City of Bowie
Regular City Council Meeting

Monday, January 5, 2026
Council Chambers - 8 p.m.

AGENDA

I. CALL MEETING TO ORDER

II. PLEDGE OF ALLEGIANCE

III. QUORUM

IV. AGENDA ADDITIONS/DELETIONS/AMENDMENTS

V. CITIZEN PARTICIPATION

VI. PRESENTATIONS

- **A.** Recognition of City Employee

VII. CITY BOARDS AND COMMITTEES

- **A.** Appointments/Reappointments/Swearing-in

VIII. COUNCIL ANNOUNCEMENTS

IX. CITY MANAGER'S REPORT

X. CONSENT AGENDA

- **A.** Approval of December 1, 2025 Council Meeting Minutes
- **B.** Approval of December 12, 2025 Special Council Meeting Minutes
- **C.** Approval of December 17, 2025 Special Council Meeting Minutes
- **D.** Adoption of Resolution R-1-26 Creating the Thrive Small Business Grant Program
- **E.** Adoption of Resolution R-2-26 Approving a Lease Agreement Between the City of Bowie and T-Mobile USA Tower, LLC., at 2200 Mitchellville Road
- **F.** Adoption of Resolution R-3-26 Approving a $75,000 Grant to Inncuvate Community Development Partners for Use as a Matching Funds for a TEDCO Grant
- **G.** Adoption of Resolution R-4-26 Authorizing the Issuance of a Purchase Order to KCI Technologies, Inc. for Task Order/RFP#3-19A in the Amount of $150,254.04 in Accordance With the Master Contract Approved on October 31, 2018
- **H.** Introduction of Ordinance O-1-26 Amending the Adopted Budget for the Fiscal Year Beginning July 1, 2025, and Ending June 30, 2026, as Embodied in Ordinance O-4-25 and Amended by Ordinances O-11-25 and O-13-25, to Appropriate Funds in the Amount of $47,900 for the Replacement of a Message Board

XI. OLD BUSINESS

A. Adoption of Charter Amendment Resolution CAR-3-25 - Amending "Voter Registration, Filing of Candidacy, and Elections" (Sections 21 Through 37) of the City Charter - **Public Hearing/Eligible for Action**

XII. NEW BUSINESS

A. Old Town Bowie Revitalization Update - The City's consultant, Inncuvate Community Development Partners, will provide an update on their activity in Old Town Bowie.

B. Economic Development Discussion - Council and staff will discuss the City's Economic Development Policy and creating a City Economic Development Corporation. Council may authorize a contract for a consolidation of Economic Development Policy documents - **Eligible for Action**

C. Budget Guidance for FY 2027 - The Finance Department will provide trend information and major themes to City Council for the upcoming FY 2027 Budget process.

XIII. ADJOURNMENT AND MOVE TO CLOSED SESSION

To adjourn to closed session under the statutory authority of the Md. Annotated Code, General Provisions Article §3-305(b)(3): “To consider the acquisition of real property for a public purpose and matters directly related thereto” and §3-305(b)(7): "To consult with counsel to obtain legal advice".

Note: The Ethics Commission has advised that under certain circumstances, members of the public may qualify as lobbyists when they testify before the City Council. If so, the Bowie Ethics Ordinance requires that certain information be filed with the Ethics Commission. Please review the information about lobbying that is provided with the City Clerk. If you have any questions about lobbying, please contact the Ethics Commission or the Assistant City Manager.

This meeting will be televised live on Verizon Channel 10 and Comcast Channel 71 and 996, repeated on 1/7/2026 and 1/10/2026 at 7:00 p.m., and web-streamed live.

For a closed-captioned version of the meeting video, please go to https://www.youtube.com/user/cityofbowiemd/playlists and select the 2026 Council Meetings list. Once the meeting video opens, be sure to click on “CC” button to turn on closed captioning.

NEXT REGULAR MEETING OF THE BOWIE CITY COUNCIL - TUESDAY, JANUARY 20, 2026 - COUNCIL CHAMBERS - 8:00 P.M.

Memorandum

TO: City Council

FROM: Awilda Hernandez, City Clerk

SUBJECT: Committee Appointments/Reappointments/Swearing-in

DATE: 12/30/2025

Committee Appointments:

1. Ms. Valerie Mikles was interviewed on December 1, 2025, for appointment to the Environmental Advisory Committee. Council concurred to appoint her to the Committee as a Regular Member for a 2-year term. Please have Mayor Pro Tem Woolfley move to appoint her.
2. Ms. Sherri Cook was interviewed on November 17, 2025, for appointment to the Public Safety Committee. Council concurred to appoint her to the Committee as a Regular Member for a 2-year term. Please have Councilmember Brady move to appoint her.
3. Ms. Wendy Pohlhaus was interviewed on November 17, 2025, for appointment to the Diversity Committee. Council concurred to appoint her to the Committee as a Regular Member for a 2-year term. Please have Councilmember Rogers move to appoint her.

ATTACHMENTS: None

REGULAR CITY COUNCIL MEETING MINUTES

MONDAY, DECEMBER 1, 2025

CALL MEETING TO ORDER:

The Regular Meeting of the Bowie City Council was held on Monday, December 1, 2025, in Council Chambers at City Hall. Mayor Adams called the meeting to order at 8:05 p.m.

PLEDGE OF ALLEGIANCE TO THE FLAG:

Mayor Adams led the Pledge of Allegiance to the Flag of the United States of America.

QUORUM:

In attendance were Mayor Adams, Councilmembers Estève, Ndebumadu, Rogers and Woolfley, City Manager Lott, Assistant City Manager Mears, City Attorney Ruff, City Clerk Hernandez and Staff.

AGENDA ADDITIONS/DELETIONS/AMENDMENTS:

None.

CITIZEN PARTICIPATION:

1. Takisha Brown, Kavanaugh Ln - Addressed delays in receiving a response to her request to reserve the Kenhill Community Center for a proposed “Neighbor to Neighbor” community donation event. She also expressed concerns about limited communication from her Council representative and the City’s community engagement following a recent homicide in the Kenhill area.
2. Terry Rogers, GBCC President – Joined by Board Member Robert Day, presented a proclamation recognizing City Manager Alfred D. Lott for his years of service and contributions to the city.
3. Steven Carpenter, GBCC - Thanked the city for its continued partnership and invited the Mayor and Council to the Chamber’s December 10 holiday networking event from 6:00–8:00 p.m. at Shantoo Restaurant (the former Pizza Hut at Pointer Ridge).

PRESENTATIONS:

Members of the Old Town Bowie Arts and Heritage Committee presented certificates of appreciation to the many volunteers that helped on the 2025 Old Town Bowie Celebrates Festival.

CITY BOARDS AND COMMITTEES:

None.

COUNCIL ANNOUNCEMENTS:

DRAFT

Mayor Adams requested a moment of silence in memory of the fallen service member and all individuals and families affected by violence during the year.

Councilmember Estève expressed appreciation to the Old Town Bowie Celebrates planning group and volunteers as well as City staff across several departments, including Public Safety, Parks and Grounds, Public Works, and others, for supporting the festival and helping to deliver a safe and enjoyable event each year.

Mayor Pro Tem Woolfley announced the upcoming Christmas Tree Lighting Ceremony at the Senior Center on Saturday evening. He also reported that Councilmember Brady was unable to attend the meeting due to illness.

Councilmember Ndebumadu reported several District 4 constituent concerns and requested staff follow-up. Locations are Jerry's Seafood parking lot (large pothole); trailers parked in the Walmart parking lot; trash and debris at the CVS on Crain Highway and in the parking lot behind Kohl's.

She also followed up on her November 6 email regarding the economic development presentation, noting that Council previously approved an October directive (introduced by Councilmember Brady) tied to the 2022 Jacob France/Margrave economic development study. She stated her email sought to structure next steps by asking staff to consolidate the study's recommendations, estimate implementation costs, and identify funding options—particularly for a potential Economic Development Corporation. She emphasized that the state delegation requested an economic development strategy by January to support 2026 funding advocacy and expressed concern that the absence of the item on the current agenda may delay opportunities until 2027. She requested that the matter be scheduled for the January Council agenda and clarified she was not proposing a new directive but providing structure for the existing one.

Councilmember Rogers noted that tomorrow is Giving Tuesday, a national day of charitable giving. Encouraged residents to donate to the Bowie Interfaith Food Pantry not only during the holiday season, but year-round, and to "open their hearts" and provide ongoing support.

CITY MANAGER'S REPORT:

City Manager Lott noted that there are two parallel assignments underway regarding economic development. He stated that staff does not have sufficient internal capacity to complete the work alone and is seeking a consultant with assistance from Mr. King to help analyze all factors related to the possible establishment of an Economic Development Corporation and to consolidate the 2022 study's recommendations. He confirmed that staff will incorporate Councilmember Ndebumadu's requested structure into the consultant's scope as soon as possible.

City Manager Lott reflected on his nine years as City Manager and stated that what he is most proud of is the leadership team he has helped build. He recognized various department directors and senior staff, noting that they are strong, independent leaders capable of managing their departments and keeping Bowie moving forward.

CONSENT AGENDA:

Mayor Pro Tem Woolfley motioned to approve Consent Agenda items: A) Approval of November 17, 2025 Council Meeting Minutes; B) Adoption of Resolution R-108-25 Waiving the Competitive Bidding Requirements of Section 61 "Purchasing and Contracting" of the Charter of the City of Bowie to Allow the City to Enter Into a Contract With Axon Enterprise, Inc., for the Purchase of Tasers for the Police Department; C) Adoption of Resolution R-109-25 Awarding a Contract for Replacement of Siding and

Roofing on the Cart Barn at the Bowie Golf Club to Warner Construction in the Amount of $203,394.00; D) Adoption of Resolution R-110-25 Nullifying Resolution R-74-25 and Withdrawing its Award of a Contract to Applied Technology Services, Inc. for Three Message Boards With License Plate Readers; E) Adoption of Resolution R-111-25 Awarding a Contract for Renovation of the Stage and Stage Canopy at Allen Pond Park to Warner Construction in the Amount of $1,110,462.00; F) Adoption of Resolution R-112-25 Accepting Statements of Qualifications and Awarding Contracts for On Call Asphalt Paving Maintenance Services; G) Adoption of Resolution R-113-25 Authorizing the Issuance of a Purchase Order to EBA Engineering, Inc. for RFP/Task Order #2-09 in the Amount of $76,764.45 in Accordance With the Master Contract Approved on October 31, 2018; H) Introduction of Charter Amendment Resolution CAR-3-25 Amending "Voter Registration, Filing of Candidacy, and Elections (Sections 21 Through 37) of the City Charter. Councilmember Estève second the motion. Motion passed 5-0.

OLD BUSINESS:

A. Adoption of Ordinance O-13-25 Amending the Adopted Budget for the Fiscal Year Beginning July 1, 2025 and Ending June 30, 2026, As Embodied in Ordinance O-4-25 and Amended by Ordinance O-11-25, to Appropriate Funds for the Following Projects: $500,000 for Lighting Repairs, $200,000 for the Lateral Sewer Lining Project at Somerset, $16,500 for Salaries and Fringe Benefits, $10,000 for a Housing Grant, $15,200 for a Folder/Sealer Machine and $16,800 for the Building Permit Issuance for the Bowie Golf Course Maintenance Building – City Manager Lott stated that the ordinance is an administrative action to align formal appropriations with spending patterns so far in the fiscal year. All items are consistent with the Council-approved budget and prior directives.

Public Hearing:

City Clerk Hernandez stated that no one had signed up to speak, and no written comments were received. Mayor Adams declared the Public Hearing to have been held.

Mayor Pro Tem Woolfley motioned to adopt Ordinance O-13-25. Councilmember Rogers second the motion. Motion passed 5-0.

NEW BUSINESS:

A. Metropolitan Washington Council of Governments (COG) – Mr. Clark Mercer, Executive Director, provided an overview of COG's history, structure, and regional role. COG represents 24 local governments in the National Capital Region, including jurisdictions in Northern Virginia, Maryland, and the District of Columbia, serving approximately 6 million residents.

The presentation highlighted COG's regional roles in transportation, planning and economic development. Transportation planning is a major role through the Transportation Planning Board and the update of the Visualize 2050 long-range plan, along with safety and commuter programs such as Street Smart, Bike to Work Day, and Commuter Connections. COG has coordinated a regional discussion on long-term transit funding needs across Metro, VRE, MARC, and local bus systems. In planning and economic development, COG provides population and job forecasts, supported the ULI study of Bowie Town Center, and is pursuing federal Economic Development District designation, which will require a regional Comprehensive Economic Development Strategy.

Mr. Mercer noted that Bowie has roughly 5,400 federal workers (22% of its workforce) and emphasized that the region must remain competitive with other states through a unified economic development strategy.

Mayor Adams thanked Mr. Mercer and expressed appreciation for COG's leadership on transportation issues, especially the emphasis on local bus service and improved access for residents who do not live along rail lines.

B. Adoption of Resolution R-114-25 Adopting an Environmental Action Plan for the City – Planning Director, Rich Hall, summarized the staff report and introduced Mr. Cisco Tomino, from Blue Strike Environmental. Mr. Tormino presented the proposed 10-year Environmental Action Plan, which consolidates the City's prior climate and sustainability plans, builds on existing initiatives, and aligns with state climate requirements, including the 2045 net-zero goal. The plan was developed through review of local and regional plans, greenhouse gas data analysis, national best practices, and broad public engagement.

The Environmental Action Plan outlines a vision for a more sustainable and resilient community and is organized into five focus areas - energy, transportation, waste, stormwater/green infrastructure, and natural resources. It provides a tiered structure and emphasizes flexible implementation guided by annual action agendas and an annual "State of the Environment" report. Many actions will require future budget decisions or outside funding, and timelines are intentionally adaptable to shifts in technology, policy, and grant availability.

Councilwoman Rogers expressed concern about the divergence between aggressive state goals and changing federal policies on climate and energy; and the potential burden on municipalities when federal support is not available. Mr. Tormino responded that the plan's implementation structure is intentionally flexible to accommodate shifts in federal or state policy and funding.

Mayor Pro Tem Woolfley asked about the broader outlook for electric power generation, given the growing demand from AI data centers and population growth. Mr. Tormino responded that they are moving toward an increasingly clean electricity mix, including more renewables and potentially expanding reliance on nuclear energy as a zero-carbon source.

Public Hearing:

City Clerk Hernandez stated that no one had signed up to speak, and no written comments were received. Mayor Adams declared the Public Hearing to have been held.

Mayor Pro Tem Woolfley motioned to Adopt Resolution R-114-25. Councilmember Rogers second the motion. Motion passed 5-0.

ADJOURNMENT:

Mayor Pro Tem Woolfley motioned to adjourn the regular City Council meeting. Councilmember Estève second the motion. Motion passed 5-0. The meeting adjourned at 9:21 p.m.

Awilda Hernandez, MMC
City Clerk

DRAFT

SPECIAL CITY COUNCIL MEETING MINUTES

FRIDAY, DECEMBER 12, 2025

CALL MEETING TO ORDER:

The Special Meeting of the Bowie City Council was held on Friday, December 12, 2025, virtually via Teams. Mayor Adams called the meeting to order at 9:31 a.m.

PLEDGE OF ALLEGIANCE TO THE FLAG:

Mayor Adams led the Pledge of Allegiance to the Flag of the United States of America.

QUORUM:

In attendance were Mayor Adams, Councilmembers Ndebumadu, Rogers and Woolfley, City Manager Lott, City Attorney Levan and City Clerk Hernandez.

ADJOURNMENT AND MOVE TO CLOSED SESSION:

Mayor Pro Tem Woolfley motioned to adjourn the Special City Council meeting and move into closed session under the statutory authority of the Md. Annotated Code, General Provisions Article §3-305(b)(1): "To discuss the appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom this public body has jurisdiction; or any other personnel matter that affects one or more specific individuals". Councilmember Rogers second the motion. Motion passed 4-0. The meeting adjourned at 9:32 a.m.

Awilda Hernandez, MMC
City Clerk

DRAFT

SPECIAL CITY COUNCIL MEETING MINUTES

FRIDAY, DECEMBER 17, 2025

CALL MEETING TO ORDER:

The Special Meeting of the Bowie City Council was held on Wednesday, December 17, 2025, virtually via Teams. Mayor Adams called the meeting to order at 10:39 a.m.

PLEDGE OF ALLEGIANCE TO THE FLAG:

Mayor Adams led the Pledge of Allegiance to the Flag of the United States of America.

QUORUM:

In attendance were Mayor Adams, Councilmembers Ndebumadu, Rogers and Woolfley, City Manager Lott, Assistant City Manager Mears, City Attorney Levan and City Clerk Hernandez.

ADJOURNMENT AND MOVE TO CLOSED SESSION:

Mayor Pro Tem Woolfley motioned to adjourn the Special City Council meeting and move into closed session under the statutory authority of the Md. Annotated Code, General Provisions Article §3-305(b)(3): “To consider the acquisition or real property for a public purpose and matters directly related thereto” and §3-305(b)(7): “To consult with counsel to obtain legal advice”. Councilmember Rogers second the motion. Motion passed 4-0. The meeting adjourned at 10:40 a.m.

Awilda Hernandez, MMC
City Clerk

DRAFT

PRESIDING OFFICER'S WRITTEN STATEMENT FOR CLOSING A MEETING ("CLOSING STATEMENT") UNDER THE OPEN MEETINGS ACT (General Provisions Article § 3-305)

This form has two sides. *Complete items 1 – 4 before closing the meeting*.

1. **Recorded vote to close the meeting:** Date: 12-17-25; Time: 10:40; Location: Virtual;
Motion to close meeting made by: Woolfley Seconded by Rogers;
Members in favor: All; Opposed: _____;
Abstaining: _____; Absent: _____.

2. **Statutory authority to close session (check all provisions that apply).**
This meeting will be closed under General Provisions Art. § 3-305(b) only:

(1)☐ "To discuss the appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom this public body has jurisdiction; any other personnel matter that affects one or more specific individuals"; **(2)**☐ "To protect the privacy or reputation of individuals concerning a matter not related to public business"; **(3)**☑ "To consider the acquisition of real property for a public purpose and matters directly related thereto"; **(4)**☐ "To consider a matter that concerns the proposal for a business or industrial organization to locate, expand, or remain in the State"; **(5)**☐ "To consider the investment of public funds"; **(6)**☐ "To consider the marketing of public securities"; **(7)**☑ "To consult with counsel to obtain legal advice"; **(8)**☐ "To consult with staff, consultants, or other individuals about pending or potential litigation"; **(9)**☐ "To conduct collective bargaining negotiations or consider matters that relate to the negotiations"; **(10)**☐ "To discuss public security, if the public body determines that public discussion would constitute a risk to the public or to public security, including: (i) the deployment of fire and police services and staff; and (ii) the development and implementation of emergency plans"; **(11)**☐ "To prepare, administer, or grade a scholastic, licensing, or qualifying examination"; **(12)**☐ "To conduct or discuss an investigative proceeding on actual or possible criminal conduct"; **(13)**☐ "To comply with a specific constitutional, statutory, or judicially imposed requirement that prevents public disclosures about a particular proceeding or matter"; **(14)**☐ "Before a contract is awarded or bids are opened, to discuss a matter directly related to a negotiating strategy or the contents of a bid or proposal, if public discussion or disclosure would adversely impact the ability of the public body to participate in the competitive bidding or proposal process." **(15)**☐ "To discuss cybersecurity, if the public body determines that public discussion would constitute a risk to: (i) security assessments or deployments relating to information resources technology; (ii) network security information . . . or (iii) deployments or implementation of security personnel, critical infrastructure, or security devices."

Continued →

3. **For each provision checked above, disclosure of the topic to be discussed and the public body's reason for discussing that topic in closed session.**

Citation (insert # from above)	Topic	Reason for closed-session discussion of topic
§3-305(b) [3]	Property Acquisition	
§3-305(b) [7]	Consult with Counsel	
§3-305(b) [ ]		
§3-305(b) [ ]		
§3-305(b) [ ]		

4. **This statement is made by** Timothy J. Adams, **Presiding Officer.**

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WORKSHEET FOR OPTIONAL USE IN CLOSED SESSION: INFORMATION FOR SUMMARY TO BE DISCLOSED IN THE MINUTES OF THE NEXT OPEN MEETING. (See also template for summary.)

