



**(2016 - 2021)**

# STRATEGIC PLAN CLOSEOUT REPORT

**Prepared:**

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**Submitted By:**

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*Town Administrator*



# TOWN COUNCIL INFORMATION



# MESSAGE FROM THE TOWN ADMINISTRATOR

Dear Mayor, Town Council, and the residents of Bladensburg,

The Town of Bladensburg's 2016–2021 Strategic Plan established key priorities in Economic Development, Public Safety, Infrastructure, and Collaboration and Partnerships, providing an essential framework to guide policy direction, operational focus, and resource allocation. Over the course of the plan period, the Town experienced significant disruption, including the COVID-19 pandemic and management transitions, which delayed, modified, or incorporated several initiatives into ongoing operational work.

To ensure transparency and accountability, staff conducted a formal review of accomplishments and outstanding priorities. Draft updates were presented to the Town Council in February 2025 and September 2025 to support discussion and refinement of the closeout approach.

This document represents the formal closeout of the 2016–2021 Strategic Plan and is intended to provide a clear assessment of progress, identify initiatives that remain in progress, and establish the foundation for the Town's next strategic planning cycle. Closing out the prior plan will allow the Council to initiate a new process that better aligns community goals, organizational priorities, funding strategies, and implementation timelines.

As the Town moves forward, this work is grounded in the Town's Core Values and the principles of Bladensburg CARES, which emphasize service excellence, accountability, responsiveness, equity, and stewardship. These guiding principles will continue to shape the Town's approach to strategic planning, community engagement, and long-term decision-making.

Over the last two and a half years, I have worked to close out many of the Town's goals, actions, and priorities. This report has provided an opportunity to celebrate accomplishments, reassess what could be done differently, and reflect on where the Town should be in 2035. I have provided a roadmap; the journey is yours to take. Respectfully submitted,

Michelle Bailey Hedgepeth, Town Administrator





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## EXECUTIVE SUMMARY

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The closeout review indicates that the Town made substantial progress across all four goal areas, with several initiatives completed, many continuing as ongoing operational priorities, and a limited number requiring renewed focus during the next strategic planning cycle.

Key findings include:

- **Economic Development:** Significant momentum was achieved through the hiring of an economic development consultant, formation of regional partnerships, redevelopment planning, and advancement of cultural and signature events. Many initiatives remain ongoing due to their long-term nature.
- **Public Safety:** Major policy improvements and facility planning occurred, including adoption of a new Property Maintenance Code and integration of infrastructure-related safety initiatives such as lighting and pedestrian improvements.
- **Infrastructure:** The Town completed baseline assessments, secured funding for capital improvements, implemented roadway and safety upgrades, and advanced gateway enhancements. Development of a Complete Streets framework remains a future priority.
- **Collaboration and Partnerships:** Strong progress was made in intergovernmental coordination, educational outreach, cultural programming, and communications expansion, with multiple initiatives fully completed.

Overall, the Strategic Plan successfully guided investment, partnerships, and operational priorities despite disruptions caused by COVID-19. The closeout highlights the need for a refreshed strategic framework that integrates capital planning, economic redevelopment, service delivery, and community engagement into a unified long-range vision.

# CORE VALUES

The Council has changed significantly since the original plan was drafted. At that time, the Town adopted the following, which should be reviewed and updated by the Town Council periodically.

Below is the current set of Core Values.

Bladensburg CARES exemplifies the values we hold in delivering excellent public service to residents, property owners, and stakeholders of the Town.

## Mission

The Town of Bladensburg is a vibrant and exciting destination that offers superior services and opportunities to all community stakeholders in a clean and safe environment, promoting redevelopment, investment, and diversity

## Collaboration

We value effective partnerships

## Accountability

We recognize our individual and collective roles and responsibilities for service and program delivery.

## Responsiveness

We value prompt customer service

## Ethics and Efficiency

We are ethical and efficient in our operations

## Service Excellence

We value efficient, high-quality service in everything we do

## Vision

Bladensburg is an ethical and responsive government that provides high-quality customer service, committed to creating a culturally and economically viable community.



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## METHODOLOGY & OTHER FACTORS

The closeout report was developed through

Each strategy was categorized as Completed, In Progress, Ongoing, or Reassigned. The report provides an update for each area and action. Due to the Town's changing priorities, some items have been completed, and others have shifted as a result of the pandemic, which severely delayed some matters.

