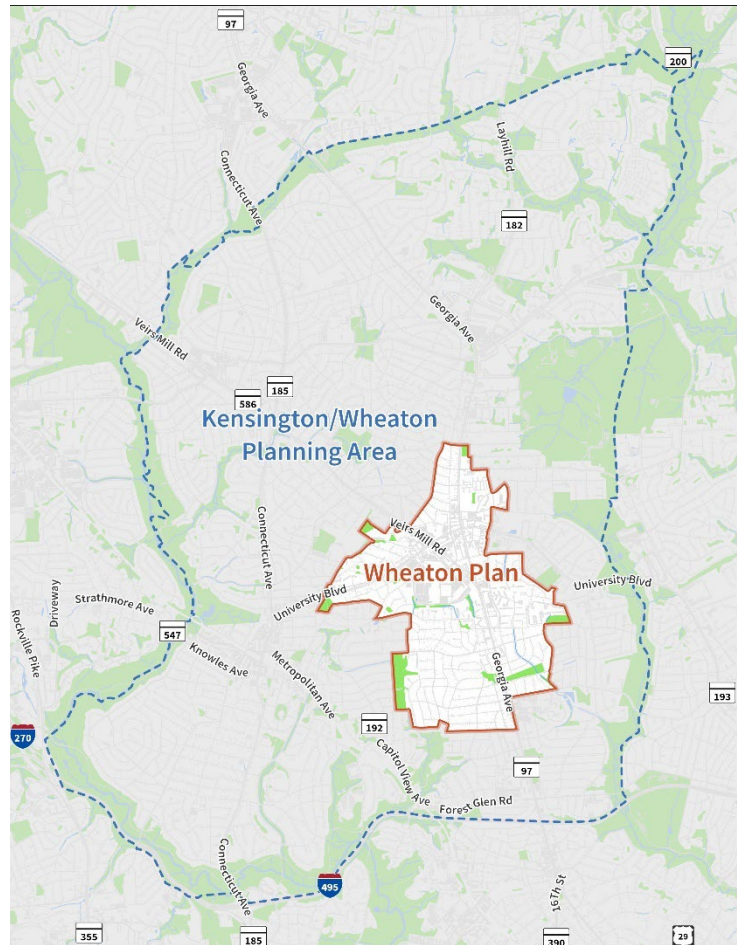


Figure 5: Planning Area and Master Plan Boundaries

ECONOMIC CONTEXT

As a key node on WMATA’s Red Line, the 2012 Plan anticipated dense commercial and multifamily development in Wheaton. Since the 2012 Plan was adopted, the county has significantly invested in Wheaton, constructing a new fire station, library and recreation center, 14-story local government

office building (M-NCPPC Headquarters), and civic plaza. Several mixed-use and residential buildings such as Arrive, Solaire, AVA, and the George, have also been built along Georgia Avenue in downtown Wheaton. While these developments have contributed to the growth of Wheaton, the scale of development has still not reached the density allotted in the 2012 Plan. The area remains underutilized as a major transit hub in the region.

Downtown Wheaton has a number of key assets. Westfield Wheaton is a 1.5 million-square-foot regional mall that includes major destination anchors such as one of the two Costcos in Montgomery County. The downtown includes a vibrant cluster of diverse restaurants, particularly Hispanic and Asian cuisines, reflecting the international culture of the surrounding area. It is an established Arts and Entertainment District, one of three in Montgomery County, and plans are advancing to build a cultural arts center. Just north of Downtown Wheaton is a multipurpose recreation center and library that opened in 2019. The Plan's real estate and economic development strategies will build upon these assets. However, Wheaton faces a challenging business environment. Employment in the Wheaton Community Trends Area (CTA) declined by 13% from 2010 to 2024, and the Westfield Wheaton Mall is struggling financially. Many commercial buildings in the downtown core of Wheaton are aging, showing signs of deferred maintenance. The 2023 Wheaton Market Overview and Financial Feasibility Study suggests that redevelopment for much of downtown Wheaton's existing real estate is unlikely in the near- or mid-terms due to fragmented ownership and other unfavorable market conditions. Residential and commercial rents in the Wheaton area have not kept pace with inflation, which limits development potential throughout the submarket outside of publicly subsidized projects.