➢ **For a meeting closed under the statutory authority cited above:**

Time of closed session: 10:46am
Place: Virtual
Purpose(s): (3) Property Acquisition (7) Consult with Counsel
Members who voted to meet in closed session: Woolfley Adams Rogers Ndebumadu
Persons attending closed session: Adams Rogers Woolfley Ndebumadu Levan Lott King Mears Truesdale (Partial)
Authority under § 3-305 for the closed session: (3) (7)
Topics actually discussed: Property acquisition
Actions taken:
Each recorded vote:

➢ **For a meeting recessed to perform an administrative function (§ 3-104):** Time:_____
Place:
Persons present:
Subjects discussed:

(Form Rev.10/1/2018)

Memorandum

TO: City Council

FROM: Alfred Lott, City Manager

SUBJECT: Creating the Bowie Thrive Small Business Grant Program - Resolution R-1-26

DATE: 12/30/2025

Purpose
The Thrive Small Business Grant Program is established to support small businesses within the City of Bowie by providing targeted financial assistance that promotes growth, expansion, job creation, and long-term economic resilience.

Background
Small businesses are an essential component of Bowie's economic ecosystem, contributing significantly to employment, community services, and the vibrancy of the local economy. As Bowie continues to grow as the largest municipality in Prince George's County, many small businesses face challenges accessing capital necessary for expansion, modernization, and operational improvements.

To address these needs, and to advance the City's business retention and economic development goals, the Thrive Small Business Grant Program is established to offer small businesses additional financial resources to strengthen their operations.

Program Overview
The Thrive Small Business Grant Program will provide grants of up to $5,000 to eligible small businesses located within the City's municipal boundaries. Funds may be used for:

- Acquisition of equipment or technology
- Expansion of operations or increased production capacity
- Marketing and visibility initiatives
- Hiring or staff development
- Renovations or physical improvements to business locations

This program aligns with the City's strategic priorities of supporting entrepreneurship, fostering innovation, and sustaining a strong local economy.

Eligibility Requirements

Eligible businesses must:

- Operate within the City of Bowie
- Have no open code violations City or County)
- Be in good standing with the State of Maryland
- Ensure the business, business owners, and property owners are current on all tax obligations (City, County, State, and Federal)
- Obtain property owner approval if the business does not own its location

Ineligible entities include:

- Houses of worship
- Banks and financial institutions
- Food trucks
- Online-only businesses
- Businesses in which City staff or elected officials hold a financial interest of 25% or more

Program Implementation

If approved by Council, the program will be implemented in four phases:

Phase 1 – Promotion and Outreach
Citywide communication campaign using digital platforms and business partners.

Phase 2 – Application Window
Two-month application period with informational sessions to support applicants.

Phase 3 – Evaluation and Selection
City staff will review and evaluate applications based on business viability, job creation potential, community impact, and alignment with City goals.

Phase 4 – Disbursement and Technical Support
Distribution of grant funds and continued business development support from City and partner organizations.

Funding

A total of $50,000 is in the approved FY2026 budget. Funds will be distributed to eligible small businesses under grant agreements between the City and the business.

Recommendation

Staff recommends that Council adopt the attached Resolution establishing the Thrive Small Business Grant Program to support small business growth and economic development within the City of Bowie.

ATTACHMENTS: 1. 20260105 - Resolution R-1-26

RESOLUTION
OF THE COUNCIL OF THE CITY OF BOWIE, MARYLAND
CREATING THE THRIVE SMALL BUSINESS GRANT PROGRAM

WHEREAS, the City of Bowie (the "City") recognizes that small businesses are the backbone of the local economy, providing employment opportunities, essential goods and services, and contributing to the overall economic vitality of the community; and

WHEREAS, the City recognizes that many small businesses face challenges in accessing sufficient capital to expand operations, adopt new technology, and strengthen their capacity to compete in a changing economic environment; and

WHEREAS, the City seeks to support the growth, retention, and sustainability of local businesses through targeted financial assistance and technical support initiatives; and

WHEREAS, the City has developed the Thrive Small Business Grant Program, a local initiative designed to provide annual financial assistance to qualifying small businesses located within the City limits to foster business expansion, job creation, innovation, and long-term economic resilience; and

WHEREAS, the Thrive Small Business Grant Program will provide up to $5,000 per qualifying business that applies to assist with eligible growth-related expenses, including technological upgrades, equipment purchases, workforce development, marketing, and facility improvements; and

WHEREAS, the City of Bowie's Economic Development Office will oversee the implementation, promotion, and administration of the Program with funds to be distributed directly to eligible businesses through a competitive and merit-based application process to ensure transparency, equity, and measurable economic outcomes; and

WHEREAS, funding in the amount of Fifty Thousand Dollars ($50,000) is included in the approved FY 2026 City budget for the Program; and

WHEREAS, the Council of the City of Bowie affirms its commitment to nurturing entrepreneurship and strengthening the overall business ecosystem through sustained support and investment.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Bowie, Maryland, that the Thrive Small Business Grant Program is hereby approved and adopted.

INTRODUCED AND PASSED by the Council of the City of Bowie, Maryland at a meeting on January 5, 2026.

ATTEST:	**THE CITY OF BOWIE, MARYLAND**
_____	_____
Awilda Hernandez, MMC	Timothy J. Adams
City Clerk	Mayor

Memorandum

TO: City Council

FROM: Alfred Lott, City Manager

SUBJECT: Lease Agreement between City of Bowie and T-Mobile USA Tower LLC
Resolution R-02-26

DATE: 12/30/2025

On May 2, 2006, the City of Bowie ("City") entered into a lease agreement ("Original Lease") with the predecessor of T-Mobile USA Tower, LLC (Lessee), T-Mobile Northeast, LLC to locate and operate its wireless communication facilities on the City-owned property of 2200 Mitchellville Road ("Blacksox Park"). On April 8, 2013, Crown Castle International Corp. assumed rights and obligations under the Original Lease.

As we are approaching the expiration date of the Original Lease, the Lessee wishes to continue to occupy and use the property. A new 2025 Lease Agreement has been negotiated between the City and T-Mobile USA Tower LLC. This Lease Agreement is for an initial 5-year term with three additional 5-year terms. The Lease Agreement requires Lessee to pay $3,000 per month or $36,000 per year with a yearly increase of 3%. The lessee will also pay a one-time nonrefundable payment of $5,000. All terms and conditions of this Lease Agreement comply with all State and Federal regulations.

STAFF RECOMMENDATION

Due to the mutual benefit of this Lease Agreement between the City of Bowie and T-Mobile USA Tower, LLC, the staff recommends the City Council approve Resolution R-2-26.

ATTACHMENTS:

1. 20260105 - Resolution R-2-26
2. 20260105 - Blacksox Park Tower Lease Agreement btw COB and T-Mobile 2026

RESOLUTION
OF THE COUNCIL OF THE CITY OF BOWIE, MARYLAND
APPROVING A LEASE AGREEMENT BETWEEN THE CITY OF BOWIE AND T-MOBILE USA TOWER, LLC., AT 2200 MITCHELLVILLE ROAD

WHEREAS, the City of Bowie ("City") holds title to a certain parcel of real property, more particularly designated as Blacksox Park and situated at 2200 Mitchellville Road (herein “Property”) within the City's municipal limits; and

WHEREAS, on May 6, 2006, the City leased to the predecessor of T-Mobile USA Tower, LLC.(“Lessee”), T-Mobile Northeast, LLC., a certain portion of the Property for the purpose of occupying and operating its wireless communication facilities; and

WHEREAS, on November 30, 2012, Crown Castle International Corporation and subsidiaries, acquired the exclusive rights to manage and operate the T-Mobile tower and equipment at the Property; and

WHEREAS, the original lease agreement (“Original Lease Agreement”) set forth terms and conditions for the location and operation of the lessee’s wireless communication facilities; and

WHEREAS, the expiration of the Original Lease Agreement is on May 6, 2026; and

WHEREAS, all parties now agree to terminate the Original Lease Agreement, and enter into a New Lease Agreement (“Lease Agreement”); and

WHEREAS, the Lease Agreement is for an Initial Term of 5 years with three additional five year terms; and

WHEREAS, the annual rent under the Lease Agreement will be Thirty-six Thousand and 00/100 Dollars ($36,000), payable in monthly installment of Three Thousand and 00/100 Dollars ($3,000), beginning on the date of commencement of the Initial Term and will increase by 3% thereafter.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Bowie, Maryland, that the City Manager is hereby authorized to execute the Lease Agreement in Exhibit 1.

INTRODUCED AND PASSED by the Council of the City of Bowie, Maryland at a meeting on _____, 20__.

ATTEST:

THE CITY OF BOWIE, MARYLAND

_____
Awilda Hernandez, MMC
City Clerk

_____
Timothy J. Adams
Mayor

CITY OF BOWIE
COMMUNICATION FACILITIES GROUND LEASE AGREEMENT

(T-Mobile Northeast LLC – 2201 Mitchellville Road)

THIS COMMUNICATION FACILITIES GROUND LEASE AGREEMENT (**"Agreement"**) is made and entered into as of this _____ day of _____, 2025, (**"Effective Date"**) by and between the CITY OF BOWIE ("**the City**"), a Maryland municipal corporation with its principal offices located at 15901 Fred Robinson Way, Bowie, Maryland 20716, and T-MOBILE USA TOWER LLC (**"Lessee"**), a Delaware limited liability company, by and through its attorney in fact, CCTMO LLC, a Delaware limited liability company, with a mailing address of c/o Crown Castle USA Inc., 2000 Corporate Drive, Canonsburg, PA 15317. City and Lessee are sometimes referred to in this Agreement individually as a **"Party"** or jointly as **"Parties"**.

The City is the owner of a certain real property located at 2201 Mitchellville Road, Bowie, Maryland 20716 ("**Property**"), and as legally described in **Exhibit A** attached hereto.

T-Mobile Northeast LLC, a limited liability company (**"T-Mobile"**), and the City entered into that certain Site Lease With Option, dated as of May 2, 2006 (**"Original Lease"**), to lease a certain portion of the Property (the **"Premises"**) for the placement and operation of its wireless communication facilities, including a monopole, together with all necessary space and easements for access and utilities, all as depicted and described in the Original Lease.

The City and Washington D.C. SMSA Limited Partnership, a Delaware limited partnership, d.b.a. Verizon Wireless, are parties to that certain Site Lease dated March 18, 2008 (**"Verizon Lease"**), which permitted Verizon's use and occupancy of a certain portion of the Property therein described for the placement and operation of wireless communications facilities upon an exclusive ground space, and Verizon placed its equipment upon the T-Mobile-owned monopole pursuant to a separate license between T-Mobile and Verizon.

On November 30, 2012, T-Mobile's parent consummated a transaction with Crown Castle International Corp. (together with CCTMO LLC and its other subsidiaries, hereinafter referred to collectively as **"Crown Castle"**), pursuant to which Crown Castle acquired the exclusive right to manage and operate approximately 7,100 T-Mobile towers, including the T-Mobile tower and equipment on the Property and subject to the Original Lease.

On April 8, 2013, Crown Castle notified the City that it was henceforth responsible for T-Mobile's rights and obligations under the Original Lease.

The Parties now mutually desire to terminate the Original Lease and permit Lessee's continued occupancy and use of the Property upon the terms and conditions contained herein.

In consideration of the mutual covenants contained herein and intending to be legally bound hereby, the Parties hereto agree as follows:

AGREEMENT

Section 1. Termination of Original Lease. Upon the Effective Date of this Agreement, the Original Lease and any holdover tenancy permitted therein shall be terminated and Lessee's continued occupancy of the Leased Area (as defined below) shall be upon the terms and conditions of this Agreement.

Section 2. Lease.

Section 2.1 Subject to the terms and conditions hereinafter set forth, the City leases to Lessee a portion of the City's real property herein defined for the purpose of installing, operating and maintaining Lessee's equipment and the equipment of any of Lessee's permitted subtenants and licensees as authorized from time to time in accordance with this Agreement, all as specifically described in **Exhibit B** hereto (**"Communication Facilities"**). The site plan attached as **Exhibit C** depicts the specific dimensions and approved location of the Communication Facilities on the portion of the Property (**"Leased Area"**) to be leased to and used by Lessee under this Agreement. The Leased Area includes (i) approximately seven hundred twenty-six (726) square feet of designated surface ground space; (ii) a non-exclusive right of way and easement for ingress and egress; and (iii) utility routes, all as depicted in **Exhibit C**. The term "Communication Facilities" as used in this Agreement shall include all facilities, vaults, structures, foundations, pads, cables, conduits and equipment and utilities that Lessee erects, installs and/or uses on or under the Leased Area, as authorized and listed in **Exhibit B**, as may be modified from time to time in accordance with this Agreement.

Section 2.2 The City, in executing this Agreement, is acting only in its proprietary capacity as the owner of the Property and Leased Area, and not in any regulatory capacity. Lessee shall not consider this Agreement as approval of any applicable permits, licenses or other governmental approvals required for the construction or operation of the Communications Facilities needed for the use described herein.

Section 3. Access.

Section 3.1 Lessee shall have the right of non-exclusive ingress and egress to the Leased Area, seven (7) days a week, twenty-four (24) hours a day, via foot or motor vehicle (but not including vehicles with more than two (2) axles, more than twenty (20) feet in length, and 19,500 pounds gross vehicle weight (collectively, **"Large Vehicles"**)) via the access area delineated as such in **Exhibit C**, in order to install, operate, and maintain the Communications Facilities, subject to the limitations set forth below. Prior to accessing the Leased Area, Lessee shall provide both written notice to the City Manager's Office by email to Busops@cityofbowie.org, and by phone at (301) 809-3031, at least twenty-four (24) hours in advance, except in the event of a bone fide emergency affecting the health, safety, and welfare of the Property's occupants or the operational integrity of the Communications Facilities, in which case Lessee shall provide notice to City as soon as reasonably possible after such emergency access. In the event access to the Leased Area is restricted and/or locked by City personnel, Lessee shall be required to obtain any and all necessary access credentials or keys from the City Manager's Office, located at 15901 Fred Robinson Way, Bowie, MD 20716, or from the City Manager's

designee, on a temporary basis, not to exceed Lessee's reasonable access requirements. In such event, Lessee or its designee shall provide proper identification prior to checking out any access credentials or keys. Upon completion of its work, Lessee (or its agents or contractors) shall lock and secure the Leased Area and return any keys to the City Manager's Office. All access to the Leased Area by Lessee shall be subject in each instance to all permits and ordinances, as well as any local, state, and federal laws (**"Laws"**) in addition to the terms of this Agreement. Lessee may only access the Leased Area via Large Vehicles upon coordinating such access with City no less than five (5) days in advance of the required access.

Section 3.2 When the City's access to the Leased Area is established through an access easement over third-party property to the Property (**"Access Easement"**), nothing herein shall be deemed to be a representation or warranty by City that its interest or other rights to use the Access Easement is sufficient to permit its use for Lessee's purposes, and Lessee shall be deemed to gain only those rights to use as are properly in the City and as the City may have the undisputed right and power to give Lessee. Lessee assumes the risk of any challenge, claim, litigation or damage, asserted in connection with Lessee's use of the Access Easement for ingress and egress to the Property and releases the City from any and all responsibility, claim, damage, or liability related to or in connection with Lessee's use of the Access Easement. If the City's continued use of the Access Easement is challenged or threatened in any way by Lessee's use of the Access Easement, upon notice from the City, Lessee shall cease using the Access Easement for ingress and egress to the Property until such time as the challenge or threat to the City's continued use of the Access Easement is resolved, which may require Lessee to obtain any necessary approvals, licenses or easements from the third-party property owner at its sole cost and expense, provided that the City shall reasonably cooperate with Lessee to obtain such necessary approvals, licenses or easements.

Section 4. Permitted Use.

Section 4.1 Lessee may transmit and receive communication signals and install, operate and maintain the Communication Facilities in the Leased Area as specifically described and depicted in **Exhibit B** and **Exhibit C** hereto. Lessee may not install any other facilities or equipment of any kind that is not otherwise described in **Exhibit B** and depicted on **Exhibit C** or otherwise intensify, expand, or alter its use of the Leased Area or the Communication Facilities without the City's prior written consent which may be granted or denied in the City's reasonable discretion. Lessee acknowledges that the primary purpose of the Property is to serve as a valuable asset to the community of Bowie and the City itself, and Lessee's use of the Property shall be subject to the City's paramount rights (**"Paramount Rights"**) to use the Property for any and all current and future uses necessary for the City's governmental or other public needs. If City determines that Lessee is physically interfering with such use, the City shall notify Lessee and Lessee shall cease such physical interference within twenty-four (24) hours. In case of an emergency, the City may take steps to eliminate such physical interference without prior notice to Lessee, and Lessee shall reimburse the City for any and all costs incurred to eliminate such physical interference.

Section 4.2 Any required permits or approvals for the Communication Facilities shall be obtained by Lessee at Lessee's sole expense. Furthermore, Lessee's ability to install the

Communication Facilities is contingent upon its obtaining, prior to construction of Communication Facilities, all of the certificates, licenses, permits, authorizations, and other approvals that may be required by any federal, state, or local authorities, including but not limited to any permits, authorizations, and approvals required by the Maryland Air Quality Control Advisory Council and Maryland Department of the Environment (collectively, the **"Governmental Approvals"**; individually, a **"Governmental Approval"**). The City shall bear no responsibility or liability under this Agreement for Lessee's inability to make use of the Leased Area for the Communication Facilities due to a failure to obtain any required Governmental Approval. If Lessee fails to receive all required Governmental Approvals within one (1) year of the Effective Date of this Agreement, this Agreement shall automatically terminate.

Section 5. Term; Renewal Term. The initial term of this Agreement shall be five (5) years commencing on the Effective Date (**"Initial Term"**). Provided Lessee is not in default of this Agreement, Lessee shall have the right to extend the term of this Agreement for three (3) additional five (5) year terms (each, a **"Renewal Term"**), on the same terms and conditions set forth herein. Subject to the foregoing and to Section 8, this Agreement shall automatically be extended for each successive Renewal Term unless (a) Lessee notifies the City of Lessee's intention not to extend this Agreement at least sixty (60) days prior to the expiration of any Renewal Term, or (b) the City notifies Lessee of the City's intention not to extend this Agreement at least one hundred eighty (180) days prior to the expiration of the second or third Renewal Term.

Section 6. Rent.

Section 6.1 Commencing on the Effective Date, Lessee shall pay the City, on or before the fifth (5th) day of each calendar month in advance, a monthly rental amount in the amount of Three Thousand Dollars ($3,000.00) (the **"Monthly Rent"**), adjusted in accordance with Section 6.3 below. If, at any time, the Lessee fails to make a Monthly Rent payment, Lessee shall pay a late penalty of ten percent (10.0%) of the Monthly Rent amount owed until paid in full. These rights are in addition to all rights of the City to terminate this Agreement if Lessee fails to cure such breach beyond the applicable notice and cure periods provided herein.

Section 6.2 Within sixty (60) days after the mutual execution of this Agreement, Lessee will pay to the City a one-time nonrefundable payment of Five Thousand and 00/100 Dollars ($5,000.00) as reimbursement for the administrative costs and legal fees incurred by City in conjunction with the negotiation and preparation of this Agreement.

Section 6.3 The City and Lessee agree that the Monthly Rent shall be increased annually on each anniversary of the Effective Date be adjusted annually on each anniversary of the Effective Date to by an amount equal to three percent (3%) over the amount of the Monthly Rent in effect immediately prior to such increase.

Section 6.4 If the Communication Facilities are still on the Property, or Lessee is still conducting any activities or operations at the Property, or is otherwise using the Property without a written agreement with the City after expiration of the Initial Term, or, if applicable, the Renewal Term, such possession or use shall be deemed a holdover use under the same terms and conditions of this Agreement, except that the Monthly Rent shall be one hundred fifty percent

(150%) of the Monthly Rent in effect at the expiration of the Initial Term or, if applicable, the Renewal Term, and shall be payable in advance in equal monthly installments. Nothing contained herein shall grant Lessee the right to holdover after the expiration of the Initial Term or, if applicable, the Renewal Term, and notwithstanding the payment of the Monthly Rent during the holdover period, the City shall have the right to require Lessee to vacate the Property at any time upon thirty (30) days written notice.

Section 7. Termination. This Agreement may be terminated as follows:

Section 7.1 By either Party upon a default of any covenant, condition or term herein by the other Party, which default is not cured within thirty (30) days of receipt of written notice of default, provided that the grace period for any monetary default is only ten (10) days from receipt of notice. No default will be deemed to exist if the Party claimed to be in default has commenced to cure such default within such period and provided that such efforts are brought to completion with reasonable diligence, at the sole reasonable discretion of the Party not in default;

Section 7.2 By Lessee, for any reason or for no reason, provided Lessee delivers written notice of early termination to the City no later than sixty (60) days prior to such termination and pays to the City the Monthly Rent for the subsequent eighteen (18) months subject to any adjustment provided for in Section 6.3;

Section 7.3 By the City, upon thirty (30) days written notice to Lessee, should the Communication Facilities materially interfere, as determined by the City in good faith, with the City's normal and customary operation and maintenance of its facilities, at the Property; provided, however, the City has first given Lessee written notice of such interference and Lessee is unable to correct or cease such interference within thirty (30) days after receipt of written notice of such interference;

Section 7.4 By Lessee or the City electing not to renew this Agreement in accordance with Section 5; or

Section 7.5 By the City, as provided in Section 8.1.