- ◆ **Review of strategic plan tracking worksheets**
- ◆ **Status updates from departments and partner agencies**
- ◆ **Evaluation of completed projects, policy adoptions, and program outcomes**
- ◆ **Identification of initiatives transitioned into ongoing operational work**
- ◆ **Identification of deferred or partially completed initiatives**

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## GOAL A: ECONOMIC DEVELOPMENT

### Objective

Improve economic sustainability and redevelopment capacity

### Progress Highlights

- Engagement of an Economic Development consultant to guide redevelopment strategy
- Advancement of annexation analysis and corridor planning
- Legislative advocacy to expand municipal revenue tools
- Formation of regional economic partnerships, including Port Town collaborations
- Development of marketing initiatives and expansion of cultural tourism efforts
- Preservation initiatives related to historic assets.
- Expansion of signature community events and inclusive business policies

### Status Summary

- Majority of strategies: In Progress or Ongoing
- Nature of work reflects long-term redevelopment cycles rather than one-time completion

### Remaining Priorities

- Implementation of redevelopment policies
- Continued annexation strategy execution
- Business attraction tools and housing policy alignment
- Formal economic development implementation roadmap

## Goal Area A: Economic Development Update

Strategy	Status	Update
<p>Develop an economic development/redevelopment plan for key commercial areas in the Town (Coordinate with Collaboration and Partnerships, priority #10).</p>	<p>In Progress</p>	<p>The Town hired an ED Consultant in November 2023, and this person has taken steps to meet with Commercial Property owners. The Town revived the Business Roundtable in 2024, and the group has been meeting quarterly.</p>
<p>Identify and explore annexation alternatives and opportunities to expand the tax base of the Town.</p>	<p>In Progress</p>	<p>In 2023-2024, the Town updated previous material on Annexation, and we have worked on the annexation of county-owned parcels that will help expand the town's reach to other areas.</p>
<p>Work with the State legislators, Maryland National Capital Park and Planning, and Prince George's County Planning Department to create and pass legislation that will provide Bladensburg with greater zoning and land use authority.</p>	<p>Ongoing and In Progress</p>	<p>Over the last few sessions, there has been legislation on this matter, and the Town has been supportive of these efforts. The Town will continue to support this matter.</p>
<p>Develop policies to attract quality housing opportunities.</p>	<p>In Progress</p>	<p>The Port Town Sector Plan, released in 2026, outlines opportunities and strategies for developing and redeveloping housing and mixed-use projects.</p>

## Goal Area A: Economic Development Update

Strategy	Status	Update
<p>Develop a marketing plan to promote and position Bladensburg as a commercial business destination, attract investment opportunities, and address job creation and workforce development.</p>	<p>In Progress</p>	<p>The BCCE Port Town CDC has been formed and met in Nov 2025 and Feb 2026. As part of their work, they assist the Town in marketing and developing materials for investments in jobs and the workforce. In 2025, the Town joined PGGDA Prince George's County Gateway Development Area). This group was formed to develop commercial and development issues in the Towns of Bladensburg, Colmar Manor, Cottage City, Mount Rainer, Brentwood, and North Brentwood.</p>
<p>Market and preserve the historic and cultural assets of the Town and region to attract visitors to Bladensburg.</p>	<p>In Progress</p>	<p>The work on the Bostwick house is underway. Bond Bill funding awarded in 2022 has been applied for access to funding while completing a portion of stabilization projects and the development of feasibility and use study. In May 2025, the Town held an outdoor event to invite people to the site and open it up as a place to gather and celebrate. Work with the Aman Memorial Trust has continued on opportunities to generate revenue so that Bostwick House can be more self-supporting.</p>

## Goal Area A: Economic Development Update

Strategy	Status	Update
Create and host an annual signature event for the Town.	Ongoing	This has been accomplished with the Independence Day and Bladensburg Day events. We have continued to work on various community events.
Develop inclusive policies, procedures, and programs that promote sustainability.	Ongoing	The Town has a series of policies and activities regarding green infrastructure and sustainability. The Town joined the Sustainable Maryland Program in 2019 and renewed in 2024. The Port Town is a Sustainable Community with DCHD. In 2024-2025, the Town was designated as a Tree City.
Develop and expand partnerships (local, regional, and state) that will support increased economic development	Ongoing	The BCCE Port Towns CDC has been formed, and projects have been funded by DCHD for a Façade Program and funding for wayfinding.



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## **GOAL AREA B: POLICE & PUBLIC SAFETY**

### **Objective**

Use best practices to enhance public safety services and community trust

### **Progress Highlights**

- Advancement of police facility planning within broader Town Hall improvements.
- Expansion of community policing initiatives and outreach programs.
- Strengthened partnerships with regional safety stakeholders.
- Adoption of a new Property Maintenance Code.
- Safety initiatives integrated into infrastructure projects (lighting, pedestrian improvements).