Through the Plan process, staff will perform an updated analysis of market conditions and examine barriers to redevelopment. The Plan will explore tools to enhance economic activity in Wheaton, support small businesses, leverage its status as an Arts and Entertainment District, and preserve its key assets while positioning it for incremental growth and longer-term redevelopment.

TRANSPORTATION

Wheaton is a crossroads of multimodal transportation: state highways, planned bikeways, emerging Bus Rapid Transit (BRT) corridors, high-frequency and high-ridership bus routes, and a well-serviced Metrorail station all converge in the Wheaton Triangle. The Plan's approach will examine existing networks and consider how to create and improve connectivity across state highways while right-sizing infrastructure to match envisioned goals, furthering environmental sustainability. This analysis will draw from the existing multimodal principles and past studies and recommendations for Wheaton.

Transportation analysis will be guided by an emphasis on equity, safety, and accessibility, in alignment with established plans and policies, including *Thrive Montgomery 2050*. The Plan will pursue equitable transportation planning recommendations that support vulnerable populations through high-quality transportation options which provide critical mobility and resilience. Consistent with the 2016 Vision Zero Resolution, the Plan will prioritize strategies to enhance safety and comfort for all

road users, irrespective of travel mode, with the goal of eliminating severe injuries and fatalities. Further, the Plan will evaluate methods to improve accessibility in Wheaton and its transportation systems, so they are navigable by people with disabilities in compliance with the Americans with Disabilities Act (ADA) and Public Right-of-Way Accessibility Guidelines (PROWAG) and that neighborhoods have connectivity to one another. The transportation analysis will consider the following:

- Existing transportation network: The Plan will analyze existing conditions of roadway, transit, and non-motorized infrastructure.
- Transit service: The Plan will integrate planned transit service, BRT corridors, and infrastructure from the Washington Metropolitan Area Transit Authority (WMATA) and Ride On and consider further opportunities to improve bus speeds and reliability, including repurposing vehicular travel lanes as dedicated busways.
- Expanded street grid: The Plan will assess current street connectivity throughout the Plan area and consider opportunities to recommend new streets and connections, including pedestrian, bicycle, and transit connections, within existing blocks to build out a grid.
- Pedestrian network: The Plan will consider streets, sidewalks, crosswalks, and trails, striving to provide fine-grained connectivity for people walking and rolling and to increase Pedestrian Level of Comfort, throughout the Plan area, including school walksheds.
- Bicycle and micromobility network: The Plan will analyze the connectivity and facility type of planned and potential routes, as well as bikeshare stations, bicycle parking, and maintenance hubs to build out a comfortable and welcoming network and to decrease Bicycle Level of Traffic Stress.
- Vehicle capacity: The Plan will evaluate current street classifications, traffic volumes, speeds, and access challenges such as turn restrictions, and consider how to strategically right-size vehicular travel lanes.
- Parking: The Plan will explore opportunities to examine current utilization and pricing of on-street, public off-street, and private off-street parking lots and garages to inform land use and transportation recommendations.
- Public realm characteristics: The Plan will analyze how current and potential elements such as street trees, benches, lighting, bus shelters, and streeteries support health and comfort in transportation while encouraging sustainable travel modes.
- Emerging trends: The Plan will consider the role of technology in the future of mobility in the community, including telework, last-mile shipping, ride hail, and other emerging trends.
- Multimodal Transportation Adequacy: The analysis will also evaluate the multimodal transportation adequacy of the planned transportation network given the Plan's land use and transportation recommendations using approved metrics.

The Plan will holistically consider the BRT projects on Veirs Mill Road, University Boulevard, and Georgia Avenue in conjunction with their shared destination of the Wheaton Station bus loop. The Plan will consider bus priority and dedicated bus lanes, bus operations, and potential street

connection and bus bay designs that could support redevelopment of the bus loop site. The Wheaton Plan will also evaluate multimodal connectivity to, from, and through the Westfield Wheaton Mall site.