Section 8. Relocation.

Section 8.1 In the event the Property is sold, transferred, developed, redeveloped, renovated, upgraded, or put to another use by the City as directed by the City Council, Lessee will be required to remove the Communication Facilities at Lessee's expense for the purpose of relocation or disposal. If appropriate, the City will provide another location for the relocation of the Communication Facilities, or for the installation of new improvements. The City will provide Lessee at least one (1) year of advance notice of the need for removal and relocation, and Lessee shall fully cooperate in such removal and relocation. The City shall permit Lessee to place temporary Communication Facilities (cell on wheels or similar installation) on the Property or at some other location acceptable to Lessee until such relocation is complete. If relocation is not possible, but the alteration to the Property will accommodate the installation of new Communication Facilities, this Agreement will terminate and the Parties may negotiate a new

agreement appropriate for the new installation. The Parties will work together in an attempt to achieve a transition to the new Communication Facilities without service interruption.

Section 9. Lessee's Installation, Ownership, Operation and Maintenance; Compliance with Law.

Section 9.1 During the Initial Term or any Renewal Term, Lessee shall have the right, at no cost to the City, to construct, maintain, repair and operate the Communication Facilities on the Leased Area, as is shown in the Site Plans attached hereto. Lessee's access to the Leased Area is governed by Section 3.1.

Section 9.2 Prior to installing any new facilities that are not part of the initial Communication Facilities (**"Additional Facilities"**) in or on the Leased Area, Lessee shall submit detailed engineering plans and specifications of the proposed Additional Facilities to the City for the City's written approval, which approval shall not be unreasonably withheld, conditioned or delayed. Notwithstanding the foregoing, all construction and installation work shall be performed at no cost to the City, by licensed and bondable contractors, in a good and workmanlike condition, in compliance with all applicable federal, state, and local laws, and shall not interfere with the City's then existing facilities or operations on the Property. Title to the Communication Facilities (including any Additional Facilities) installed by Lessee or any subtenant or licensee approved as provided herein, shall be held by Lessee or its subtenant or licensee, as applicable. Failure by Lessee to remove the Communication Facilities may result in title to the Communication Facilities transferring to the City as provided in Section 9.3 below.

Section 9.3 Within ninety (90) days following the cancellation, expiration or earlier termination of this Agreement, Lessee shall remove, or shall cause the removal of (at no cost to the City), all of the Communication Facilities placed on the Leased Area and shall demolish and remove all foundations to three (3) feet below grade level, fill all excavations, return the surface to grade, and restore the Leased Area to a neat and safe condition as it existed upon the Effective Date of the Original Lease, free from any debris or hazards (reasonable wear and tear and damages due to causes beyond the control or without the fault or neglect of Lessee excepted). Should Lessee fail to remove the Communication Facilities within said ninety (90) day period, and thereafter fail to remove the Communication Facilities after receipt of a written thirty (30) day notice from the City, title to all of the Communication Facilities, Section 9.2 above notwithstanding, shall transfer to the City, which shall, at its option, either retain for itself all the Communication Facilities not removed or shall remove and dispose of the Communication Facilities in a reasonable manner at the expense of Lessee.

Section 9.4 Lessee shall have the right to install utilities and to improve any existing utilities on or near the Leased Area (at Lessee's sole cost and expense). Any encroachment necessary for such utility service will be at a location reasonably acceptable to the City and the servicing utility. All utility routes not already depicted in the Leased Area site plans attached hereto, must be approved by the City prior to construction, which approval shall not be unreasonably withheld, conditioned, or delayed. Lessee, at Lessee's sole expense, agrees to have a separate meter installed for Lessee's electrical power consumption, whereupon, Lessee shall pay the power utility directly for such usage.

Section 9.5 Lessee shall fully and promptly pay for all utilities furnished to the Leased Area for its use throughout the Initial Term and any Renewal Term, and all other costs and expenses incurred as a result of Lessee's use, operation, repair, and maintenance of the Leased Area or the Communications Facilities pursuant to this Agreement.

Section 9.6 Lessee shall repair any damage to the Property to the extent caused by Lessee or Lessee's affiliates, employees, agents, contractors or volunteers (**"Lessee's Related Parties"**) while performing work pursuant to this Section, excepting reasonable wear and tear, within thirty (30) days after receipt of written notice from the City. If Lessee fails to repair the damage within the allotted time, or if the City in its sole but good faith discretion must immediately remedy the damage due to emergency conditions, Lessee shall reimburse the City for its reasonable and actual costs of remediating the damage within thirty (30) days after receipt of invoice and reasonably supporting documentation.

Section 9.7 Lessee is not authorized to contract for or on behalf of the City for work on, or the furnishing of materials to the Property, and Lessee shall discharge of record by payment, bond or otherwise, within thirty (30) days subsequent to the date of receipt of written notice thereof from the City, any mechanic's, laborer's or similar lien filed against the Property for work or materials claimed to have been furnished at the instance of Lessee.

Section 9.8 Lessee shall operate and maintain the Leased Area and the Communication Facilities and shall cause Lessee's Related Parties to operate and maintain the Communication Facilities so as to avoid injury or damage to any person or property.

Section 9.9 In addition to compliance with specific laws otherwise described in this Agreement, Lessee shall comply, and will ensure that its contractors and representatives will comply, with all regulations and requirements of the Federal Communication Commission (**"FCC"**), the Federal Aviation Administration (**"FAA"**), and all other federal, state and local laws, ordinances, rules and regulations, including health and safety requirements, pertaining to the construction, installation, operation and maintenance of the Communication Facilities and work on the Property during the Agreement Term and Renewal Term, and in conjunction with any activities undertaken on the Property by Lessee or Lessee's Related Parties either prior to the Effective Date, or after expiration of this Agreement. Requirements of the federal Occupational Safety and Health Administration (**"OSHA"**) and the Maryland Occupational Safety and Health (**"MOSH"**), whichever is stricter, shall be adhered to at all times during any activities on the Property by Lessee or Lessee's Related Parties. Lessee shall have a safety and injury prevention program in place for the construction, installation, operation and maintenance of the Communication Facilities and work on the Property, if required by laws or regulations. If required by law or regulation, a copy of any such program shall be posted on the Leased Area at all times.

Section 9.10 Lessee shall post a sign, in letters no greater than one half (1/2) inch in height (unless otherwise required by law), permanently affixed to the gate or fence enclosing the Communication Facilities, which identifies the responsible party to notify in case of emergency or maintenance.

Section 9.11 The City makes no warranty or representation whatsoever concerning the Property, including without limitation, the condition, fitness, or utility for any purpose thereof, of any improvements thereto with applicable laws, ordinances, or governmental regulations. Lessee's right to use the Leased Area is strictly on an "as is" basis with all faults, existing as of the Effective Date. The City hereby disclaims all warranties whatsoever, express or implied, regarding the condition of the soil (or water), geology, and any warranty of merchantability or habitability or fitness for a particular purpose.

Section 10. Interference.

Section 10.1 Lessee shall operate the Communication Facilities in a manner that will not cause interference to communication equipment operated by the City and other previously authorized users of the Leased Area, as such equipment is configured at the time the Communication Facilities are installed. In the event such interference should occur, all costs to remedy such interference shall be borne by Lessee. Any communication system operations, operating in the same manner as of the time of installation of the Communication Facilities, shall not be deemed to be an interference to Lessee, provided such then-existing communication system operations continue to operate in accordance with all applicable federal, state and local non-interference regulations including, but not limited to, those of the FCC and FAA. All operations by Lessee shall comply with all applicable federal, state and local non-interference regulations including, but not limited to, those of the FCC and FAA. Should Lessee be notified by any Government Agency having jurisdiction over Lessee's operations of any violation pertaining to the Property, it must share said notice with the City within thirty (30) days after Lessee's receipt of such notice, and Lessee shall provide the City with nonproprietary documentation from such Government Agency that Lessee has cured the violation. Lessee shall indemnify the City and hold it harmless from all expenses, costs, damages, loss, claims, or other expenses and liabilities arising from any measurable interference to the extent caused by Lessee's failure to comply with applicable governmental rules and regulations that are not cured within thirty (30) days after Lessee receives written notice of such interference from the City.

Section 10.2 Lessee shall provide initial proof of compliance with original transmission tolerance and interference analysis by a certification through an independent source.

Section 10.3 Subsequent to the installation of the Communication Facilities and provided that those Facilities are installed, operated and maintained in a manner consistent with the terms of this Agreement, the City shall not permit the use of the Property in a manner that materially interferes with the operation of Lessee's Communication Facilities as described in Section 4 above, with the exception of emergency interference and except as provided in Sections 4.1, 7.3 and 8.1.

Section 10.4 The Parties hereby acknowledge and agree that any continuing non-emergency interference to Lessee's operation of the Communication Facilities will cause injury to Lessee, and therefore Lessee shall have the right to enjoin such interference and/or terminate the Agreement pursuant to Section 5 above.

Section 11. Performance Bond. On or before the Effective Date, Lessee shall obtain a faithful performance bond (the "**Bond**"), in the amount sufficient to cover one hundred percent (100%) of the costs and expenses required for the removal of Lessee's equipment from the Leased Area and restoration of the Property following the expiration or earlier termination of this Agreement, from a bond company duly licensed to do business in Maryland in favor of the City. The Bond shall secure (1) Lessee's removal of its equipment from the Leased Area and restoration of the Property following the expiration or earlier termination of this Agreement, and (2) the recovery of any unpaid sums duly owed the City under this Agreement. The Bond shall be maintained in force by Lessee throughout the Initial Term and Renewal Term, if applicable. Lessee agrees to deliver to the City a copy of the Bond within ten (10) days of the Effective Date. Prior to the commencement of any Renewal Term, the City and Lessee shall review the amount of the Bond to assess whether the amount of the Bond is reasonably sufficient to cover then current removal and restoration costs. If the amount of the Bond is reasonably determined to be insufficient, Lessee shall obtain and maintain in force a Bond for such additional amount that the City reasonably determines to be sufficient.

Section 12. Environmental.

Section 12.1 For purposes of this Agreement, the term "**Hazardous Substances**" means: (a) any substance, products, waste, or other material of any nature whatsoever which is or becomes listed, regulated, or addressed pursuant to the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA), 42 United States Code Section 9601 et seq.; the Resources Conservation and Recovery Act, 42 United States Code Section 6901 et seq.; the Hazardous Materials Transportation Conservation and Recovery Act, 42 United States Code Section 1801 et seq.; the Clean Water Act, 33 United States Code Section 1251 et seq.; the Toxic Substances Control Act, 15 United States Code Section 2601 et seq.; or Title 7 of the 2021 Maryland Statutes, all as amended; or any other federal, state, or local statute, law, ordinance, resolution, code, rule, regulation, order or decree regulating, relating to, or imposing liability or standards of conduct concerning any Hazardous Substance, now or at any time hereinafter in effect; (b) any substance, product, waste or other material of any nature whatsoever which may give rise to liability under any of the above statutes or under any statutory or common law theory based on negligence, trespass, intentional tort, nuisance or strict liability or under any reported decisions of a state or federal court; (c) petroleum or crude oil, other than petroleum and petroleum products which are contained within regularly operated motor vehicles; and (d) asbestos.

Section 12.2 Except as otherwise specifically permitted under the terms of this Agreement, Lessee shall not use, create, generate, store, deposit, dispose of or allow any Hazardous Substances on, under, about or within the Property or Leased Area in violation of any federal, state, or local law, rule, regulation, order, decree or other requirement listed in this Section. Batteries for emergency power and fuel for temporary generators during power outages may only be used or stored on-site with the prior written approval of the City. On site use, but not storage, of ordinary paints, solvents and similar substances commonly used in small quantities and necessary for maintenance of Lessee's Communication Facilities are excepted from the preceding prohibition of use by Lessee of Hazardous Substances on the Leased Area and the Property, so long as Lessee complies with all applicable federal, state and local laws rules and regulations governing the use of such items.

Section 12.3 Unless listed in **Exhibit B**, no underground or above ground storage tanks shall be installed on the Leased Area.

Section 12.4 The City shall at all times have the right to go upon and visually inspect the Leased Area and the operations conducted thereon to assure compliance with the requirements herein stated. This inspection may also include taking samples for chemical analysis of substances and materials present and/or testing soils on the Leased Area and taking photographs. Except in case of emergency, the City will not take samples or test soils on the Leased Area without providing Lessee with reasonable notice and the opportunity to have a representative present.

Section 12.5 Lessee shall give written notice to the City within forty eight (48) hours of (i) the discovery by Lessee of the presence of, or believed presence of, a Hazardous Substance as defined herein upon the Leased Area, or (ii) becoming aware that any release of Hazardous Substance has come or will come to be located on, under, about or within the Leased Area. Lessee shall immediately clean up and completely remove all Hazardous Substances placed by Lessee on, under, about or within the Leased Area or the Property, in a manner that is in all respects safe and in accordance with all applicable laws, rules and regulations. The failure to disclose in a timely manner the release of a Hazardous Substance by Lessee, including but not limited to, an amount which is required to be reported to a state or local agency pursuant to law,, shall be grounds for termination of this Agreement by the City in addition to actual damages and other remedies provided by law.

Section 12.6 Lessee's notice to Lessor pursuant to Section 12.5 shall disclose to the City the specific information regarding Lessee's discovery of any Hazardous Substances placed on, under, about or within the Leased Area or the Property by Lessee, and shall provide written documentation of its safe and legal disposal.

Section 12.7 Breach by Lessee or any of its agents, contractors, subtenants or licensees of any of the covenants, terms, and conditions in this Section 12, and Lessee's failure to cure such breaches within thirty (30) days of Lessee's receipt of written notice from the City, shall give the City the authority to either immediately terminate this Agreement or to shut down Lessee's operations thereon, at the sole discretion of the City. In either case, Lessee will continue to be liable under this Agreement to remove and mitigate all Hazardous Substances placed by Lessee on, under, about or within the Leased Area or the Property. Lessee shall be responsible for, and bear the entire cost of removal and disposal of, all Hazardous Substances introduced to the Leased Area or the Property by Lessee during Lessee's period of use and possession of the Leased Area. Upon termination of this Agreement, Lessee shall, in accordance with all laws, remove from the Leased Area any equipment or improvements placed on the Leased Area by Lessee that may be contaminated by Hazardous Substances.

Section 12.8 Lessee shall defend, indemnify and hold the City and its officials, officers, employees, contractors and agents armless from any and all claims, liability, injury, damage, costs, fines, or expenses (including, without limitation, the cost of attorney's fees) arising as a result of the presence or use of any Hazardous Substances placed or caused to be placed on the Leased Area or Property by Lessee or Lessee's agents, contractors, subtenants or licensees. The City shall defend, indemnify and hold Licensee and its officials, officers, employees,

contractors and agents armless from any and all claims, liability, injury, damage, costs, fines, or expenses (including, without limitation, the cost of attorney's fees) arising as a result of the presence of use of any Hazardous Substances placed or caused to be placed by the City or its partners, affiliates, agents, officials, officers, contractors or employees on the Property. The foregoing indemnity is intended to operate as an agreement pursuant to, among other requirements, Section 107, subdivision (e) of CERCLA, and 42 United States Code Section 9607, subdivision (e), to insure, protect, hold harmless and indemnify each party from any liability created by the other party pursuant to such sections.

Section 13. Insurance. During the term of this Agreement, including any extension or renewal, Lessee shall pay for and maintain in full force and effect all policies of insurance required hereunder with an insurance company(ies) either (i) admitted by the Maryland Insurance Commissioner to do business in the State of Maryland and rated not less than "A- VII" in Best's Insurance Rating Guide, or (ii) as may be authorized in writing by the City Manager or his/her designee at any time and in his/her sole discretion. The following policies of insurance are required:

Section 13.1 COMMERCIAL GENERAL LIABILITY insurance which shall be at least as broad as the most current version of Insurance Services Office (ISO) Commercial General Liability Coverage Form CG 00 01 and include insurance for "bodily injury," "property damage" and "personal and advertising injury" with coverage for premises and operations (including the use of owned and non-owned equipment), products and completed operations, and contractual liability (including, without limitation, indemnity obligations under the Agreement) with limits of liability of not less than the following:

$2,000,000 per occurrence for bodily injury and property damage
$1,000,000 per occurrence for personal and advertising injury
$4,000,000 aggregate for products and completed operations
$4,000,000 general aggregate

Section 13.2 COMMERCIAL AUTOMOBILE LIABILITY insurance which shall be at least as broad as the most current version of Insurance Service Office (ISO) Business Auto Coverage Form CA 00 01, and include coverage for all owned, hired, and non-owned automobiles or other licensed vehicles (Code 1 Any Auto) with limits of liability of not less than $2,000,000 per accident for bodily injury and property damage.

Section 13.3 WORKERS' COMPENSATION insurance as required under the Maryland Labor and Employment Code.

Section 13.4 EMPLOYERS' LIABILITY insurance with limits of liability of not less than $1,000,000 each accident, $1,000,000 disease policy limit and $1,000,000 disease each employee.

Section 13.5 PROPERTY insurance against all risks of loss to the Communication Facility, at full replacement costs with no coinsurance penalty provision.

Section 13.6 In the event Lessee purchases an Umbrella or Excess insurance policy(ies) to meet the minimum limits of insurance set forth above, this insurance policy(ies) shall "follow form" and afford no less coverage than the primary insurance policy(ies).

Section 13.7 Lessee shall be responsible for payment of any deductibles contained in any insurance policies required hereunder, and Lessee shall also be responsible for payment of any self-insured retentions. Any deductibles or self-insured retentions must be declared to, and approved by, the City Manager or his/her designee in his/her sole discretion. At no time shall the City be responsible for the payment of any deductibles or self-insured retentions.

Section 13.8 All policies of insurance required hereunder shall be endorsed to provide that the coverage shall provide that thirty (30) calendar days' prior written notice of cancellation be given to the City. Upon issuance by the insurer, broker, or agent of a notice of cancellation, non-renewal, or reduction in coverage or in limits, Lessee shall furnish the City with a new certificate and applicable endorsements for such policy(ies). In the event any policy is due to expire during the term of this Agreement, Lessee shall provide a new certificate, and applicable endorsements, evidencing renewal of such policy not less than five (5) calendar days prior to the expiration date of the expiring policy.

Section 13.9 The General Liability and Automobile Liability insurance policies shall be written on an occurrence form. The General Liability (including ongoing operations and completed operations) and Automobile Liability insurance policies shall name the City and the City's Related Parties as an additional insured. All such policies of insurance shall be endorsed so Lessee's insurance shall be primary and no contribution shall be required of the City and the City's Related Parties. Any Workers' Compensation insurance policy shall contain a waiver of subrogation as to the City and its officers, officials, employees, agents and volunteers (**"the City's Related Parties"**). The coverage(s) shall contain no special limitations on the scope of protection afforded to the City and the City's Related Parties.

Section 13.10 Lessee and its insurers shall waive all rights of contribution, recovery and subrogation against the City, its officers, officials, employees and agents on account of any injury, death or property damage to any person, including any injury or death to the Lessee, its principles, officers, employees, agents, contractors, subcontractors, consultants, sub-consultants, invitees, or Lessee's property or the property of others under Lessee's care, custody and control. Lessee shall give notice to its insurers that this waiver of subrogation is contained in this Agreement. This requirement shall survive expiration or termination of this Agreement.

Section 13.11 Lessee shall furnish the City with all certificate(s) and applicable endorsements effecting coverage required hereunder within ten (10) days of the Effective Date. All certificates and applicable endorsements are to be received and approved by the City prior to the City's execution of this Agreement. This requirement shall survive expiration or termination of this Agreement.

Section 13.12 If at any time during the term of this Agreement, including any extension or renewal, Lessee or any of its agents, contractors, subtenants or licensees (**"Lessee's Related Parties"**) fail to maintain any required insurance in full force and effect, all work under

this Agreement shall be discontinued immediately, until notice is received by the City that the required insurance has been restored to full force and effect and that the premiums therefore have been paid for a period satisfactory to the City. Any failure to maintain the required insurance shall be sufficient cause for the City to terminate this Agreement. No action taken by the City hereunder shall in any way relieve Lessee of its responsibilities under this Agreement.