### **Status Summary**

- Several initiatives | Completed
- Others transitioned into Infrastructure planning or ongoing operational work

### **Remaining Priorities**

- Facility modernization
- Data-driven policing strategies
- Continued neighborhood safety improvements

## Goal Area B: Police & Public Safety Update

Strategy	Status	Update
Expand the Police Department's facilities to better meet the needs of the department and the community.	In Progress	This is part of the overall Town Hall Plan. This will be moved to the new Strategic Plan as an action item.
Improve community-based policing and outreach to establish and build relationships.	Ongoing	The Town has developed community events and activities, and has a Community Services Division that organizes various events and activities that build relationships with our residents.
Develop and enhance partnerships with local, county, regional, and national public safety agencies, as determined by the needs of the community.	Ongoing	The Town has developed significant partnerships with state, local, and federal partners over the past few years.

## Goal Area B: Police & Public Safety Update

Strategy	Status	Update
Assess the need for additional street lighting.	Complete	The town has completed a plan for 57th Avenue lighting and has implemented Phase 1 and Phase 2 in late 2025 -2026.
Update the Property Maintenance Code to reflect the needs of the community.	Complete	New Property Maintenance Code adopted in May 2025. The Town has also begun the implementation of a new software package that will allow the Town to more effectively enforce items like Rental Licenses, Property Inspections, and follow up on other Code-related issues



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# GOAL AREA C: INFRASTRUCTURE & ROADS

## Objective

Assess conditions and implement capital improvements supporting safety and quality of life

## Progress Highlights

- Completion of baseline infrastructure condition assessments.
- Securing bond and grant funding for capital projects.
- Continued pay-as-you-go improvements and roadway upgrades.
- Installation of safety enhancements, including LED signage and pedestrian improvements.
- Gateway and placemaking investments.

## Status Summary

- Multiple strategies | Completed
- Capital Improvement Plan Development | In Progress
- Complete Streets initiative: Limited progress/identification as future priority

## Remaining Priorities

- Formal CIP adoption and funding strategy
- Complete Streets framework
- Stormwater and resilience planning
- Traffic management strategy

## Goal Area C: Infrastructure & Roads Update

Strategy	Status	Update
<p>Conduct a baseline conditions assessment of all buildings and facilities owned by the Town</p>	<p>Completed</p>	<p>The Town has successfully secured Bond Bill funds and is working toward replacing the Town Hall and Police facilities. Neighborhood Design Center has been providing professional support for this project since 2023 and has completed the Town Hall Project assessment.</p>
<p>Advocate for the development of a Stormwater Management Plan.</p>	<p>Completed</p>	<p>Throughout COVID and over the last several years, the Town has engaged the County on the plan for the Quincy / Edmonston Channel Projects. In 2023, the Town entered into an MOU with Prince George's to provide \$500,000 in ARPA funds for this project.</p>
<p>Develop a Capital Improvement Plan to fund facilities maintenance, purchase equipment and construct new infrastructure.</p>	<p>In Progress</p>	<p>The Town has continued with Pay-Go projects, but over the last several years, it has been successful in securing capital and traffic improvement projects</p>
<p>Assess the need for traffic improvements, including traffic calming and safety alternatives for streets maintained by the Town.</p>	<p>Ongoing</p>	<p>In 2023-2024, the Town installed LED stop signs and crosswalks, and the Town has taken on pavement markings. The Town has sought and received funding for various infrastructure projects, including sidewalk replacements, street overlays, and green infrastructure planning.</p>

## Goal Area C: Infrastructure & Roads Update

Strategy	Status	Update
<p>Create a sense of place for key gateways and development areas by identifying the highest and best uses and accompanying improvements, including signage, landscaping, lighting, street furniture, etc.</p>	<p>Ongoing</p>	<p>Over the last few years, the Town has replaced its gateway signage and improved the landscaping at the gateways. They have invested in new trash cans and installed benches at key bus stops and throughout the town. The Town has also installed additional community art benches and focused its efforts on Beautification.</p>
<p>Develop a Complete Streets Plan to support multi-modal transportation access and options (Coordinate with Police and Public Safety, priority #4).</p>	<p>In Progress</p>	<p>There has been some progress on this Complete Street Plan, and we have worked with our engineering team on critical infrastructure improvements.</p>
<p>Improve the connectivity of pedestrian and vehicle traffic through enhanced traffic safety measures (Coordinate with Infrastructure and Roads, priority #6).</p>	<p>In Progress</p>	<p>The Town has implemented and will implement several sidewalk and roadway projects. Since FY 2024, several more are planned by the SHA (State Highway Administration) through FY 2027</p>