PARKS, TRAILS, AND OPEN SPACE

Parks and open spaces offer community gathering places, foster a sense of place and civic pride, and encourage environmental stewardship; these are all essential components of a complete community. The 2012 Plan recognized that “a well-designed community can improve the well-being and health of those who live and work there.” Appendix 4 of the Plan further states that “Wheaton lacks a cohesive public realm. The only public spaces in the Plan area are small, underused, and unconnected. To achieve a walkable community, a successful public realm should have a system of destinations including parks, open spaces, sidewalks, shopping, recreation, entertainment, and community services connected by convenient, attractive, and safe walking and bicycling routes.”

This Plan will evaluate how well existing and planned parks and open spaces contribute to creating a complete community in and near downtown Wheaton. To this end, staff will examine the park and open space recommendations in the 2012 Plan to determine which recommendations remain desirable and feasible and should be carried forward with this Plan, which have already been achieved, and which are no longer desirable or feasible and should be changed. Finally, staff will consider future park and open space needs based on recommended changes to land use and associated increases in population.

Staff will create an inventory and analyze M-NCPPC parks and trails in and near the Plan area, as well as privately owned public spaces (POPS) and other publicly owned open spaces in the Plan area. Staff will examine the number and quality of these parks and open spaces to determine service levels for active, social, and contemplative experiences, as well as whether they support the 2022 Parks, Recreation and Open Space (PROS) Plan recommendations.

Staff will also collaborate with the community and Plan area stakeholders to develop a vision for future needs for outdoor community gathering, fitness, and play spaces, consistent with existing and proposed land uses, community characteristics, and trends in recreation. Staff will also collaborate with them to identify ways to improve bicycling, walking, and transit access to existing and future parks, trails, and open spaces, including Wheaton Regional Park.

This Plan presents an opportunity to reenvision downtown Wheaton and surrounding communities along Georgia Avenue to include parks and open spaces that reflect and celebrate the area’s unique cultural identity. Recommendations for parks and open spaces will strive to make this area a notable hub for health, wellness, and prosperity along the Georgia Avenue corridor.

HEALTH AND WELLBEING

Where people live, work, and move shape their health, and planning decisions directly influence those conditions. The Wheaton Plan will evaluate how land use, transportation networks, parks, food

access, and environmental conditions affect physical, mental, and social well-being within the study area. Guided by Montgomery County’s Health in All Policies framework, the Healthy Montgomery Community Health Needs Assessment, and Thrive, this Plan will examine how social determinants of health such as access to parks, safe streets, reliable transportation, and healthy food contribute to community health outcomes.

Staff will analyze spatial data related to adult health indicators, including physical inactivity, chronic disease, mental distress, social isolation, transportation insecurity, and overall health status. This analysis will identify mobility barriers, environmental stressors, and connectivity gaps that may contribute to comparatively worse outcomes within the Plan area. The findings will inform recommendations to improve walkability and bikeability, park connectivity, environmental mitigation, and access to health-supportive resources, supporting a healthier and more resilient Wheaton community.

ENVIRONMENTAL RESILIENCE

Since the adoption of the 2012 Plan, Montgomery County has adopted several initiatives that shape the county’s environmental planning priorities, including the Climate Action Plan and Thrive, which guide the county’s climate and sustainability policies. County legislation also now requires the Planning Department to perform a climate assessment for all master plans and master plan amendments that will:

- Adapt development to withstand the impacts of climate change.
- Make communities more resilient to disruptions from climate change and other disturbances.

Existing development characteristics in the Wheaton Plan area that increase climate vulnerability include high percentages of impervious land cover and sparse tree canopy and other vegetated areas. These characteristics intensify the urban heat island effect and increase the risk of localized flooding during more frequent and severe storms. Recent analyses, including heat mapping studies conducted in the early 2020s and flood modeling done as part of the county’s Comprehensive Flood Management study, document these hazards.

Due to the county’s recent climate and sustainability initiatives, environmental resilience has become a cornerstone of our planning work. The Wheaton Plan will continue to focus on improving air and water quality and protecting and promoting biological diversity. In addition, the Wheaton Plan will evaluate existing conditions and community input, develop recommendations that align with the county’s climate goals to reduce greenhouse gas emissions, adapt development to climate impacts, strengthen environmental resilience, protect and improve human health, and advance environmental justice.