Section 13.13 The fact that insurance is obtained by Lessee shall not be deemed to release or diminish the liability of Lessee, including, without limitation, liability under the indemnity provisions of this Agreement. The duty to indemnify the City shall apply to all claims and liability regardless of whether any insurance policies are applicable. The policy limits do not act as a limitation upon the amount of indemnification to be provided by Lessee. Approval or purchase of any insurance contracts or policies shall in no way relieve from liability nor limit the liability of Lessee, Lessee's Related Parties, persons under the supervision of Lessee, vendors, suppliers, invitees, or anyone employed directly or indirectly by any of them

Section 13.14 If it is necessary for Lessee to contract for the construction and/or maintenance of the Communication Facilities, Lessee shall require each consultant and contractor to provide insurance commensurate to the scope of services they are performing and in accordance with its standard vendor qualifications. Lessee's insurance required by this Section 13 shall ensure against damages, claims and liabilities arising from its work or operations, including work performed by contractors or consultants on its behalf.

Section 14. Indemnification. To the fullest extent permitted by law, Lessee shall indemnify and hold harmless and defend the City and the City's Related Parties, from and against:

(a) All claims, demands, causes of action, damages, costs, expenses, losses or liabilities, in law or in equity, of every kind and nature whatsoever for, but not limited to, death or injury to any person including the City, or the City's Related Parties, and Lessee, or Lessee's Related Parties, and damages to or destruction of property of any person, including but not limited to, the City, or the City's Related Parties, and Lessee, or Lessee's Related Parties, arising out of this Agreement or Lessee's or Lessee's Related Parties' actions or failures to act relating to the Communication Facilities, the Property or the Leased Area, except to the extent caused in whole or in part by the gross negligence or willful misconduct of the City or the City's Related Parties;

(b) All actions, proceedings, damages, costs, expenses, penalties or liabilities, in law or equity, of every kind of nature whatsoever, arising out of, resulting from, or on account of the violation of any governmental law or regulation, if compliance with such governmental law or regulation is Lessee's or Lessee's Related Parties' responsibility; and

(c) All losses, expenses, damages (including damages to the work itself), attorneys' fees, and other costs, including all costs of defense, which the City, the City's Related Parties, Lessee, or Lessee's Related Parties may incur with respect to the failure, neglect, or refusal of Lessee to faithfully perform all of its obligations under this Agreement. Such costs, expenses, and damages shall include all costs, including attorneys' fees, incurred by the indemnified parties in any lawsuit to which they are a party.

Section 14.2 Lessee shall defend, at Lessee's own cost, expense and risk, any and all such aforesaid suits, actions or other legal proceedings of every kind that may be brought or instituted against the City or the City's Related Parties; provided, however, that the City shall at all times have the right to reasonably consent to any settlement or compromise.

Section 14.3 Lessee shall pay and satisfy any judgment, award or decree that may be rendered against the City or the City's Related Parties in any suit, action or other legal proceeding for which Lessee has an obligation to indemnify the City or the City's Related Parties under this Agreement. Lessee agrees to carry insurance for this purpose as set forth in Section 13. Lessee's obligation to indemnify shall not, however, be restricted to insurance proceeds, if any, received by the City or the City's Related Parties.

Section 14.4 EXCEPT WITH RESPECT TO LESSEE'S INDEMNIFICATION OBLIGATIONS UNDER THIS AGREEMENT, IN NO EVENT SHALL EITHER PARTY BE LIABLE TO THE OTHER, FOR CONSEQUENTIAL, INCIDENTAL, INDIRECT, SPECIAL, OR PUNITIVE DAMAGES (INCLUDING LOSS OF A PARTY'S CUSTOMERS, GOOD WILL, REVENUE OR PROFITS) FOR ANY CAUSE OF ACTION, WHETHER IN CONTRACT OR TORT, ARISING IN ANY MANNER FROM THIS AGREEMENT OR THE PERFORMANCE OR NON-PERFORMANCE OF OBLIGATIONS UNDER THIS AGREEMENT, REGARDLESS OF THE CAUSE OR FORESEEABILITY THEREOF.

Section 14.5 If it is necessary for Lessee to contract for the design, construction and/or maintenance of the Communication Facilities, Lessee shall either (a) require each consultant and contractor to indemnify, hold harmless, defend, and release the City and the City's Related Parties in accordance with the terms of the preceding paragraphs of this section, or (b) indemnify, hold harmless, defend, and release the City and the City's Related Parties with respect to all actions, inactions or claims of Lessee's consultants and contractors. This Section shall survive termination or expiration of this Agreement.

Section 15. Jurisdiction and Venue. This Agreement shall be construed in accordance with and governed by the laws of the State of Maryland. Any legal action or proceeding brought to interpret or enforce this Agreement, or which in any way arises out of the Parties' activities undertaken pursuant to this Agreement, shall be filed and prosecuted in the Maryland Circuit Court for Prince George's County, Maryland. Each Party waives the benefit of any provision of state or federal law providing for a change of venue or removal to any other court or jurisdiction including, without limitation, a change of venue or removal based on the fact that a governmental entity is a party to the action or proceeding, or that a federal right or question is involved or alleged to be involved in the action or proceeding.

Section 16. Entire Agreement; Amendment. This Agreement constitutes the entire understanding between the Parties with respect to the subject matter hereof, superseding all negotiations, prior discussions and agreements made prior to the date hereof. In the event there is an existing lease or license between Lessee (or its predecessor-in-interest) and the City covering the Leased Area, it is agreed and understood that this Agreement shall cancel, supersede and terminate said prior lease or license as of the Effective Date of this Agreement. This Agreement may not be modified except in a writing executed by both Parties.

Section 17. Paragraph Heading and Construction. The section headings contained in this Agreement shall not be considered to be a part hereof for purposes of interpreting or applying this Agreement, but are for convenience only.

Section 18. Binding on Successors; No Third-Party Beneficiaries. This Agreement, and all of the provisions hereof, shall be binding upon and inure to the benefit of the Parties hereto and their respective permitted heirs, successors, and assigns. No customer, other person or entity other than the Parties shall be deemed to be a third-party beneficiary hereof, and nothing in this Agreement, either express or implied, is intended to confer upon any customer or other person or entity, other than the Parties and their respective successors and assigns, any rights, remedies, obligations or liabilities under or by reason of this Agreement.

Section 19. Independent Contractors. Lessee's contractors, agents and representatives are independent contractors of Lessee, and are not employees or independent contractors of the City while on the Property, or while engaged in any work on the Property, including the construction, installation, maintenance or operation of the Communication Facilities.

Section 20. No Assignment Without City Consent.

Section 20.1 Lessee may not assign, sublicense or otherwise transfer any of its rights or obligations under this Agreement to any third party without the prior written approval of the City, which consent shall not be unreasonably withheld, conditioned or delayed. Notwithstanding the foregoing and subject to the sentence following this one, either Party may assign all of its rights and/or obligations under this Agreement to: (i) an Affiliate; and (ii) a successor entity to its business, whether by merger, consolidation, reorganization, or by sale of all or substantially all of its assets or stock. No assignment of this Agreement, including one falling within clause (i) or (ii) above, shall be effective unless or until the assigning Party provides the non-assigning Party with adequate documentation establishing the proposed assignee's written, binding (a) acceptance and agreement to comply with the terms of this Agreement, and (b) assumption by the proposed assignee of all liabilities, known and unknown, arising prior to and after consummation of the assignment. "**Affiliate(s)**" means, with respect to a Party, any person or entity, directly or indirectly, controlling, controlled by, or under common control with such Party, in each case for so long as such control continues. For purposes of this definition, "control" shall mean (i) the ownership, directly or indirectly, or at least fifty percent (50%) of either: (a) the voting rights attached to issued voting shares; or (b) the power to elect fifty percent (50%) of the directors of such entity, or (ii) the ability to direct the actions of the entity.

Section 20.2 Lessee agrees to reimburse the City for its reasonable out-of-pocket fees and costs of reviewing any requests for consent to a transfer or an assignment, provided that City sends Lessee a written demand and supporting documentation for such fees and costs.

Section 20.3 Subject to Section 10.3, the City reserves the right to lease or license portions of the Property to other interested communications system operators that may be in competition with Lessee for purposes of providing communication services.

Section 20.4 Any attempted or unauthorized assignment or sublease shall be void and shall be cause for immediate termination of this Agreement by the City. The acceptance of Monthly Rent payments by the City from any person other than Lessee or an authorized assignee shall not be deemed to be a waiver by the City of any provision hereof. Consent to one assignment shall not be deemed consent to any subsequent assignment.

Section 20.5 Requests for consent to assignments shall be submitted to the City to the address set forth in Section 22 ("Notice").

Section 21. Attorneys' Fees. Should either Party institute arbitration, court or other legal proceedings against the other for or on account of its failure or refusal to perform or fulfill any of the covenants or conditions of this Agreement on its part to be performed or fulfilled, then the prevailing Party in such action or proceeding shall receive from the other Party attorney's fees and costs as adjudged reasonable by the arbitrator, or court.

Section 22. Notice. All notices, requests, and demands hereunder will be given in writing by first class, certified or registered mail, return receipt requested, or by a nationally recognized overnight courier, postage prepaid, to be effective when properly sent and received, refused or returned undelivered. Notices, requests and demands will be addressed to the parties as follows:

If to Lessee:

T-Mobile USA Tower LLC
c/o CCTMO LLC
Attn: Legal Department
2000 Corporate Drive
Canonsburg, PA 15317

With a Copy To:

T-Mobile USA Tower LLC
12920 S.E. 38th Street
Bellevue, Washington 98006
Attn: Leasing Administration
Attn: Network Real Estate

If to the City:

City of Bowie
Attn: City Manager
15901 Fred Robinson Way
Bowie, Maryland 20716

With copies to:

Elissa D. Levan, City Attorney
2007 Tidewater Colony Drive
Annapolis, Maryland 21401
elevan@levanruff.com

and:

City of Bowie
Attn: Business Operations
15901 Fred Robinson Way
Bowie, Maryland 20716

Either Party may change the address or persons to which notices are to be sent to it by giving thirty (30) days' prior written notice of such change to the other Party in the manner provided herein.

Section 23. Counterparts. This Agreement may be executed in counterparts, each of which shall be deemed to be an original.

Section 24. Representations and Warranties. Each Party represents and warrants to the other that this Agreement constitutes a legal, valid and binding obligation of such Party, and is enforceable against such Party in accordance with the terms set forth in the Agreement. Lessee acknowledges and agrees that Lessee is not entitled to relocation assistance, or any other benefits under the Uniform Relocation Assistance Act, or any other applicable provision of law upon termination of this Agreement.

Section 25. NO WARRANTY

LESSEE'S RIGHT TO USE THE LEASED AREA, CITY IMPROVEMENTS AND THE PROPERTY IS STRICTLY ON AN "AS IS" BASIS WITH ALL FAULTS. THE CITY MAKES NO REPRESENTATION OR WARRANTY OF ANY KIND AS TO THE PRESENT OR FUTURE CONDITION OF OR SUITABILITY OF THE PROPERTY, CITY IMPROVEMENTS, OR THE LEASED AREA FOR LESSEE'S USE, AND DISCLAIMS ANY AND ALL WARRANTIES EXPRESS OR IMPLIED WITH RESPECT TO THE PHYSICAL, STRUCTURAL, OR ENVIRONMENTAL CONDITION OF THE PROPERTY, CITY IMPROVEMENTS, AND LEASED AREA AND THE MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE. LESSEE IS SOLELY RESPONSIBLE FOR INVESTIGATION AND DETERMINATION OF THE CONDITION AND SUITABILITY OF THE PROPERTY, CITY IMPROVEMENTS, AND LEASED AREA FOR LESSEE'S INTENDED USE.

Section 26. Taxes. The City hereby provides notice pursuant to Maryland Tax-Property Code Section 6-102, and Lessee acknowledges, that this Agreement may create a possessory interest and Lessee may be subject to property taxes levied on such interest, as described in

Maryland Tax-Property Code Section 6-102. Lessee shall pay, when due, all real and personal property taxes, fees and assessments, assessed against the Leased Area and the Communication Facilities and shall reimburse the City for any increase in real property or possessory interest taxes levied against the Property as a result of the improvements constructed by Lessee on the Leased Area for so long as this Agreement has not expired of its own terms or is not terminated by either Party.

Section 27. **Time.** Time is of the essence of this Agreement.

Section 28. **Survival.** All terms that by their nature should survive termination of this Agreement shall survive, including but not limited to payment of amounts owed and indemnification obligations.

Section 29. The following exhibits are incorporated in this Agreement:

Exhibit A Property- Legal Description

Exhibit B Description - Communication Facilities (Equipment List)

Exhibit C Leased Area (Site Plan)

Exhibit D Original Lease

Section 30. **Binding Authority/Authorized Representatives.** Each of the Parties represents and warrants that it has the full right, power, legal capacity, and authority to enter into and perform its obligations hereunder and that those obligations will be binding upon that Party without the approval or consent of any other person or entity. Each person executing this Agreement represents and warrants he/she has been duly authorized to execute the same.

IN WITNESS WHEREOF, the Parties hereto have executed this Agreement as of the day and year first written above.

"The City":
THE CITY OF BOWIE

By:_____
Print Name:_____
Title: City Manager
Date:_____

"Lessee":
T-Mobile USA Tower LLC,
a Delaware limited liability company

By: CCTMO LLC,
a Delaware limited liability company
its Attorney-in-Fact

By:_____
Print Name: Mandy Hebert
Title: Mgr Real Estate
Date: 11-20-2025

Exhibit A Property- Legal Description

SITUATE IN PRINCE GEORGE'S COUNTY, STATE OF MARYLAND, AND DISTINGUISHED AS:

PARCEL LETTERED AND NUMBERED "I-1", IN A SUBDIVISION KNOWN AS "PLAT THREE SECTION ONE, MITCHELLVILLE EAST", PRINCE GEORGE'S COUNTY, MARYLAND, AS PER PLAT THEREOF RECORDED AMONG THE LAND RECORDS OF SAID STATE AND COUNTY AT PLAT BOOK 111, PLAT NO. 89, (7TH ELECTION DISTRICT).

TAX ID NO: 07-0758912

ADDRESS: 2201 Mitchellville Road, Bowie, MD 20716

Exhibit B Description - Communication Facilities (Equipment List)

137.7ft tower structure

Three ground cabinets

Three 1 5/8 coax cables

3x3 concrete pad

10x20 concrete pad

Exhibit C Leased Area (Site Plan)

[ATTACHED HERETO]

AS-BUILT SURVEY

823165

CITYOFBOWIE-BOWIEPG

0 MITCHELLVILLE RD
BOWIE, MD 20716
PRINCE GEORGES COUNTY

LEGEND

UTILITY NOTE

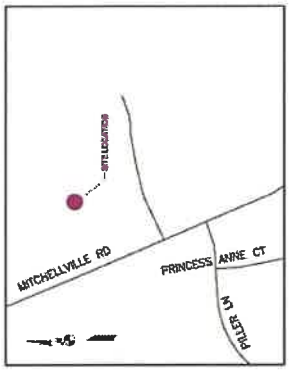
BURIED UTILITIES, IF DEPICTED HEREON, WERE DETECTED AND MARKED BY OTHERS USING INDIRECT METHODS. NO SUBSURFACE EXCAVATION WAS PERFORMED TO VERIFY THE TYPE AND LOCATION OF THE BURIED UTILITIES. IT IS POSSIBLE THAT OTHER UTILITIES COULD EXIST WITHIN THE AREA SERVICING THE SUBJECT SITE, EXIST, BUT WERE UNDETECTED AS A RESULT OF THE SCOPE OF WORK AT TIME OF SURVEY. CONTACT THE LOCAL UTILITY LOCATION SERVICE BEFORE ANY DIGGING/EXCAVATION.

CONTENTS

COVER SHEET
PROPERTY OVERVIEW
ACCESS OVERVIEW
SITE OVERVIEW
SITE OVERVIEW DETAIL(VERTICAL USE)
LEGAL DESCRIPTIONS

VICINITY MAP

NOT TO SCALE



SURVEY PROCEDURES & EQUIPMENT

THE ACCURACY OF THIS SURVEY MEETS OR EXCEEDS THE MINIMUM STANDARDS AS REQUIRED BY [STATE RECOMMENDATIONS FOR BOUNDARY SURVEYS].

INSTRUMENTS USED:
–TOPCON GTS600
–CARLSON BRX

AREA SUMMARY

AREA	SQ. FT.	ACRES
PARENT PARCEL	454331	10.43
TOWER COMPOUND	1539	0.04
TOWER LEASE	729	0.02
ACCESS/UTILITY EASEMENT	5078	0.12

COORDINATES

(Decimal Degrees)

LABEL	LAT, LONG
MON 1 / POC	38.93730.0573, -76.43742.33"
MON 2	38.93721.0474, -76.43741.85"

ABBREVIATIONS

POC	POINT OF COMMENCEMENT
POB	POINT OF BEGINNING
ROW	RIGHT OF WAY

SURVEY PERFORMED FOR:
CROWN CASTLE
2000 CORPORATE DR.
CANONSBURG, PA 15317

SURVEY COORDINATED BY:
GEOLINE SURVEYING, INC.
15404 INVERNESS DRIVE, BOWIE, MARYLAND 20716
PH: (301) 262-9475 FAX: (301) 262-9476

SURVEY PERFORMED BY:
GEOLINE SURVEYING, INC.
15404 INVERNESS DRIVE, BOWIE, MARYLAND 20716
PH: (301) 262-9475 FAX: (301) 262-9476

Project No. 2016 - 1013 Date: 10/11/2016 Field Date: 10/11/16

SURVEYOR'S CERTIFICATION: I hereby certify that the survey shown hereon was made under my supervision and that it is correct to the best of my knowledge and belief.

SURVEYOR NAME: JOEL SWEET

STATE OF MARYLAND
JOEL S. SWEET
No. 10001
PROFESSIONAL LAND SURVEYOR

SIGNATURE
REGISTRATION NO.
DATE

ZONING:
A2

FLOOD NOTE:
THE LEGAL FLOOD HAZARD AREA (SFHA) IS ZONE AE, AS PER FIRM PANEL NUMBER 24033C0215E, EFFECTIVE MARCH 2010

BEARING BASIS: MARYLAND GRID NAD83

NOTES:
1. ALL MONUMENTS SET AS PER CROWN CASTLE UTILITY SYSTEM (UNLESS NOTED OTHERWISE) ARE 5/8" REBAR WITH YELLOW PLASTIC CAP STAMPED "GEOLINE" UNLESS NOTED OTHERWISE.
2. THE PROPERTY SHOWN HEREON IS SUBJECT TO ANY RIGHTS, RESTRICTIONS, EASEMENTS, RESERVATIONS, AND RIGHTS OF WAY OF RECORD, AND ANY OTHER MATTERS THAT MAY BE DISCLOSED BY A TITLE SEARCH AND EXAMINATION OF THE PROPERTY.
3. THE LOCATION OF UTILITIES SHOWN HEREON WERE DETERMINED BY FIELD OBSERVATION ONLY. THE LOCATION OF UTILITIES SHOWN HEREON ARE APPROXIMATE. THE LOCATION OF UNDERGROUND UTILITIES MUST BE VERIFIED BY THE APPROPRIATE UTILITY COMPANIES.
4. THE LOCATION OF THE PROPERTY LINES SHOWN HEREON WERE DETERMINED BY FIELD OBSERVATION ONLY. THE LOCATION OF THE PROPERTY LINES MUST BE VERIFIED BY A FORMAL BOUNDARY SURVEY.
5. THE LOCATION OF THE PROPERTY LINES SHOWN HEREON WERE DETERMINED BY FIELD OBSERVATION ONLY. THE LOCATION OF THE PROPERTY LINES MUST BE VERIFIED BY A FORMAL BOUNDARY SURVEY.