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## GOAL AREA D: COLLABORATION & PARTNERSHIPS

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### Objective

- Cultivate new partnerships and strengthen existing relationships

### Progress Highlights

- Expanded coordination with county, state, and regional organizations.
- Growth in workforce and trade partnerships.
- Increased cultural programming and community events.
- Strengthened relationships with educational institutions.
- Major expansion of communications capacity and social media presence.
- Completion of several partnership-focused initiatives

### Status Summary

- High rate of Completed initiatives
- Remaining items transitioned into ongoing relationship management

### Remaining Priorities

- Institutionalizing partnership frameworks
- Leveraging partnerships for economic and capital funding
- Continued regional advocacy

## Goal Area D: Collaboration & Partnerships Update

Strategy	Status	Update
<p>Work with and encourage the Maryland-National Capital Park and Planning to identify ways to promote Bladensburg waterfront recreational opportunities and increase the number of visitors to the park.</p>	<p>Ongoing</p>	<p>Staff and the Town Council have worked with MNCPPC to support and create new events and activities at Bladensburg Waterfront Park.</p>
<p>Partner with Prince George’s County and Maryland agencies to protect Bladensburg’s historic and cultural assets</p>	<p>Ongoing</p>	<p>The Town has been active with the County and other MD agencies on various historical sites. The Town has made significant steps and progress on the Bostwick House project.</p>
<p>Identify and build relationships to increase workforce development opportunities</p>	<p>In Progress</p>	<p>The Town has been active with the Trade School Project and is currently working with Employ Prince George's on workforce development activities within the Town. In 2021, the Town received a \$1M earmark towards the development of a facility and workforce training for Bladensburg and area residents.</p>
<p>Support the expansion of cultural events and celebrations, especially in the Town of Bladensburg.</p>	<p>Ongoing</p>	<p>The Town has developed cultural and community events with the addition of the marketing specialist. We have grown and expanded our outreach to the community.</p>

## Goal Area D: Collaboration & Partnerships Update

Strategy	Status	Update
Increase and strengthen existing partnerships	Ongoing	The town has continued to strengthen all community and local partnerships
Improve and strengthen relationships with county, state, and federal legislatures and agencies.	Completed	Town Council and staff have worked to strengthen relationships with governmental partners through the engagement of a legislative consulting team, and in 2025, the Town compiled a formal report outlining the Town's Legislative Priorities over the last two years.
. Improve outreach to educational institutions and community organizations.	Completed	This has been an ongoing process for the Town and has worked collaboratively with schools and community organizations. The Town has successfully worked with UMD on various projects, including work with PALS (Student-led Projects), EFC (Environmental Finance Center), and the School of Architecture on Classes and events at Bostwick House.

## Goal Area D: Collaboration & Partnerships Update

Strategy	Status	Update
Expand social media networks and platforms to inform and promote outreach to residents and stakeholders.	Completed	In 2017, the Town hired a marketing specialist, and since then, this position has expanded the Town's reach on social media and engagement.
Partner with the Maryland-National Capital Park and Planning Commission and the Prince George's County Planning Department to develop a master plan for Bladensburg (Coordinate with Economic Development, priority #1	Completed	In 2022, the Town completed an Economic Development Study, and in 2023, the Town began the Port Towns Sector Plan that includes Bladensburg, Cottage City, Colmar Manor, and Edmonston. The Port Towns Sector Plan, completed in 2026, is now in the public comment phase.



# STRATEGIC PLANNING PROCESS MAP & COMMUNITY INPUT



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The next strategic planning cycle will build on lessons learned from the previous plan while strengthening community engagement and accountability for implementation.

## Phase 1 - Preparation

Closeout report approval	Consultant procurement
Budget allocation	Data and baseline review

## Phase 2 - Discovery

Stakeholder interviews	Community surveys & focus groups
Department workshops	Data analysis

## Phase 3 - Visioning

Council priority setting	Scenario development
Community vision sessions	Identification of key outcomes

## Phase 4 - Strategy Development

Goal framework (short, mid long term)	Performance measures
Implementation plans	Funding alignment

## Phase 5- Adoption & Implementation

Council adoption	Annual reporting structure
Public release	Integration with budget and CIP

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# COMMUNITY INPUT APPROACH

Community input should directly shape priorities, metrics, and investment sequencing



Resident surveys (digital & paper)