A core tenet of Thrive is locating compact development along corridors and in activity centers. Concentrating growth in these areas can reduce vehicle miles traveled by placing homes closer to

destinations and high-quality transit. Compact development can also help preserve forest land and natural habitats by limiting development pressure elsewhere. However, areas along heavily traveled corridors often experience degraded air quality, which can adversely affect human health. The Wheaton Plan will explore ways to green these corridors to help address air pollution and improve human health.

The Wheaton Plan will consider recommendations to support:

- Greenhouse gas reduction and urban heat mitigation, including innovative ways to incorporate renewable energy generation into the built environment and expand tree canopy, vegetated areas, and other strategies that reduce impervious surfaces.
- Stormwater management and climate resilience, including nature-based solutions to manage runoff and reduce flood risk.
- Environmental design and placemaking that will integrate environmental resilience goals with the Plan’s urban design vision to create a place that artfully incorporates green resilience features into the urban fabric, making Wheaton a cooler, greener and more inviting place to live, work and play consistent with its Arts & Entertainment District designation.
- Public health improvement and environmental equity, including improving air quality and ensuring that desired environmental outcomes benefit all communities equitably.
- Biological diversity, including landscape designs that filter pollution and support native species of plants, insects, and birds.

HISTORIC RESOURCES

Staff will develop a brief history of the area to contextualize the Plan and changes over time. The Jenkins Broadcasting Station is the only site in the proposed boundary listed in the *Master Plan for Historic Preservation*. The Allen Chapel AME Church Cemetery (HP-64) is a burial site within the proposed Plan boundary, and while the Carmack Family Cemetery (HP-258) is recorded just outside the Plan boundaries, there is a very high degree of uncertainty about the cemetery’s specific location, and it may be within the Plan area to the north of where it has been recorded. There are no buildings or sites listed in Montgomery County’s Locational Atlas & Index of Historic Sites or designated to the National Register of Historic Places. Staff do not anticipate any additional research or designation within the Plan area.

COMMUNITY FACILITIES

The Wheaton Plan area includes many parks, religious institutions, the Wheaton Library, and the Wheaton Recreation Center and is served by currently being served by six elementary schools, three middle schools and two high schools. In addition to recent public investments in the Wheaton Library, Recreation Center, and the M-NCPPC Wheaton Headquarters, there are additional planned facilities such as the Wheaton Arts and Cultural Center and the soon-to-open childcare center at Wheaton Headquarters. These community institutions act as anchors, providing opportunities for gathering

and support, such as food distributions, youth sports and clubs, and educational classes. The Wheaton Plan will explore opportunities to improve accessibility to these community facilities and the need for additional facilities.

In the fall of 2027, the middle school and high school service areas will change according to the Board of Education’s approved boundaries for the reopening of Charles W. Woodward High School and the expansion of Northwood High School. The Plan area will be served by Albert Einstein and Northwood High Schools and Newport Mill, Odessa Shannon, and Sligo Middle Schools. MCPS will also review the elementary school service area boundaries in the near future with potential considerations for school consolidations, pending the Board of Education’s approval.

The Plan will:

- Review past enrollment trends, latest projections, and CIP plans of schools currently serving the Plan area, and analyze student generation rates of the surrounding areas to gauge the adequacy of school capacity in the general area.
- Analyze the Plan’s potential enrollment impact based on a maximum build-out scenario of the Plan’s recommendations.
- Examine school sites within the Plan area for potential site design or land use considerations.
- Collaborate with MCPS to discuss additional long-range planning issues related to schools as needed.
- Coordinate with county agencies to evaluate the need for additional community facilities.
- Assess the need for services serving specific populations like childcare facilities, senior centers, or the unhoused population.

PLAN IMPLEMENTATION

The Plan will also explore mechanisms for funding and/or managing future infrastructure improvements. The Wheaton Downtown Study, community members and partner agencies have already identified potentially costly recommendations—new parks or community spaces, undergrounding utilities, streetscape improvements, and changes to transportation circulation. Planning staff will coordinate with implementing agencies to examine existing funding streams and policies and explore other strategies to support implementation of the Plan vision. Montgomery Planning will also continue to pursue opportunities like working with the Maryland State Department of Transportation to recognize Wheaton as a state designated Transit Oriented Development area, which can unlock potential grant funding and other financial incentives.