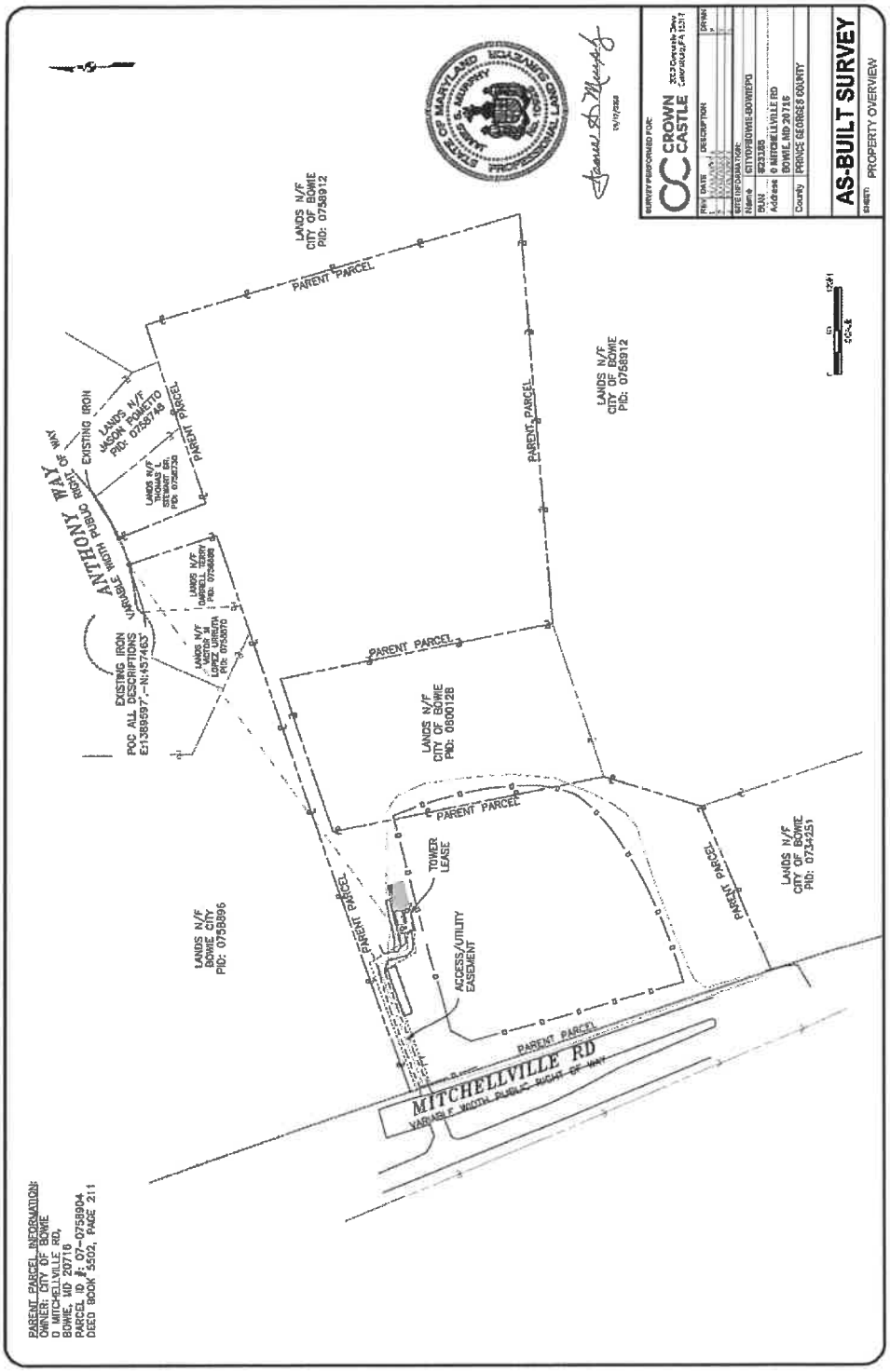
REV.	DATE	DESCRIPTION	DRAWN
1			
2			

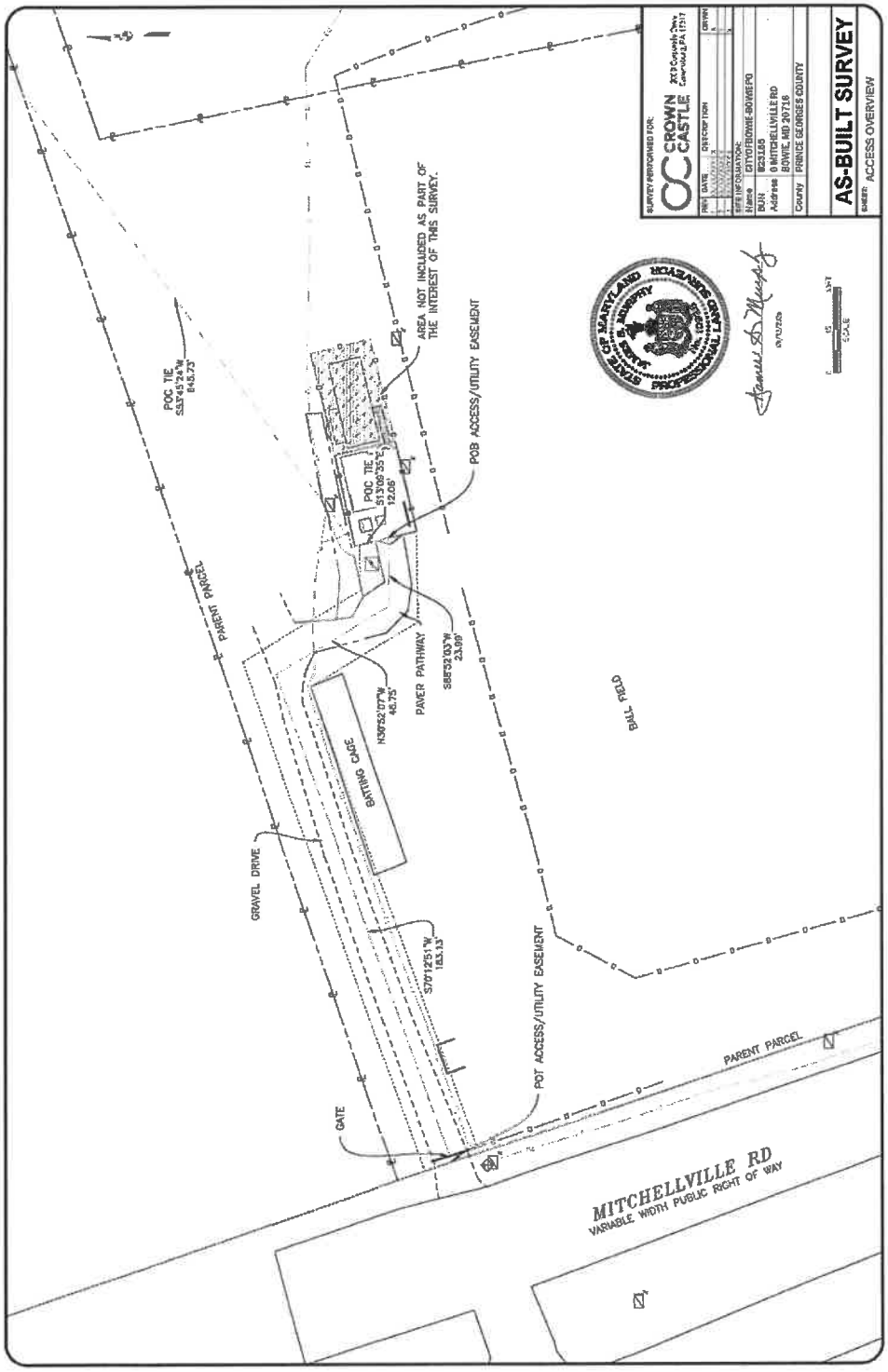
SITE INFORMATION

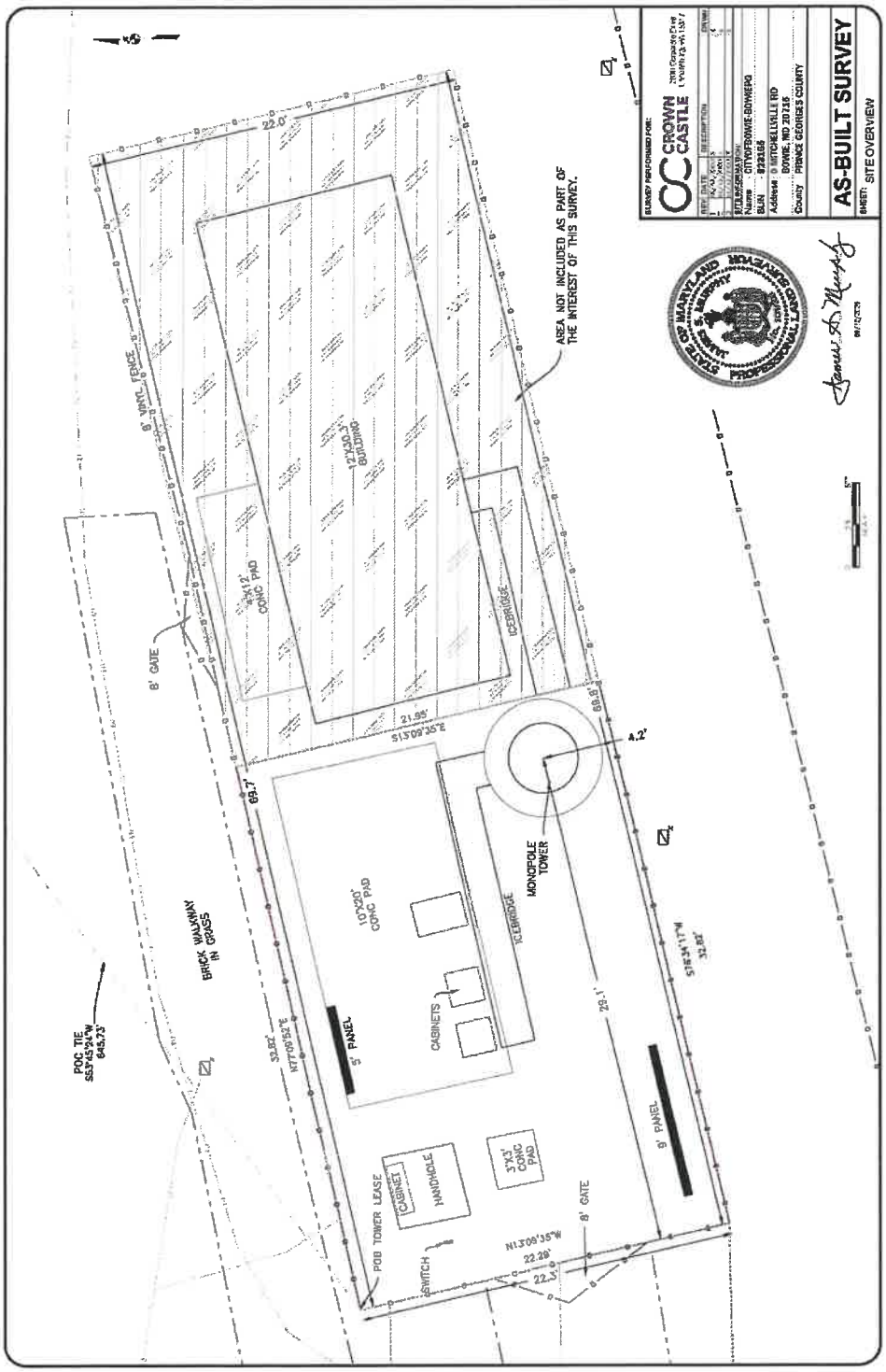
Name	CITYOFBOWIE-BOWIEPG
BLN	823165
Address	0 MITCHELLVILLE RD BOWIE, MD 20716
County	PRINCE GEORGES COUNTY

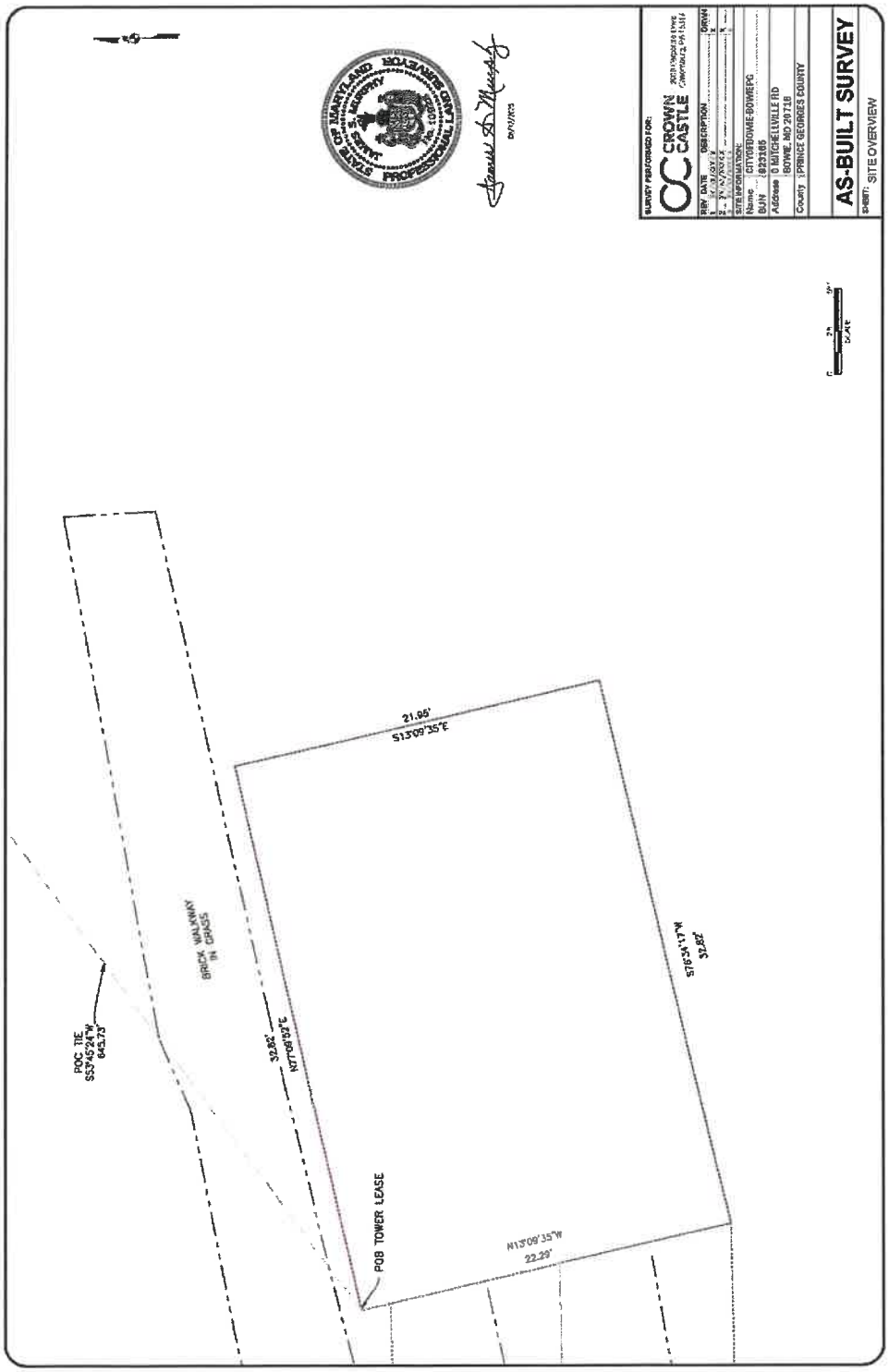
AS-BUILT SURVEY

SHEET: COVER SHEET


AS-BUILT SURVEY
PROPERTY OVERVIEW
CROWN CASTLE
LANDS N/F CITY OF BOWIE PID: 0758912
PARENT PARCEL
LANDS N/F JASON POMETTO PID: 0758748
LANDS N/F THOMAS L. STEWART JR. PID: 0758720
LANDS N/F DARRELL TERRY PID: 0758689
LANDS N/F LAUREN M. LOPEZ URRUTIA PID: 0758570
ANTHONY WAY
VARIABLE WIDTH PUBLIC RIGHT OF WAY
EXISTING IRON
EXISTING IRON
POC ALL DESCRIPTIONS
E1389597.-N:457463'
LANDS N/F CITY OF BOWIE PID: 0800126
LANDS N/F BOWIE CITY PID: 0758896
TOWER LEASE
ACCESS/UTILITY EASEMENT
LANDS N/F CITY OF BOWIE PID: 0734251
MITCHELLVILLE RD
VARIABLE WIDTH PUBLIC RIGHT OF WAY
PARENT PARCEL INFORMATION:
OWNER: CITY OF BOWIE
0 MITCHELLVILLE RD,
BOWIE, MD 20716
PARCEL ID #: 07-0758904
DEED BOOK 5502, PAGE 211


SURVEY PERFORMED FOR:
CROWN CASTLE
2000 Corporate Drive
Canonsburg, PA 15317
PROJ DATE
DESCRIPTION
DRWN
SITE INFORMATION:
Name CITY OF BOWIE-BOWIE PG
BUN 823165
Address 0 MITCHELLVILLE RD
BOWIE, MD 20716
County PRINCE GEORGES COUNTY
AS-BUILT SURVEY
SHEET: ACCESS OVERVIEW
STATE OF MARYLAND
JAMES B. MURPHY
PROFESSIONAL LAND SURVEYOR
09/07/23
SCALE
AREA NOT INCLUDED AS PART OF THE INTEREST OF THIS SURVEY.
POB ACCESS/UTILITY EASEMENT
POC TIE
S51°09'35"E
12.08'
POC TIE
S55°16'24"W
846.73'
PARENT PARCEL
PAVER PATHWAY
S85°52'03"W
23.09'
N39°52'07"W
46.75'
BATTING CAGE
BALL FIELD
GRAVEL DRIVE
S70°12'51"W
163.13'
POT ACCESS/UTILITY EASEMENT
PARENT PARCEL
GATE
MITCHELLVILLE RD
VARIABLE WIDTH PUBLIC RIGHT OF WAY


AS-BUILT SURVEY
SITE OVERVIEW
CROWN CASTLE
AREA NOT INCLUDED AS PART OF THE INTEREST OF THIS SURVEY.
8' VINYL FENCE
8' GATE
BRICK WALKWAY IN GRASS
POC TIE
12'X20' BUILDING
4'X12' CONC PAD
ICEBRIDGE
MONOPOLE TOWER
10'X20' CONC PAD
CABINETS
5' PANEL
8' PANEL
POB TOWER LEASE
TCBINET
HANDHOLE
3'X3' CONC PAD
SWITCH
22.0'
21.95'
69.7'
4.2'
29.1'
22.29'


BRICK WALKWAY IN CRACKS
POC TIE
S37°42'24"W
643.73'
32.82'
N77°09'37"E
POB TOWER LEASE
N13°09'35"W
22.29'
21.96'
S13°09'35"E
S76°34'17"W
22.82'
STATE OF MARYLAND
JAMES S. MURPHY
No. 10001
PROFESSIONAL LAND SURVEYOR
8/12/13
SURVEY PERFORMED FOR:
CROWN CASTLE
2000 CORPORATE DRIVE
CANONSBURG, PA 15317
REV DATE DESCRIPTION DRWN
1 - 8/12/2013 - AS-BUILT
SITE INFORMATION:
Name: CITY OF BOWIE-BOWIE PG
BU#: 823165
Address: 0 MITCHELLVILLE RD
BOWIE, MD 20716
County: PRINCE GEORGES COUNTY
AS-BUILT SURVEY
SHEET: SITE OVERVIEW
SCALE

LEGAL DESCRIPTION: TOWER LEASE (CREATED BY THIS OFFICE)

A PORTION OF ALL THAT CERTAIN PARCEL OF LAND LYING IN THE CITY OF BOWIE, COUNTY OF PRINCE GEORGES, STATE OF MARYLAND,HAVING PARCEL ID: 07-0758904, FURTHER DESCRIBED AS:
COMMENCING FROM AN EXISTING IRON, FOUND ON THE NORTHERN BOUNDARY OF SAID PARCEL, ALSO LYING ON THE SOUTHERN RIGHT OF WAY OF ANTHONY WAY, A DEDICATED PUBLIC RIGHT OF WAY, AND HAVING MARYLAND STATE PLANE COORDINATES E:1389597',-N:457463';
THENCE, S 53° 45' 24" W FOR A DISTANCE OF 645.73 FEET TO THE POINT OF BEGINNING;
THENCE, N 77° 09' 52" E FOR A DISTANCE OF 32.82 FEET TO A POINT;
THENCE, S 13° 09' 35" E FOR A DISTANCE OF 21.95 FEET TO A POINT;
THENCE, S 76° 34' 17" W FOR A DISTANCE OF 32.82 FEET TO A POINT;
THENCE, N 13° 09' 35" W FOR A DISTANCE OF 22.29 FEET TO THE POINT OF BEGINNING, CONTAINING 726 SQFT -OR- 0.02 ACRES.