Resident surveys (digital & paper)



Youth engagement sessions



Interactive dashboards for transparency



Partner organization workshops



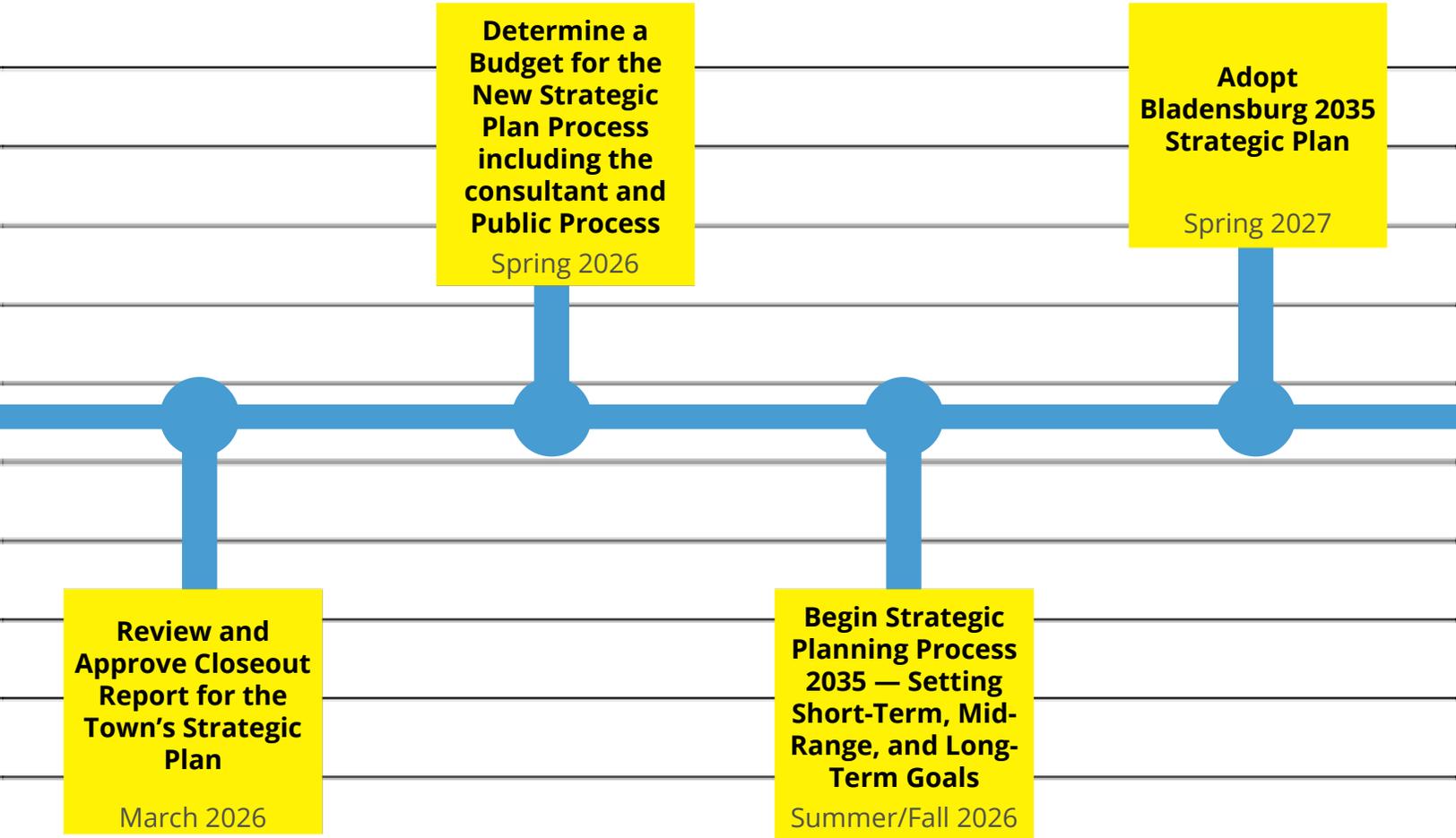
Multilingual outreach



Pop-up engagement at events

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# NEXT STEPS



The 2016–2021 Strategic Plan provided an effective framework that guided the Town through a period of disruption while advancing redevelopment, infrastructure investment, policy modernization, and partnerships. The closeout demonstrates measurable progress, confirms the maturation of several initiatives into ongoing operations, and identifies critical priorities that should anchor the next strategic planning cycle. A new strategic plan will allow the Town to align fiscal capacity, capital investment, service delivery, and community vision into a coordinated roadmap through 2035



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