PLAN MILESTONE SCHEDULE

- **Plan Kick Off**
Winter 2026
- **Scope of Work Approved by Planning Board**
Spring 2026
- **Community Visioning**
Summer 2026 – Summer 2027
- **Existing Conditions Analysis**
Winter 2026
- **Share Emerging Ideas with Community and Planning Board**
Spring 2027
- **Share Draft Recommendations with Community and Planning Board**
Fall 2027
- **Working Draft presented to Planning Board**
Spring 2028
- **Planning Board Public Hearing, Work Sessions and Draft**
Spring - Fall 2028
- **County Executive Review, Council Public Hearing, Work Sessions and Approval**
Fall 2028 – Winter 2029

COMMUNITY ENGAGEMENT

In developing the Communications and Engagement Plan, staff considered unique local demographics and Wheaton residents' stated communication preferences identified through the Communications Preferences Survey.

The Wheaton area, defined as the Wheaton Community Trends Area, has experienced rapid growth in its school-age population (ages 5 to 17) and Hispanic population since 2010. It has a large population of youth and families with young children; 26% of the population is under 18 years old, and nearly 50% is under 34 years old. Nearly half of residents speak a non-English language at home, with Spanish-speakers making up the largest share.

Compared to the county average, people are less likely to commute by car; 38% of residents either work from home or have a car-free commute and 13% of households do not own a car. Wheaton residents are more likely to be renters, 42% of households are renters, as opposed to 34% countywide.

Wheaton has a large small business community that serves people locally and regionally. There are approximately 850 businesses in Wheaton and approximately 84% of businesses have nine or fewer employees.

GOALS

For the Wheaton Plan, staff will implement a robust engagement strategy to connect with and hear from the diverse populations who live, work and visit Wheaton. The communications and engagement strategy will support the overarching master plan process and emphasize the importance of building in-depth, effective community relationships and support for our work. Input from the community, combined with guiding policies and expert analysis shape the Plan recommendations.

This engagement effort is designed to offer multiple, accessible ways for people of different backgrounds and ages to participate. Drawing from the demographic information for the Wheaton area, it is crucial that the engagement strategy also specifically targets the following populations, to ensure their inclusion in the process:

- People who speak a language other than English at home
- Kids, youth and parents
- Small businesses
- Transit riders
- Renters

Our goals for engagement throughout the plan process include:

- **Equitable Engagement:** Garner interest and gather input from diverse community members and ensure that the resulting Plan represents community interests, perspectives, and visions.
- **Pilot New Outreach Activities:** Employ new tactics to attract different audiences to the Plan process. Staff will evaluate and adapt strategies along the way to make sure we're reaching a broad representation of Wheaton.
- **Effective Community Partnerships:** Build new and deepen existing relationships with and respectfully leverage community partners to become advocates for this Plan and its vision.
- **Generate Support for the Plan's Recommendations:** Gain support through transparent, engaging communications from community members, partner organizations, small business and property owners, and other key stakeholders to successfully approve and implement the recommendations of the Plan.

COMMUNICATIONS AND ENGAGEMENT PLAN

Engagement should be people centered, accessible, compelling and transparent. Our engagement approach relies on a variety of tactics to reach and interact with different audiences. We recognize that people have different ways they would like to engage, different levels of time they want to dedicate, different requirements that will enable them to participate, and different spaces—physical or virtual—where they feel comfortable.

At different stages of the planning process the specific goals of engagement will shift, from education and awareness early on, to visioning, recommendation development and refinement. However, throughout the process, staff will continue to level-set—getting everyone on the same page about the impact and possibilities of the Plan—and telling the story of community members and vision for the Plan.

#WEAREWHEATON

The Plan has launched a storytelling campaign to generate interest in the concepts that go into a plan as well as highlight the lived experiences of those who live, work, and visit Wheaton. Storytelling will be a core engagement tool to elevate community voices. Staff will promote these stories on our website and through a social media campaign that creates a community driven narrative, engages target audiences, closes the loop with community members, and conveys the story of community members to decision makers. These stories will meaningfully inform Plan recommendations.