LEGAL DESCRIPTION: ACCESS/UTILITY EASEMENT (CREATED BY THIS OFFICE)

A PORTION OF ALL THAT CERTAIN PARCEL OF LAND LYING IN THE CITY OF BOWIE, COUNTY OF PRINCE GEORGES, STATE OF MARYLAND,HAVING PARCEL ID: 07-0758904, FURTHER DESCRIBED AS:
COMMENCING FROM AN EXISTING IRON, FOUND ON THE NORTHERN BOUNDARY OF SAID PARCEL, ALSO LYING ON THE SOUTHERN RIGHT OF WAY OF ANTHONY WAY, A DEDICATED PUBLIC RIGHT OF WAY, AND HAVING MARYLAND STATE PLANE COORDINATES E:1389597',-N:457463';
THENCE, S 53° 45' 24" W FOR A DISTANCE OF 645.73 FEET TO A POINT ON AN EXISTING 726 SQFT TOWER LEASE;
THENCE, ALONG SAID LEASE, S 13° 09' 35" E FOR A DISTANCE OF 12.06 FEET TO THE POINT OF BEGINNING OF THE CENTERLINE OF A 20-FOOT-WIDE ACCESS/UTILITY EASEMENT, LYING 10 FEET ON EITHER SIDE OF THE FOLLOWING DESCRIPTION;
THENCE, DEPARTING SAID LEASE, S 88° 52' 03" W FOR A DISTANCE OF 23.99 FEET TO A POINT;
THENCE, N 30° 52' 07" W FOR A DISTANCE OF 46.75 FEET TO A POINT;
THENCE, S 70° 12' 51" W FOR A DISTANCE OF 183.13 FEET TO A POINT LYING ON THE EASTERN RIGHT OF WAY OF MICHELLVILLE ROAD, A DEDICATED PUBLIC RIGHT OF WAY, SAID POINT BEING THE POINT OF TERMINUS, CONTAINING 5078 SQFT -OR- 0.12 ACRES.

STATE OF MARYLAND
JAMES S. MURPHY
No. 10968
PROFESSIONAL LAND SURVEYOR

08/11/2025

SURVEY PERFORMED FOR:

CROWN CASTLE
2000 Corporate Drive
Canonsburg, PA 15317

REV	DATE	DESCRIPTION	DRAWN
1	[illegible]		[illegible]
2	[illegible]	[illegible]	[illegible]
3	[illegible]		[illegible]

SITE INFORMATION:

Name	CITYOFBOWIE-BOWIEPG
BUN	823165
Address	0 MITCHELLVILLE RD BOWIE, MD 20716
County	PRINCE GEORGES COUNTY

AS-BUILT SURVEY

SHEET: LEGAL DESCRIPTION

Exhibit D Original Lease

[INTENTIONALLY OMITTED]

Memorandum

TO: City Council

FROM: Alfred Lott, City Manager

SUBJECT: City Grant to Inncuvate CDP to Match a TEDCO Grant for Old Town Bowie
Resolution R-3-26

DATE: 12/30/2025

In 2023 the City of Bowie prepared a 5-Year Strategic Plan for Old Town Bowie and in 2024 the City contracted with Inncuvate Community Development Partners, Inc. (“Inncuvate”) to implement and manage the Strategic Plan. Subsequently, Inncuvate CDP has worked diligently on community outreach, plan implementation, and on finding funding to leverage the City's contract payments.

In 2025 Inncuvate applied for and received a grant from the Maryland Technology Development Corporation (“TEDCO”) and in support of the application, the City offered to match the TEDCO grant with an amount up to $75,000. Money for the City matching grant has been appropriated in the approved City Budget for Fiscal Year 2026.

Staff requests that the City Manager be hereby authorized to enter into a Grant Agreement with Inncuvate Community Development Partners, Inc. to provide a matching grant in an amount not to exceed $75,000.

ATTACHMENTS:

1. 20260105 - Resolution R-3-26
2. 20260105 - 20251002_ICDP_TEDCO_2025_MMIP_GRANT_AGREEMENT (MATCH HIGHLIGHT)
3. 20260105 - DRAFT Economic Development Grant Agreement INNCUVATE match TEDCO for FY 2026 12-24-2025

RESOLUTION
OF THE COUNCIL OF THE CITY OF BOWIE, MARYLAND
APPROVING A $75,000 GRANT TO INNCUVATE COMMUNITY DEVELOPMENT PARTNERS FOR USE AS A MATCHING FUNDS FOR A TEDCO GRANT

WHEREAS, in 2023, the City of Bowie ("City") prepared a 5-Year Strategic Plan for Old Town Bowie ("Strategic Plan"); and

WHEREAS, in 2024, the City contracted with Inncuvate Community Development Partners, Inc. ("Inncuvate") to implement and manage the Strategic Plan over a five-year period; and

WHEREAS, in 2025, Inncuvate applied for and received a grant from the Maryland Technology Development Corporation ("TEDCO") and in support of the application the City offered to match the TEDCO grant with an amount up to Seventy-Five Thousand ($75,000) Dollars ; and

WHEREAS, money for the City matching grant has been appropriated in the approved City Budget for Fiscal Year 2026.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Bowie, Maryland, that the City Manager is hereby authorized to enter into a Grant Agreement with Inncuvate Community Development Partners, Inc. to provide a matching grant in an amount not to exceed $75,000.

INTRODUCED AND PASSED by the Council of the City of Bowie, Maryland at a meeting on January 5, 2026.

ATTEST: **THE CITY OF BOWIE, MARYLAND**

_____ _____

Awilda Hernandez, MMC
City Clerk

Timothy J. Adams
Mayor

MARYLAND MAKERSPACE INITIATIVE PROGRAM GRANT AGREEMENT

THIS AGREEMENT ("Agreement") is made as of October 3, 2025 (the "Effective Date"), by and between the **MARYLAND TECHNOLOGY DEVELOPMENT CORPORATION**, a body politic and corporate and a public instrumentality of the State of Maryland ("TEDCO" or "Grantor"), and **INNCUVATE COMMUNITY DEVELOPMENT PARTNERS, INC.**, a nonprofit entity located in Maryland ("Grantee").

RECITALS

A. TEDCO's Maryland Makerspace Initiative Program (the "Program") was created by the General Assembly of Maryland to encourage the establishment and expansion of Makerspaces (as defined below) throughout the State of Maryland.

B. "Makerspace(s)" is defined as a community space that: (i) provides access to tools, technology, and knowledge for learners and entrepreneurs; (ii) results in the prototyping or creation of goods; and (iii) supports the development of technical education opportunities for personal growth, workforce training, and early-stage business ventures.

C. The Program is comprised of: (i) a fund for awarding financial assistance for the establishment, expansion, or operating costs of Makerspaces in Maryland ("Financial Assistance"), which Financial Assistance is being provided by TEDCO pursuant hereto; and (ii) technical assistance for eligible entities seeking to establish or expand a Makerspace ("Technical Assistance"), which Technical Assistance may be provided by Open Works, Inc. ("Open Works") pursuant to the terms and conditions of a separate agreement between Grantee and Open Works.

D. TEDCO requested applications to receive Financial Assistance. The Request for Applications ("RFA") outlined various terms and conditions, and it is attached hereto and, to the extent that it is consistent herewith, is incorporated herein as Exhibit A.

E. Grantee submitted an application ("Application") in response to TEDCO's RFA, which is attached hereto and, to the extent that it is consistent herewith and with the RFA, incorporated herein as Exhibit B.

E. TEDCO, in reliance upon the representations made by Grantee in the Application, approved an award of Financial Assistance to the Grantee in an amount not to exceed Seventy-Five Thousand and 00/100 Dollars ($75,000.00) (the "Grant").

F. Grantee has agreed to provide matching funds at least equal to the amount of the Grant.

IN CONSIDERATION of the mutual promises and covenants contained in this Agreement, the parties agree as follows:

1. **Purpose.** The purpose of this Agreement is to provide the Grantee with the Grant funds that will assist the Grantee in carrying out the project described in Exhibit B (the "Project").

2. **Funding.** In consideration of the various obligations to be undertaken by Grantee pursuant to this Agreement, TEDCO agrees to provide Grantee with funding for the Project in a total amount not to exceed the amount of the Grant, on such further terms and conditions as are described in this Agreement.

Grantee agrees to accept and use the Grant only for costs properly incurred pursuant to the terms and conditions hereof (including Exhibits A and B), which costs shall constitute "Eligible Expenses," as described in Exhibit B and as may be amended from time to time. Eligible Expenses may be amended or modified by a written request submitted by Grantee to TEDCO and approved by TEDCO.

Payment of Grant funds is subject to the availability of funds for such purpose, as determined by TEDCO in its sole discretion, and to Grantee's compliance with this Agreement.

Grantee agrees to provide matching funds (the "Match") at least equal to the amount of the Grant in accordance with the terms and conditions hereof (including Exhibits A and B).

3. **Disbursement of Funds.**

(a) Initial and Subsequent Disbursements. An initial disbursement of Thirty-Seven Thousand Five Hundred and 00/100 Dollars ($37,500.00) will be made following the execution of this Agreement and the remaining subsequent disbursement of Thirty-Seven Thousand Five Hundred and 00/100 Dollars ($37,500.00) will be disbursed within thirty (30) days of Grantor's receipt and approval of Grantee's Status Report (as defined below), but in any event be contingent upon the determination of TEDCO in its sole discretion.

(b) Disbursements to the Grantee. All disbursements shall be made directly to the Grantee by check or wire transfer.

(c) Conditions for All Disbursements. The obligation of the Grantor to make any disbursement of the Grant is subject to the satisfaction of the following conditions as of the date the disbursement is made:

(i) No representation or warranty of the Grantee contained in this Agreement shall be or have become materially incorrect or inaccurate.

(ii) There shall be no breach, default, or event of default under the terms of any of the Grant Documents, and no event, circumstance, act, or omission shall exist which with the giving of notice, the passage of time, or both, would constitute breach, default, or event of default under any of the Grant Documents.

(d) TEDCO reserves the right not to disburse all or any portion of the Grant if Grantee is in default under this Agreement or any other agreement between the parties.

4. **Records, Reports and Meetings.**

(a) TEDCO shall monitor Grantee's activities and compliance in accordance with the terms and conditions set forth in this Agreement and Exhibits thereto, which may include the collection of such other and further reporting information beyond that set forth in subsection (b) as shall reasonably be deemed necessary by TEDCO ("Reporting Requirements").

(b) Beginning six (6) months from the Effective Date and continuing for the duration of the Grant, Grantee shall provide project status reports every six months in such form and containing such information as TEDCO shall specify, including, but not limited to, updated financials, milestones, and project reports ("Status Report").

(c) Grantee shall maintain accurate financial records of all transactions relating to the receipt and expenditure of the Grant, including the Match. Within 30 days after Project completion, Grantee shall submit to Grantor its final Status Report certifying the Grant funds and the Match was expended in accordance with Exhibit B.

(d) Grantee shall allow any auditors of TEDCO, legislative auditors of the Maryland General Assembly, or third-party public accounting firm retained by TEDCO to inspect and audit, at reasonable times, all records and documents of the Grantee relating to the Grant, which records shall be retained by the Grantee for at least three (3) years after the termination of this Agreement.

(e) Grantee will identify to TEDCO any parts of any reports made to TEDCO under this Agreement which it contends are or contain confidential or proprietary information of Grantee or any other person ("Identified Confidential Information"). To the extent reasonably permitted by Title 10, Subtitle 6, of the State Government Article of the Annotated Code of Maryland, TEDCO agrees to hold such Identified Confidential Information in confidence for five (5) years from the date of its disclosure to TEDCO, except that any licensing agreement between Grantee and a third-party which is provided to TEDCO shall be held in confidence for the longer of five (5) years from the date of its disclosure to TEDCO or the remaining term of the license. Notwithstanding the foregoing, TEDCO shall not be obligated to maintain in confidence any information: 1) which was already known to TEDCO; or 2) which is or comes into the public domain through no fault of TEDCO; or 3) which is independently developed

by TEDCO; or 4) which comes to TEDCO from a third party which is not in violation of any obligation of confidentiality to Grantee or TEDCO.

(f) Grantee shall attend quarterly meetings of the statewide Makerspaces in accordance with Exhibit A.

5. **Compliance with Applicable Law.** Grantee agrees to comply with all applicable federal, State, and local law.

6. **Grantee's Representations and Warranties.** Grantee hereby represents and warrants to TEDCO that:

(a) Grantee has all requisite power and authority to execute and deliver this Agreement and all other documents in connection with this Agreement, and to carry out the terms of this Agreement, and has taken all action required on its part required for the execution, delivery and performance of this Agreement.

(b) Neither this Agreement nor any written information provided to TEDCO by Grantee in connection with the Agreement contains any untrue statement of a material fact or omits to state a material fact necessary to make the statements therein or herein not misleading.

7. **Default, Repayment and Remedies.**

(a) A default shall consist of: (i) using any Grant and/or Match funds for any purpose other than payment of Eligible Expenses (as maybe amended); (ii) any breach of any covenant, agreement, provision, representation or warranty of Grantee which was made in this Agreement (including Exhibits A and B) or in any agreement for Technical Services which may be entered into by and between Grantee and Open Works; or (iii) failure to meet or provide any reporting in accordance with Section 4 of this Agreement.

(b) Upon the occurrence of any default, TEDCO may immediately suspend Grantee's authority to receive any Grant funds at any time by written notice to Grantee.

(c) If a default occurs, TEDCO shall provide written notice of default to Grantee and Grantee shall have thirty (30) days from the date TEDCO's notice was postmarked to cure the default, or else termination shall occur.

(d) In the event of termination for default:

(i) Grantee's authority to request any disbursement of Grant funds shall cease, Grantee shall have no right, title or interest in or to any of the Grant funds not disbursed, and TEDCO may immediately demand repayment of all or a portion of the Grant funds which have been disbursed;

(ii) TEDCO's remedies described in Section 7(d) above may be exercised contemporaneously with each other and with remedies pursuant to Section 7(e) below, and all of such rights shall survive the termination of this Agreement.

(e) If a default occurs, TEDCO may at any time proceed to protect and enforce all rights available to TEDCO, by suit in equity, action at law, or by any other appropriate proceedings, which rights and remedies shall survive the termination of this Agreement.

8. **Indemnification.** Grantee releases the TEDCO from, agrees that TEDCO shall not have any liability for, and agrees to protect, indemnify and save TEDCO harmless from and against any and all liabilities, suits, actions, claims, demands, losses, expenses and costs of every kind and nature incurred by, or asserted or imposed against TEDCO as a result of or in connection with this Agreement. All money expended by TEDCO as a result of such liabilities, suits, actions, claims, demands, losses, expenses or costs, together with interest at a rate not to exceed the maximum interest rate permitted by law, shall constitute an indebtedness of Grantee and shall be immediately and without notice due and payable by Grantee to TEDCO. Grantee's obligation to indemnify as hereinabove set forth is conditioned upon TEDCO providing Grantee with prompt written notice of all claims, providing reasonable cooperation in their investigation and defense, and permitting Grantee to participate in the defense of said claims at its expense with legal counsel of its choice. Notwithstanding the foregoing, Grantee will not be required to defend or indemnify TEDCO with respect to losses or expenses caused by TEDCO's own negligence or willful misconduct.

9. **Amendment.** This Agreement, or any part, may be amended from time to time only in writing executed by the parties.

10. **Maryland Law.** This Agreement shall be construed, interpreted, and enforced according to the laws of the State of Maryland. Any actions or proceedings shall be brought only in a Maryland state court and not in any other state or federal court in the United States of America or any court in any other country, and the Grantee consents to such Maryland state jurisdiction and waives any claim that any such action or proceeding brought in Maryland state courts has been brought in an improper or inconvenient forum.

11. **Entire Agreement**. This Agreement, and the exhibit incorporated herein, constitutes the entire agreement between the parties and supersedes all prior or contemporaneous oral or written agreements between the parties hereto with respect to the Grant.

[signatures on following page]

AS WITNESS, the hands of the parties hereto as of the day and year first above written.

GRANTOR

MARYLAND TECHNOLOGY DEVELOPMENT CORPORATION

Troy LeMaile-Stovall
By: _____
Troy A. LeMaile-Stovall
Chief Executive Officer

WITNESS:

Rosa L. Beatty
Name: Rosa L. Beatty
Title: Notary Public

GRANTEE
INNCUVATE COMMUNITY DEVELOPMENT PARTNERS, INC.

By: _____
Name: Mark Lawrence
Title: President

STATE OF MARYLAND, CITY/COUNTY OF Bowie/Prince George's**, TO WIT:**

I HEREBY CERTIFY that on this 2nd day of October, 2025, before me, a Notary Public in the State of Maryland, personally appeared Mark Lawrence who acknowledged himself/herself to be the President of the Grantee, known or satisfactorily proven to me to be the person whose name is subscribed to this document, and acknowledged that he/she executed it on behalf of the Grantee, as its duly authorized officer.

AS WITNESS my hand and Notarial Seal.

Rosa L. Beatty
Notary Public

My Commission expires: December 02, 2025

ROSA L BEATTY
Notary Public - State of Maryland
Prince George's County
My Commission Expires Dec 2, 2025

Approved for form and legal sufficiency:
/s/
Stephanie M. Meighan, Assistant Attorney General

[OAG Form Rev. 9.15.25]

Exhibit A- Request For Applications ("RFA")

REQUEST FOR APPLICATIONS (RFA)
Maryland Makerspace Initiative Program

Purpose:

Created through legislation passed by the Maryland General Assembly in 2022, the Maryland Makerspace Initiative Program (the "Program") was created to encourage the establishment and expansion of Makerspaces throughout the State of Maryland. A "Makerspace" is defined as a community space that:

- provides access to tools, technology, and knowledge for learners and entrepreneurs.
- results in the prototyping or creation of physical goods; and
- supports the development of technical education opportunities for personal growth, workforce training, and early-stage business ventures.

The Program comprises (i) a fund for awarding financial assistance for the establishment, expansion, or operating costs of Makerspaces in Maryland (the "Financial Assistance"), and (ii) technical assistance for eligible entities seeking to establish or expand a Makerspace ("Technical Assistance"), which will be provided by Open Works located in Baltimore City ("Open Works").

Eligibility:

Entities eligible for Financial Assistance or Technical Assistance under the Program must be either:

- a local government,
- an agency, an instrumentality, or a nonprofit corporation that the local government designates, or
- another nonprofit entity.

Any such entity (an "Applicant") must be operating, or seeking to operate, a Makerspace in Maryland.

Additional eligibility requirements include:

§ Makerspace facilities receiving Financial or Technical Assistance through the Program must be open and accessible to the general public. Makerspaces that serve a specific K-12 school, university, or otherwise pre-defined community are ineligible unless they also devote at least 50% of their operating hours to public programming or services.

- Entities receiving Financial Assistance must provide matching funds or in-kind contributions for their project at least equal to the amount of the award (e.g., a minimum of a 1:1 match). "In Kind Contributions" include real costs incurred by the applicant

Makerspace directly for the proposed project and will be reviewed and approved by TEDCO as part of the application review process.

- Entities receiving Financial or Technical Assistance must agree to provide six-month project status reports for the duration of the funded project.
- Entities receiving Financial or Technical Assistance must participate in quarterly meetings of statewide Makerspaces (the "Maryland Makerspace Network") to discuss the following:

  - Developing data collection and sharing standards for Makerspace usage and economic impact data that can be provided to TEDCO,
  - Creating standards for reciprocity (shared access) to members of other Maryland Makerspace Network participants, o Defining standards for safety and other operational best practices, o Considering a more formal establishment of a member-driven association of Makerspaces for Maryland,
  - Considering the creation of a co-op to help reduce insurance costs and increase purchasing power, and
  - Other matters that are relevant to a network of Makerspaces in Maryland.

Funding Amounts:

Financial Assistance

Applicants may apply for one of three different types of Financial Assistance under the Program:

Type A: Establish a New Makerspace

Applicants seeking funding to establish a new Makerspace facility may request up to $100,000 per year for up to three years for a maximum of $300,000. Applicants seeking this level of funding must have completed a successful feasibility study (see Exhibit C) and meet all eligibility and matching fund requirements. Applicants must show evidence of additional financial support needed to ensure the establishment and operation of the Makerspace for a period of at least five (5) years from the date of the award and have a sustainability plan extending beyond the initial five-year period. Funding can be used to support operations in the new Makerspace facility, capital equipment, real estate purchase or renovations, or planning.

Applicants who have not conducted a feasibility study may apply for up to $25,000 for up to one year to conduct such a study. This funding requires a 1:1 cash match. Reports resulting from feasibility studies funded through the Program must be provided to TEDCO.

The feasibility study must show a demand for a Makerspace facility in a defined community, its potential impact on the community or the State, feasible plans to build and launch a

Makerspace facility using financial assistance from the Program and other sources, and a sustainability model for operating the facility beyond its first five years.

A second feasibility study is allowed only if the objective is different than the previous feasibility request and required or the successful launch of the makerspace. This determination will be made on a case-by-case basis.

Type B: Expand an Existing Makerspace

Applicants seeking funding to expand their facilities or services at an existing Makerspace may request up to $100,000 for one year. This funding can be used to support facility expansion, new tools or equipment, launching new services, or other expansion activities. This funding requires 100% (1:1) matching funds or in-kind contributions for the project.

Type C: Develop Programming for a Makerspace

Applicants seeking funding to develop Makerspace programming may request up to $25,000 for one year to create and launch a new program. Programming should focus on educational opportunities for personal growth, workforce training, entrepreneurship, or other valuable training using the tools and technology available at a Makerspace. Programming should demonstrate long-term positive outcomes for equitable economic, educational, and community development. This funding requires 100% (1:1) matching funds or in-kind contributions for the project and all programs must be available to the public.

Technical Assistance

Awardees may apply for up to ten (10) hours of Technical Assistance, which will be available to address specific needs in the establishment, expansion, or operation of a Makerspace. Technical Assistance will be provided by Open Works.

Financial Assistance:

Financial Assistance will be provided in the form of a grant.

Match Requirement:

Awarded applicants must be able to provide matching funds or in-kind contributions for the project at least equal to the amount of the financial assistance (e.g., a 1:1 match). Applications for a feasibility study may not use in-kind match. Only applications that contain a letter of intent (LOI) from the entity providing the matching funds will be considered. The use of any matching funds must also be included as part of the overall project budget submitted as part of an application.

Application Process:

Applicants may apply for Financial Assistance through the Program using an online application on TEDCO's website. TEDCO will run one review cycle per year for Financial Assistance. Requests for Technical Assistance can be made at any time after the award selection process is completed via a separate online application which will be made available on TEDCO's website.

The application deadline is May 15th, 2025, at 5 pm ET. TEDCO will only consider complete applications received by this time. This will be the only application opportunity for 2025.

TEDCO recommends that applicants do not submit their application at the last minute to insure they do not encounter technical problems. If an error is made after submitting an application online, an applicant may submit a new application. TEDCO will only review the most recent application submitted. **Please note, an application is not fully submitted until the applicant clicks the red submit button at the bottom of the form and receives a confirmation email.**

TEDCO recommends that applicants prepare their application in MSWord or another text editor and then copy and paste their responses into the application form. This makes it easier to edit and ensures that a copy of the application is retained by the applicant.

Application Components:

Applicants will need to provide the name and type of their entity to insure they are eligible to complete the application, along with a main point of contact and makerspace location information. Applicants will also need to upload Letters of Intent (LOI) from organizations that intend to provide matching funds (in the form of cash or in-kind contributions) and the amount. There will also be an optional section to upload additional materials or information. All uploaded files must be formatted as a PDF.

Questions regarding the form or program can be emailed to mmip@tedcomd.com. All submitted questions and answers will be posted on the Maryland Makerspace Initiative Program page on TEDCO's website at this link: https://tedcomd.com/makerspace

The following pages show screenshots of the online application. A link to the application can be accessed via the above-mentioned program page.

TEDCO
LEADING INNOVATION TO MARKET

Application for Maryland Makerspace Initiative Program (MMIP) 2025

Please fill out the application form carefully. Prior to completing this form, we highly recommend all applicants read the Request for Applications (RFA) and check to make sure they are eligible and meet the criteria. Link to RFA: https://www.tedcomd.com/makerspace. The deadline for submitting this application is May 15th, 2025.

Name of Entity Submitting Application *

The entity submitting this application is:

- a Local Government
- an agency, an instrumentality, or a nonprofit corporation that the local government designates
- a nonprofit entity operating or seeking to operate a makerspace in Maryland

Is this a resubmission during the current round (2025)? *

If no, type N/A. If Yes - Please explain rationale for resubmission.

Contact Information

Enter the name of the person who will be the primary point of contact for this application.

Full Name *

First Name

Last Name

E-mail *

ex: myname@example.com

example@example.com

Phone Number *

(000) 000-0000

Name of Current or Proposed Makerspace *

Contact Information

Enter the name of the person who will be the primary point of contact for this application.

Full Name *

First Name

Last Name

E-mail *

ex: myname@example.com

example@example.com

Phone Number *

(000) 000-0000

Name of Current or Proposed Makerspace *

Address of Current or Proposed Makerspace *

Street Address

Street Address Line 2

City

State / Province

Postal / Zip Code

Applicants will have three grant options (A, B, or C) to select from (outlined below). **Please only select one** and enter the amount of funding required based on each option's financial assistance limit.

Applicants selecting **Option A (Seeking Financial Assistance to Establish a New Makerspace)**, will need to select whether they have completed a feasibility study. If a feasibility study has not been completed, applicants can request funds for a study. Additional information regarding the stage of the project, partnerships, and any additional funds raised will also be needed.

Option A: Seeking Financial Assistance to Establish a New Makerspac

Have you conducted a feasibility study for your planned Makerspace?

- Yes
- No

If no, how much financial assistance are you seeking to conduct a feasibility study? Note, the maximum available is $25K per year.

e.g., $25,000

All grants require a minimum 1:1 match of this amount and a Letter of Intent (LOI) from entity providing matching funds.

If yes, how much financial assistance are you seeking to build out your Makerspace? Note, the maximum amount available for proposed makerspaces with a completed feasibility study is $100K per year for a maximum of three years.

e.g., $100,000

All grants require a minimum 1:1 match of this amount and a Letter of Intent (LOI) from entity providing matching funds.

Are you applying for a second feasibility study?

- Yes
- No

How much financial assistance are you seeking to conduct your second feasibility study? Note, the maximum available is $25K per year.

If this is your second feasibility study, please note how this differs from the first study. How is this required for the successful launch of your makerspace?

If building a new Makerspace, describe other sources of funding that have been committed to complete the project and its stage (e.g., shovel ready).

Applicants selecting **Option B (Seeking Financial Assistance to Expand an Existing Makerspace),** or **Option C (Seeking Financial Assistance to Develop Makerspace Programming)** simply need to list the amount of assistance needed within the maximum amount available. Remember only one option can be selected per application.

Option B: Seeking Financial Assistance to Expand an Existing Makerspace

How much financial assistance are you seeking to expand your Makerspace? Note, the maximum amount available is $100K per year.

e.g., $100,000

All grants require a minimum 1:1 match of this amount and a Letter of Intent (LOI) from entity providing matching funds.

Option C: Seeking Financial Assistance to Develop Makerspace Programming

Describe the entity applying for MMIP and any additional partnerships. *

0/500

Describe the Makerspace project, timeline, and objectives. *

0/500

Describe how the impact of these funds and its success will be measured and your data strategy. *

0/500

Describe how grant funding will be used. Include matching funds. *

The application will also request additional information on the following with a 500-word limit for each response:

PDF Document Uploads

Please upload the required documents below in PDF format.

Upload Letter/s of Intent (LOI) from entity/s who have committed to provide matching funds in the form of cash or in-kind contributions. Letter should include amount of match. *

Browse Files

Drag and drop files here

Upload Budget *

Browse Files

Drag and drop files here

Upload Additional Files (optional)

Browse Files

Drag and drop files here

Describe the entity applying for MMIP and any additional partnerships. *

Preview

0/500

Describe the Makerspace project, timeline, and objectives. *

0/500

Describe how the impact of these funds and its success will be measured and your data strategy. *

0/500

Describe how grant funding will be used. Include matching funds. *

0/5

TEDCO
LEADING INNOVATION TO MARKET

PDF Document Uploads

Please upload the required documents below in PDF format.

Upload Letter/s of Intent (LOI) from entity/s who have committed to provide matching funds in the form of cash or in-kind contributions. Letter should include amount of match.

Browse Files
Drag and drop files here

Upload Budget

Browse Files
Drag and drop files here

Upload Additional Files (optional)

Browse Files
Drag and drop files here

Remember, to be eligible for financial assistance, all applicants must agree to the following criteria:

- Makerspace facilities receiving Financial or Technical Assistance through the Program must be open and accessible to the general public. Makerspaces that serve a specific K-12 school, university, or otherwise pre-defined community are ineligible unless they also devote at least 50% of their operating hours to public programming or services.
- Entities receiving Financial Assistance must provide matching funds or in-kind contributions for their project at least equal to the amount of the award (e.g., a minimum of a 1:1 match). "In Kind Contributions" include real costs incurred by the applicant Makerspace directly for the proposed project and will be reviewed and approved by TEDCO as part of the application review process.
- Entities receiving Financial or Technical Assistance must agree to provide six-month project status reports for the duration of the funded project.
- Entities receiving Financial or Technical Assistance must participate in quarterly meetings of statewide Makerspaces (the "Maryland Makerspace Network") to discuss the following:

  - developing data collection and sharing standards for Makerspace usage and economic impact data that can be provided TEDCO,
  - creating standards for reciprocity (shared access) to members of other Maryland Makerspace Network participants,
  - defining standards for safety and other operational best practices,
  - considering a more formal establishment of a member-driven association of Makerspaces for Maryland,
  - considering the creation of a co-op to help reduce insurance costs and increase purchasing power, and
  - other matters that are relevant to a network of Makerspaces in Maryland.

The deadline for submitting this application is Wednesday, May 15th, 2025 at 5pm ET. Finalists will contacted in June 2025 for follow-up interviews and awardees will be announced in July 2025.

If you have questions regarding this form or program, please email mmip@tedcomd.com and jferguson@tedcomd.com. All answers will be posted on our Q&A page at: https://www.tedcomd.com/makerspace.

Review Process:

All completed Program applications received before the May 15th, 2025; deadline will advance to the first of four stages of the review process. Applications may be rejected at any stage of the process. Rejected applicants at the end of the review process will be notified via email and may request a follow-up meeting to get a better understanding of how they might improve their application for a future submission. The full review process will take up to 60 days from the application deadline.

Stage One: **Eligibility Review**

Applications will first undergo an eligibility review to ensure that the applicant has adhered to all the requirements of the Request for Applications (RFA). Applications not meeting the eligibility criteria, not conforming to format requirements, not having valid LOI's uploaded showing a commitment to match funding, or otherwise missing requirements, will be rejected.

Stage Two: **Preliminary Review**

Applications passing the Eligibility Review will undergo an in-depth preliminary review by a committee consisting of representatives from TEDCO.

This phase of the review will focus evaluation on the:

- type of project and amount of financial assistance requested,
- project description and level of innovation,
- project timeline and milestones,
- plans to collect data and measure the impact and success of the project,
- use of funds,
- the applicant's county, and
- expertise of the organization/team and relevant partnerships.

The strongest applications will advance to the next stage. Applicants advancing to the next stage will be notified and will be required to meet with members of the review committee. TEDCO may request that this meeting take place at the applicant's Makerspace facility.

Stage Three: **Meeting with Review Committee Members**

During the meeting with members of the Review Committee, Applicants will be invited to present their plan and then answer questions. Meetings may be in-person or virtual, at TEDCO's option. The applicant may be asked to provide a tour of the Makerspace facilities at the time of the meeting.

Presentations should answer the following:

- The problem the makerspace or makerspace program is solving and how it relates to the region and/or the needs of the market and entrepreneur.

- A breakdown of the proposed solution (e.g., new makerspace, makerspace expansion, or makerspace program).
- How the solution relates to other similar solutions in the State and what makes this solution innovative or unique.
- The marketing or roll-out strategy to make people aware of the new makerspace, makerspace expansion, or new program.
- A breakdown of project timeline, milestones, and use of funds (as applicable).
- A breakdown of the project budget, source of matching funds, and ability to secure additional funding as needed as well as ability to operationally sustain makerspace or program (as applicable).
- How the impact of the solution will be measured and other data gathering strategies.
- The relevant experience of the organization, team, and/or partners developing the solution.

Based on all information gathered throughout the review cycle, the Review Committee will make their final recommendations.

Stage Four: **Final Decision**

All review committee recommendations will be taken to TEDCO's CEO for review and a final decision. Once a final decision is made, applicants will be notified.

Applications may be rejected at any stage of the process. Rejected applicants will be notified via email and may request a follow-up meeting. Note rejected applicants are welcome to reapply in the next cycle.

Review Criteria:

The Review Committee will make its recommendations using the following general criteria:

Makerspace Problem Solution Fit

The reviewers will evaluate proposals based on the level of prior research conducted on the problem and the level of need for either a new or expanded makerspace in the proposed location, the type of makerspace, or programming.

Description of the Solution and Level of Innovation

While makerspaces following proven strategies with strong solutions will be highly rated, the review team is also seeking ideas that have the potential to innovate or improve on the status quo.

Community Impact

Reviewers will look for evidence of a well-developed strategy to expand access to maker resources to people underrepresented in makerspaces and the tech industry at large, including people of color, women, senior adults, the disabled, and other underrepresented members of the community.

Use of Funds, Feasibility of the Timeline, and Ability to Complete Projected Milestones

Reviewers will look closely at each of these areas to determine if the use of funds aligns with the project's objectives and if the timeline and milestones can reasonably be accomplished within the proposed framework.

Team and Partnerships

Experience with managing and maintaining makerspaces or developing related programming will also be weighed as well as the strength of proposed or existing partnerships needed for execution of the project plan.

Financial Assistance Payments:

If selected for Financial Assistance, awardees will need to complete grant related paperwork and provide banking information prior to receiving their payment. Payments will be made via wire transfer to the awardee's bank.

Reporting Requirements:

As a condition of accepting a Maryland Makerspace Initiative Program grant, all awarded applicants will be required to submit updated financials, milestones, and a project report every six months (at the end and middle of each calendar year) until the grant and all matching funds have been exhausted.

Financial Reports. Submitted financial reports should include an Income Statement and Balance Sheet.

Milestone Reports. Milestone reports should be one to two pages and show progress related to the proposed specific aims and the achievement of any designated project milestones. A sample milestone report is provided in the appendix.

Project Reports. Project reports should be brief and simply provide added commentary or analysis of the financial and milestone reports.

All reports should be emailed at the end of each December and June of each calendar year.

Questions:

Inquiries regarding the Maryland Makerspace Initiative Program application form or program should be emailed to: mmip@tedcomd.com or jferguson@tedcomd.com. Answers will be provided on the Program web page under the Q&A section.

Exhibit A – Sample Budget

ABC Makerspace

		MMIP Grant	Matching Funds		Total Project Costs
Operating Costs					
	A. Payroll	10,000	10,000		20,000
	B. Insurance	8,000	6,000		14,000
	C. Marketing	2,000	2,000		4,000
	Total Operating Costs	**20,000**	**18,000**		**38,000**
Equipment					
	Sewing Machine	5,000	5,000		10,000
	3D Printers	1,000	1,000		2,000
	Total Equipment Costs	**6,000**	**6,000**		**12,000**
Materials & Supplies					
	Cloth	3,000	1,000		4,000
	Thread	3,000	1,000		4,000
	Carbon Fiber	2,000	1,000		3,000

	Wood	18,000	6,500		24,500
	Total Materials & Supplies	**26,000**	**9,500**		**35,500**
Other Direct Costs					
	Equipment Repairs	5,000	1,000		6,000
	Total Other Direct Costs	**5,000**	**1,000**		**6,000**
Indirect Costs					
	Rent	7,500	1,000		8,500
	Utilities				
	Total Other Direct Costs	**7,500**	**1,000**		**8,500**
TOTAL PROJECT BUDGET		**64,500**	**35,500**		**100,000**

Exhibit B – Sample Milestone Table

#	Dates	Milestone	Status
1	9/1/23 to 11/1/23	Meet with Programming Developers	Completed
2	11/2/23 to 3/1/24	Create and Develop Content for Program	In Progress
3	3/2/24 to 7/1/24	Market and Launch Program to Makerspace Community	
4	7/2/24 to 8/1/24	Gather Data and Conduct Follow-up Surveys to Determine Impact of Program	

Exhibit C – Common Feasibility Study Elements

A feasibility study is an important step when building a new Makerspace in a community. It helps to determine whether the project is viable, sustainable, and meets the needs of the community. A second

study is allowed only if the objective is different than the previous feasibility study. This determination will be made on a case-by-case basis. Here are elements that are typically included in a feasibility study:

1. **Needs Assessment**: Determine what the community needs in terms of a Makerspace and the level of demand for this type of space. This is typically done via surveys, focus groups, and interviews with potential users and stakeholders.

2. **Budget and Funding**: Determine the estimated budget for the project, including the costs for equipment, facilities, staffing, and ongoing maintenance. Identify potential funding sources, such as grants, donations, or partnerships.

3. **Location and Facilities**: Identify potential locations for the Makerspace, including any existing facilities that could be repurposed or renovated. Assess the suitability of the facilities for the Makerspace, including access to utilities, parking, and other amenities.

4. **Staffing and Operations**: Determine the staffing needs for the Makerspace, including the skills and qualifications required for each position. Develop a plan for operations, including hours of operation, user policies, and safety protocols.

5. **Marketing and Outreach**: Develop a marketing and outreach plan to promote the Makerspace to potential users and stakeholders. This should include a website, social media, and other marketing channels.

6. **Sustainability and Impact**: Assess the potential sustainability and impact of the Makerspace on the community, including economic, social, and environmental factors.

By conducting a thorough feasibility study, you can assess the viability of the project and ensure that the Makerspace meets the needs of the community.

Exhibit B- Application (Project Description) and Eligible Expenses

Submission 1

Mark Lawrence

Submission Date	May 9, 2025 10:22 AM
Name of Entity Submitting Application	Inncuvate Community Development Partners, Inc.
The entity submitting this application is:	a nonprofit entity operating or seeking to operate a makerspace in Maryland
Is this a resubmission during the current round (2025)?	N/A
Full Name	Mark Lawrence
E-mail	mark@inncuvate.org
Phone Number	(301) 683-7373
Name of Current or Proposed Makerspace	Old Town Bowie Maker District Implementation
Address of Current or Proposed Makerspace	Various Proposed Locations Bowie, Maryland, 20720
County location of current or proposed makerspace:	Prince George's County
List any additional nearby counties that may be served by makerspace location.	Montgomery County, Howard County, Anne Arundel County, Charles County, Calvert County, and St. Mary's County
Have you conducted a feasibility study for your planned Makerspace?	Yes
If yes, how much financial assistance are you seeking to build out your Makerspace? Note, the maximum amount available for proposed makerspaces with a completed	75000

feasibility study is $100K per year for a maximum of three years.	
Are you applying for a second feasibility study?	No
How much financial assistance are you seeking to conduct your second feasibility study? Note, the maximum available is $25K per year.	N/A
If this is your second feasibility study, please note how this differs from the first study. How is this required for the successful launch of your makerspace?	N/A
If building a new Makerspace, describe other sources of funding that have been committed to complete the project and its stage (e.g., shovel ready).	N/A
Describe the entity applying for MMIP and any additional partnerships.	Inncuvate Community Development Partners Inc. (ICDP) is dedicated to building thriving communities that nurture creativity and ambition. We focus on building thriving communities by assisting and promoting sustainable community economic development projects, which include workforce development and entrepreneurial development opportunities. To achieve this, we collaborate with local stakeholders to develop sustainable economic development models that increase prosperity. These models often involve creating innovation centers that attract the best talent to foster collaboration, innovation, and the commercialization of new ideas across various industries. Additionally, we reimagine local community assets and revitalize underperforming real estate. ICDP is also committed to unlocking and mobilizing the creative innovation capabilities of economically and/or educationally disadvantaged youth and young adults within the communities we serve. We achieve this by providing a connective platform that leverages their existing consumer proclivities and user proficiencies with underlying technologies, ultimately leading to wealth advancement. We are actively involved in the Maryland advanced manufacturing ecosystem and have established partnerships to enhance the Makerspace ecosystem in Prince George's County. Our partners possess extensive experience in creating platforms that provide makers, manufacturers, artisans, and entrepreneurs with access to assembly, storage, and production space, large specialized equipment, and industry experts to assist them in scaling up their businesses. One of our partnerships is with the Mid-Atlantic Region Minority Business Development Agency (MBDA) Advanced Manufacturing Center, where we serve as a managing member of their Manufacturing Innovation Hub Cooperative (MiHUB). MiHUB is a social enterprise dedicated to supporting the shared growth and development of individual minority manufacturers and their communities. Through the MiHUB we were responsible for the planning and design of the Makerspace in the Entrepreneurship Innovation Center at Bowie State University. Additionally, we collaborate with Harbor Designs & Manufacturing, a turn-key service provider offering engineering and manufacturing services to diverse industries and companies. Their customer

market segments include consumer products, medical devices, and various industrial applications. We have partnered with Harbor Designs (Baltimore, Maryland) and the Manufactory Collective (Harrisonburg, Virginia) to explore the possibility of constructing advanced prototyping, transitional manufacturing, and contract manufacturing facilities of similar scale in Prince George's County.