The #WeAreWheaton campaign celebrates everything that makes Wheaton a great place while leaving space to reflect honestly on what could be improved. In addition to attracting people to the engagement process, staff hope it will explain and humanize the issues and recommendations through people's stories. This campaign serves two purposes: it starts a community-led conversation about what people love about Wheaton while identifying opportunities for improvement and it creates valuable content for planners to review and catalog as a part of our engagement process that will help planners when it comes time to draft recommendations.

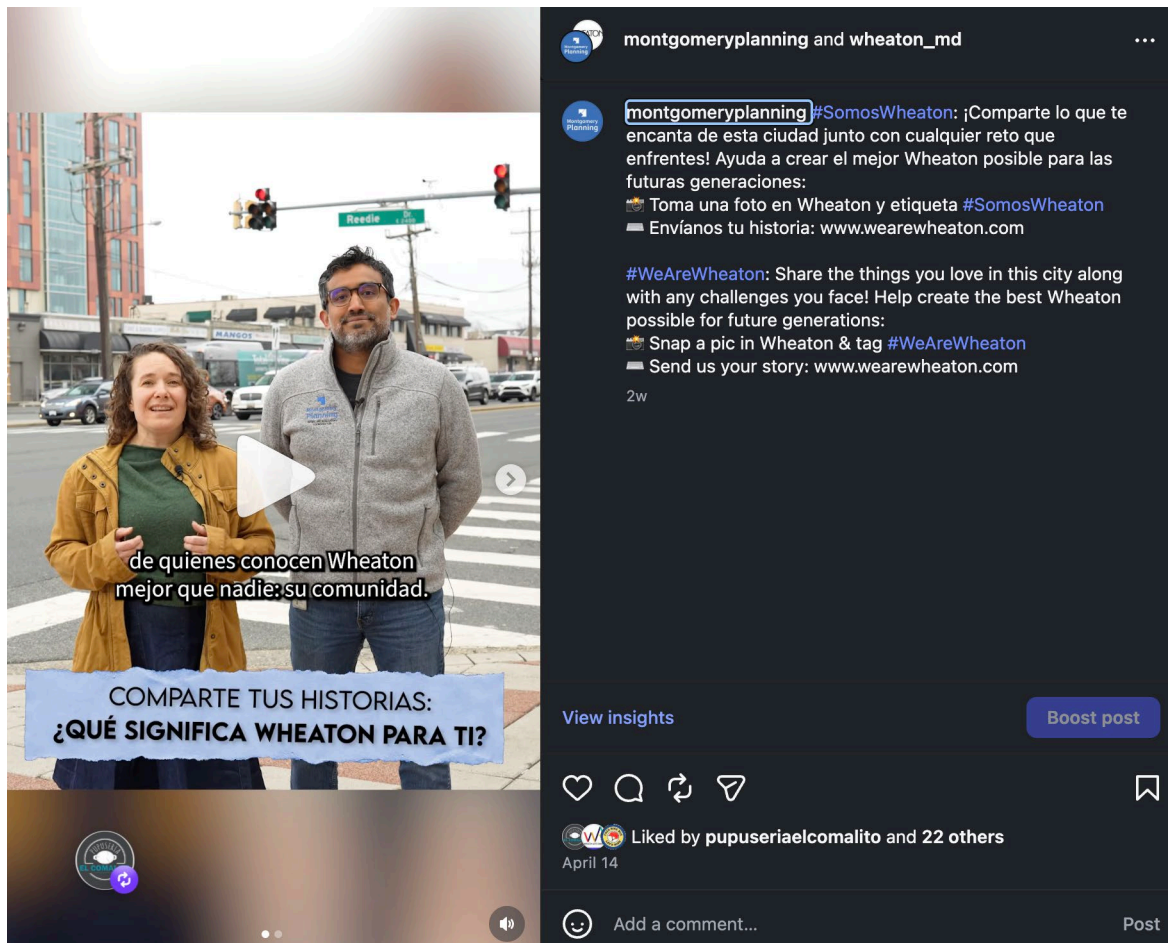


Figure 6: A social media post for the campaign promoting #WeAreWheaton

The #WeAreWheaton campaign will involve recording short video interviews at pop-ups and through community outreach. In these videos, people will tell their stories about Wheaton. There will be a dedicated page on the Montgomery Planning website which will house the videos and offer opportunities for community members to submit written stories as well. Additionally, the campaign will include social media posts, polls, and other engagement opportunities. The goal is to elevate lived experience, attract new participants, and develop a community-driven narrative about what works in Wheaton and what needs to change. These stories will be synthesized to identify themes, priorities, and place-based challenges—directly shaping the Plan’s vision, analysis, and recommendations.

Learn more at [WeAreWheaton.com](https://www.wearewheaton.com)

PLAN ENGAGEMENT PHASES

Prepare (Winter 2026)

During this phase, staff will introduce community members to the Wheaton Plan, the planning process, and Montgomery Planning. Planners will identify community organizations, groups, clubs and associations, build relationships with community partners and start learning about community priorities.

Excite (Winter – Spring 2026)

In this phase staff will continue to share information on the Plan process and participation. We will begin to define what's at stake and why/how it impacts the community and solicit information about the diverse perspectives, hopes and concerns of the community members.

Explore Phase (Visioning 1, Spring 2026 – Winter 2026)

In the explore phase, staff will begin to formulate a shared vision with the community. Planners will have iterative conversations aimed at understanding community values and developing high level recommendations. This phase and the next will provide opportunities for deep engagement through questionnaires, focus groups and meetings.

Consult Phase (Visioning 2, Winter 2027 – Winter 2028)

Planners will develop and refine recommendations in this phase. Staff will evaluate alternative approaches for achieving Plan goals and assess trade-offs. Staff will return to the community to review and provide feedback on the recommendations, and continue meetings with residents and partner organizations, as well as follow up focus groups and reviews.

Endorse Phase (Winter 2028 – Winter 2029)

In this phase planners will seek to communicate community feedback to Planning Board and Council members. Staff will educate community members on the process and inform them of ways to stay involved. As decisions are made by elected and appointed officials, staff will communicate these decisions to community members. Staff will ask people to testify about what they do and do not like in the Plan.

CONSIDERATIONS

As we pursue engagement activities, we want to acknowledge that the Plan process does not happen in a vacuum. People have personal, political, financial and other restraints on how they want to and can participate in the process. Throughout the process, we will think about ways that we can relieve barriers to participation, such as:

- Offering events and materials in English, Spanish and upon request in other languages
- Providing childcare and/or activities
- Asking people about other support that would allow them to participate in the plan process
- Pursuing specific engagement where people are—at transit stops and apartment buildings—so they don't have to come to us
- Being sensitive to the concerns and needs of undocumented or mixed status families and communities
- Choosing event locations that are served by different transportation modes

ENGAGEMENT TO DATE

Montgomery Planning held an in-person kickoff event at the M-NCPPC Wheaton Headquarters on March 26, 2026. The Open House style event brought more than 65 communities and their children. Staff collected more than 370 comments, questions, and ideas, and engaged in many substantive conversations.

In the lead up to the open house event, staff held two pop-up events at the Wheaton Metro Station, engaged in one-on-one meetings with community leaders and as well as organizations, homeowners' associations, and partner agencies. Through April, Montgomery Planning has met with twelve organizations, community groups, and neighborhood associations, including the Wheaton Urban District Advisory Committee, Creative Wheaton, Impact Silver Spring, and the Greater Silver Spring Chamber of Commerce.

The Plan team has also been updating community members through the Wheaton e-letter list, which includes 538 subscribers. Since January, four eletters have been sent with an average open rate of 61.2% (industry average is 30%) and an average click rate of 6.5% (industry average is 2%).

STAY CONNECTED

- Lead Planner: Maren Hill (se habla español)
- Lead Planner: Sophie Kotzker
- Urban Design: Luis Estrada (se habla español)
- Transportation: Kenneth Derryberry
- Housing: Caila Prendergast (se habla español)
- Environment: Steve Findley, Bianca Noveno
- Parks: Chuck Kines
- Schools: Hye-Soo Baek
- Economic Context: Ben Kraft, Alex Pemberton
- Demographics: James Lee
- Intern: Pablo Espejo (se habla español)