Finally, ICDP is the community development partner for the City of Bowie, spearheading the implementation of the City's Old Town Bowie Revitalization initiative. A key aspect of our vision is the potential of refurbishing some of the buildings that previously housed antique shops with cutting-edge Makerspaces. We firmly believe that Makerspaces have the transformative power to revitalize an Old Town district and foster entrepreneurship and innovation within the community. Additionally, we envision expanding our collaboration with nearby Bowie State University to establish a dynamic advanced manufacturing hub in Bowie. This hub would empower makers from diverse industries, nurture small businesses, and catalyze sustainable economic growth.

Describe the Makerspace project, timeline, and objectives.

The Old Town Bowie Maker District Implementation project will build upon the findings of the feasibility study and opportunity assessment conducted by Jon Stover & Associates. In the implementation phase, we will spend the next year finalizing the building program, the maker district operating structure, site evaluation, and implementation plan.

Timeline:

Maker District Building Program: Months 1 - 3

We will develop building program scenarios for the maker district. For the first two makerspaces, we will recommend the types of equipment and onsite programming that best align with our objectives and the market opportunity identified in the feasibility study. Based on the feasibility study findings, we will recommend on-site programming and related functions. We will also provide top-level development cost estimates for each scenario. To identify potential revenue streams, we will explore various sources, including onsite members or users, equipment or space rentals, programming, public sector support, philanthropic contributions, corporate partnerships, onsite events, and other potential avenues.

Maker District Operating Structure: Months 1 - 3

We will recommend an operating structure to acquire and manage the real estate and provide a top-level estimate of development and annual operating costs. We will develop recommendations for optimal operating structures, facility management, and funding strategies. To ensure optimal operating efficiency, we will assess various potential operating structures and recommend a preferred option(s). We will articulate the management, governance, and operating implications associated with each selected structure.

Site Evaluation: Months 1 - 6

We will evaluate the suitability of the target sites for development. We will conduct a comprehensive assessment of the attainable real estate footprint in Old Town Bowie. Additionally, we will assess sustainability and impact by collaborating with our existing manufacturing partners and organizations. A detailed review of the findings will be conducted with the City of Bowie and other key stakeholders to ensure alignment with their expectations and requirements.

Implementation Strategy & Plan: Months 6 - 12

Based on the findings from the previous step, we will develop an

implementation strategy and plan that outlines specific action steps for us and our partners to take moving forward. This will include identifying potential funding sources and their uses, developing a partnership development and outreach strategy, and refining a fiscal and economic impact analysis to secure additional public, private, and non-profit participation. To engage potential partners and guide the planning and development process moving forward, we will develop an implementation plan. This plan will include the following:

- Engaging a design firm to develop conceptual renderings of the Maker District and initial facilities.
- Specific action steps for the team and its partners to take moving forward.
- Creating a more detailed building program and construction cost estimates.
- Conducting a fiscal and economic impact analysis to help secure additional financial participation and communicate to partners the opportunity for the maker district to support core needs and objectives.

Describe how the impact of these funds and its success will be measured and your data strategy.

The grant funds will enable us to develop a comprehensive implementation plan for a Maker District in Old Town Bowie. The implementation plan will deliver specific deliverables that will include data and KPIs to monitor the operation and success of the maker district.

Describe how grant funding will be used. Include matching funds.

The grant funds will be used to engage subject matter experts on maker district programming, operations, site selection, and implementation.

Upload Letter/s of Intent (LOI) from entity/s who have committed to provide matching funds in the form of cash or in-kind contributions. Letter should include amount of match.

Letter of Intent to Provide Matching Funds ....pdf
72.06 KB

Upload Budget

OTB Makerspace Implementation - Sheet1... .pdf
23.81 KB

Upload Additional Files (optional)

Old Town Bowie Maker District Feasibility ... .pdf
10.5 MB

Old Town Bowie Maker District Implementatioin Budget				
Period of Performance July 1, 2025 - June 30, 2026				
Item		MMIP Grant	Matching Funds	Total Project Costs
Maker District Building Program				
		$12,500	$12,500	$25,000
Maker District Operating Structure				
		$10,000	$10,000	$20,000
Maker District Site Evaluation				
		$32,500	$32,500	$65,000
Maker District Implementation Strategy & Plan				
		$20,000	$20,000	$40,000
	Total	$75,000	$75,000	$150,000

Signatures

Troy LeMaile-Stovall

Signed by **Troy LeMaile-Stovall** on **03-Oct-2025**

Job Title: **Chief Executive Officer**
Company: **TEDCO**

eSign Audit Trail

File name: **20251002_ICDP_TEDCO_2025_MMIP_GRANT_AGREEMENT.pdf**
Document ID: **ccf51fba-93c2-425d-856a-f7a84bc61819**
Status: **Completed**

Document History

	Signed by Troy LeMaile-Stovall	03-Oct-2025 15:36.07 UTC
	Viewed by Troy LeMaile-Stovall	03-Oct-2025 15:35.58 UTC
	Started by Denise Pina (dpina@tedcomd.com)	03-Oct-2025 15:21.40 UTC

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GRANT AGREEMENT

This Grant Agreement is made this _____ day of January, 2026, by and between the City of Bowie (hereinafter, the "City"), a Maryland municipal corporation, with offices located at 15901 Fred Robinson Way, Bowie, Maryland 20716, and Inncuvate Community Development Partners, Inc. ("Grantee"), a corporation organized under the laws of the State of Maryland, whose principal place of business is located at 9701 Apollo Drive, Suite 301, Largo, MD 20774.

RECITALS

WHEREAS, the City has a contract with the Grantee to implement, manage and operate the City of Bowie Old Town Bowie 5-Year Strategic Plan (the "Contract"); and

WHEREAS, in addition to the services required of it under the Contract, Grantee, with the City's prior approval, applied for and was awarded a grant in the amount of Seventy-Five Thousand Dollars ($75,000) from the Maryland Technology Development Corporation (TEDCO) under the Maryland Makerspace Initiative Program (TEDCO Grant); and

WHEREAS, the grant agreement between TEDCO and Grantee requires that Grantee provide matching funds in the amount of $75,000; and

WHEREAS, the City anticipated Grantee's application for the TEDCO Grant when it approved its budget for fiscal year 2026 and allocated sufficient funds therein to provide the matching grant to support the Grantee in accomplishing the work under the TEDCO Grant as a supplement to the services it is to provide under the Contract; and

WHEREAS, the City wishes to provide Grantee a grant in the amount of $75,000 for the sole purpose of matching the TEDCO Grant amount under the terms and conditions set forth herein; and

WHEREAS, Grantee wishes to accept the City grant upon the terms and conditions set forth herein.

NOW THEREFORE, in consideration of the mutual covenants, conditions, and benefits contained herein, City and Grantee agree as follows:

1. The foregoing Recitals are incorporated as operative terms of this Agreement.
2. The City hereby approves a grant to Grantee in the amount of Seventy-Five Thousand Dollars ($75,000) (the "Grant"), provided that the Grantee obtains full funding under the TEDCO Grant and satisfactorily provides the Grant Services, as hereinafter defined.

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3. Grantee agrees to use the Grant funds to accomplish the work for the TEDCO Makerspace Initiative Grant as approved by TEDCO and detailed in Attachment A

4. An initial disbursement of Thirty-Seven Thousand Five Hundred dollars ($37,500) within thirty days (30) after Grantee received its first installment of $37,500 from TEDCO under the TEDCO Grant. A final disbursement of Thirty-Seven Thousand Five Hundred dollars ($37,500) will be made within thirty days after Grantee receives its second disbursement of $37,500 under the TEDCO Grant.

5. Grantee will provide a copy of all reports required under the TEDCO Grant Agreement, including any final report made to TEDCO, at the same time ~~it is~~is the reports are provided to TEDCO.

6. Grantee warrants and represents that it shall only use contractors and consultants who are registered to do business in the State of Maryland and that are in good standing with the Maryland Department of Assessments and Taxation.

7. This Agreement shall not create a partnership or joint venture between the City and Grantee. Neither the Grantee nor its officers or employees shall be considered agents of the City.

8. Grantee shall not discriminate against any person in employment or in the provision of the Grant Services because of the individual's membership in any class protected by federal, state or local anti-discrimination laws, including but not limited to the U.S. Constitution, the Maryland Constitution, 42 U.S.C. Title VII, the Age Discrimination in Employment Act, or the Americans with Disabilities Act.

9. Grantee shall, at Grantee's expense, be responsible for obtaining all necessary licenses and/or approvals and for complying with any applicable federal, state, and municipal laws, codes, and regulations in connection with the performance of the Grant Services.

10. Grantee shall not assign or transfer the Grant or the obligation to perform the Grant Services except as expressly authorized by the City.

11. The City assumes no responsibility or liability for injuries to persons or property that result from, or relate to, the use of funds received by Grantee from the City pursuant to this Grant Agreement or the operations of Grantee. Grantee shall indemnify and defend the City, its officers, agents, and employees and hold them harmless from all suits, actions, claims, damages, and costs of every nature and description to which the City may be subjected by reason of injury to person or property resulting from or in connection with Grantee's conduct, or that of its agents, employees,

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or contractors in the performance of the Grant Services. Grantee shall be responsible for all claims, injury or damage to persons or property that occurs because of or arises out of its conduct, or that of its officers, employees or agents, except claims, injury or damages attributable solely to negligence of the City, or its officers, agents, or employees.

12. Grant funds received by the Grantee shall be immediately payable in full to the City together, if applicable, with the City's attorney's fees and costs incurred in pursuing such recovery, in the event of any of the following:

a. Grantee fails to use the Grant for its approved purposes.
b. Grantee defaults under the TEDCO Grant Agreement or does not, for any reason, receive any portion of the TEDCO Grant.
c. Grantee fails to abide by the terms and conditions of this Grant Agreement, including, but not limited to, a failure by Grantee to provide supporting documentation required by this Grant Agreement or a failure to provide small business advice and counseling services to Bowie businesses.

Grant funds not yet paid to Grantee shall not be paid if Grantee violates the terms of this Grant Agreement or the City received written notice from TEDCO that funds under the TEDCO Grant will not be released/paid to Grantee for any reason.

13. This Grant Agreement constitutes the entire agreement between the City and the Grantee, and the parties shall not be bound by any prior negotiation, representations, or promises not contained herein.

14. This Grant Agreement shall be interpreted in accordance with the laws of the State of Maryland. Any suit to enforce the terms hereof or for remedy for breach hereof shall be brought exclusively in the courts of the State of Maryland for Prince George's County, and the parties expressly consent to the jurisdiction thereof and waive any right that they may otherwise have to bring, transfer or remove such suit to the courts of any other jurisdiction.

15. If any term or provision of this Grant Agreement shall be held invalid or unenforceable to any extent, the remainder of this Grant Agreement shall not be affected thereby, and each term and provision of this Grant Agreement shall be enforced to the fullest extent permitted by law.

16. The City and Grantee are subject to the Maryland Public Information Act, Md. Ann. Code, General Provisions Article, Title 4, and all documents relating to this Agreement shall be available to the public as provided in such statute.

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17. Where necessary to effectuate the intent of this Agreement, whenever in this Agreement the masculine gender is used, it shall be deemed to include the feminine gender, and whenever the singular case is used, it shall be deemed to include the plural.

18. In the event that the Grantee shall owe an obligation of any type whatsoever to the City at any time during the term hereof, or after the termination of the relationship created hereunder, the City shall have the right to offset any amount so owed the Grantee against any compensation due to the Grantee for the provision of the Services.

19. This Grant is administered by the Bowie Economic Development Director. Any questions concerning this Grant are to be addressed to the Director, John Henry King, at jhking@cityofbowie.org.

IN WITNESS WHEREOF, the parties hereto have executed this Grant Agreement on the date set forth below.

CITY OF BOWIE, MARYLAND:

By: _____ _____
Alfred D. Lott Date
City Manager

Approved for form and legal sufficiency:

_____
Elissa D. Levan, Esq.

GRANTEE:
INNCUVATE COMMUNITY DEVELOPMENT PARTNERS, INC.

BY: _____ Date: _____
Mark A. Lawrence, President

STATE OF MARYLAND)
COUNTY OF PRINCE GEORGE'S) ss;

I HEREBY CERTIFY that before me, a Notary Public in the State and Town aforesaid, personally appeared Alfred D. Lott who has been satisfactorily proven to be the person whose name is subscribed to the within instrument, who acknowledged himself to be the City Manager of the City of Bowie, a municipal corporation of the State of Maryland, and that said City Manager, being

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authorized so to do, executed the foregoing instrument for the purposes therein contained, by signing the name of the corporation as such City Manager.

IN WITNESS WHEREOF, I have set my hand and official seal.

Notary Public

My Commission Expires: _____

STATE OF MARYLAND)
COUNTY OF _____) ss:

I HEREBY CERTIFY that before me, a Notary Public in the State and County aforesaid, personally appeared, _____, as the President of Inncuvate Community Development Partners, Inc., who has been satisfactorily proven to be the person whose name is subscribed to the within instrument, and executed the foregoing instrument for the purposes therein contained.

IN WITNESS WHEREOF, I have set my hand and official seal.

Notary Public

My Commission Expires: _____

ATTACHMENT A – Maryland Makerspace Initiative Program Grant Agreement between TEDCO and INNCUVATE dated October 3, 2025

DRAFT

Memorandum

TO: City Council

FROM: Alfred Lott, City Manager

SUBJECT: RFP/Task Order# 3-19A - Evaluation of Commercial Applications for MS4 Permit Reporting Phase 2 Enhancement Phase (Tasks 2, 3, and 4) and Phase 3 Maturity Phase (Task 2) - Resolution R-4-26

DATE: 12/30/2025

On October 31, 2018, the City entered into an Architect/Engineering Open End Agreement for Category 3-Stormwater Management and Ecological (Design & CMI) with KCI Technologies, Inc. (KCI) of Sparks, MD; Rummel, Klepper & Kahl, LLP (RK&K), of Baltimore, MD; A. Morton Thomas & Associates, Inc. (AMT) of Rockville, MD; Brudis & Associates, Inc. (BAI), of Columbia, MD; and BayLand Consultants & Designs, Inc., (BayLand) of Columbia, MD. Professional Services delivered through these Agreements are negotiated and procured on a Task Order basis as the City's needs arise.

On December 24, 2025, the Public Works Department advertised a Notice of Intent to Negotiate with KCI for RFP# 3-19A-Evaluation of Commercial Applications for MS4 Permit Reporting Phase 2 Enhancement Phase (Tasks 2, 3, and 4) and Phase 3 Maturity Phase (Task 2) under the Architect/Engineering Open End Agreement. A Proposal was received and accepted from KCI for this task and selected based on cost, capacity to perform in a timely manner and understanding of the project.

In accordance with City Charter Section 61(b)(4), a fee of $150,254.04 for the required services was negotiated. This is within the amount budgeted in the FY26 Administrative Professional Services Account.

The Public Works Department recommends that Council authorize the issuance of a Purchase Order to KCI for Task Order/RFP#3-19A pursuant to the Master Contract approved on October 31, 2018.

I concur with the recommendation of the Public Works Department and request your approval of Resolution R-4-26.

ATTACHMENTS: 1. 20260105 - Resolution R-4-26

RESOLUTION
OF THE COUNCIL OF THE CITY OF BOWIE, MARYLAND AUTHORIZING THE ISSUANCE OF A PURCHASE ORDER TO KCI TECHNOLOGIES, INC. FOR TASK ORDER/RFP#3-19A IN THE AMOUNT OF $150,254.04 IN ACCORDANCE WITH THE MASTER CONTRACT APPROVED ON OCTOBER 31, 2018

WHEREAS, on December 24, 2025, the Public Works Department advertised a Notice of Intent to Negotiate with KCI for RFP# 3-19A-Evaluation of Commercial Applications for MS4 Permit Reporting Phase 2 Enhancement Phase (Tasks 2, 3, and 4) and Phase 3 Maturity Phase (Task 2); and

WHEREAS, an RFP was issued to KCI which has an open ended professional services agreement with the City for Stormwater Management and Ecological Design; and

WHEREAS, for this Task, the City received and accepted a Proposal from KCI based on cost, capacity to perform in a timely manner and understanding of the project; and

WHEREAS, in accordance with City Charter 61(b)(4) a fee of $150,254.04 for the required services was negotiated. This is within the amount budgeted in the FY26 Administrative Professional Services Account.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Bowie, Maryland, that the Council authorizes the issuance of a Purchase Order to KCI for Task Order/RFP#3-19A pursuant to the Master Contract approved on October 31, 2018.

INTRODUCED AND PASSED by the Council of the City of Bowie, Maryland at a meeting on January 5, 2026.

ATTEST:	**THE CITY OF BOWIE, MARYLAND**
_____	_____
Awilda Hernandez, MMC City Clerk	Timothy J. Adams Mayor

Memorandum

TO: City Council

FROM: Alfred Lott, City Manager

SUBJECT: An Ordinance Approving Supplemental Appropriations for the Annual Budget for Fiscal Year 2026 - Ordinance O-1-26

DATE: 12/30/2025

Ordinance O-1-26 proposes to amend the City's Fiscal Year 2026 Annual Budget to provide additional appropriations for the following purposes:

Asset ID 3525 (#8) was deemed a total loss in a vehicle-related accident; the replacement electronic message board will cost $47,900. Therefore, it is requested that an additional amount of $47,900 be appropriated from the General Fund balance for this message board to make the FY2026 total $47,900. Insurance recoveries are underway and after our deductible we should receive $37,900 for its replacement.

CITY OF BOWIE
SUPPLEMENTAL BUDGET APPROPRIATION O-1-26
FOR FISCAL YEAR JULY 1, 2025 - JUNE 30, 2026

General Fund

Revenues			
01	48005	Appropriated Fund Balance	47,900
		Total Revenues	$ 47,900
Expenditure Appropriation			
01920	59015	Equipment Acquisition and Replacement Fund	47,900
		Total Appropriations	$ 47,900

Equipment Acquisition and Replacement Fund

Revenues			
03	49010	Transfer From General Fund	47,900
		Total Revenues	$ 47,900
Expenditure Appropriation			
03501	57020	Parks & Recreations - Machinery and Equipment	$ 47,900
		Total Appropriations	$ 47,900

Council's introduction of Ordinance O-1-26 providing supplemental appropriations for the annual budget for the fiscal year ending June 30, 2026, is requested.

ATTACHMENTS: 1. 20260105 - Ordinance O-1-26

ORDINANCE
OF THE COUNCIL OF THE CITY OF BOWIE, MARYLAND
AMENDING THE ADOPTED BUDGET FOR THE FISCAL YEAR BEGINNING JULY 1, 2025 AND ENDING JUNE 30, 2026, AS EMBODIED IN ORDINANCE O-4-25 AND AMENDED BY ORDINANCES O-11-25 AND O-13-25, TO APPROPRIATE FUNDS IN THE AMOUNT OF $47,900 FOR THE REPLACEMENT OF A MESSAGE BOARD

WHEREAS, as required by the Local Government Article of the Annotated Code of Maryland and the Charter of the City of Bowie, the Bowie City Council (hereinafter, "the City Council") adopted Ordinance No. O-4-25 to appropriate funds for the several objects and purposes for which the City intended to provide for the Fiscal Year beginning July 1, 2025, and ending June 30, 2026; and

WHEREAS, Ordinance No. O-4-25 was amended by Ordinance No. O-11-25 and O-13-25; and

WHEREAS, in accordance with Section 45 of the City Charter, no public money may be expended without having been appropriated by the City Council; and

WHEREAS, supplemental appropriations are necessary to reflect additional expenditures that were not included in Ordinances O-4-25 as amended; and

WHEREAS, it has become necessary, for the reasons set forth herein, to appropriate additional funding for the General Fund and Equipment Acquisition Fund; and

WHEREAS, an additional appropriation of $47,900 is required to replace an electric message board, (Asset ID 3525 #8) that was damaged in a vehicle-related accident; and

WHEREAS, pursuant to Md. Code Ann., Local Gov't Article, § 5-205, the City may spend money for a purpose different from the purpose for which the money was appropriated or spend money not appropriated at the time of the annual levy if approved by a two-thirds vote of all the individuals elected to the Council; and

WHEREAS, City Charter, Sec. 12 "Procedure for enacting ordinances" requires that ordinances become effective at the expiration of thirty (30) calendar days following their passage by the City Council.

NOW, THEREFORE, BE IT ORDAINED AND ENACTED, by the Council of the City of Bowie, Maryland that the Budget for the Fiscal Year beginning July 1, 2025, ending June 30, 2026, as adopted by Ordinance O-4-25, amended by O-11-25 and O-13-05; is further amended as follows:

ESTIMATED REVENUES

	***	
Appropriated Fund Balance	[19,798,900]	**$19,846,800**
TOTAL REVENUES	[$91,750,500]	**$91,798,400**
	***	

APPROPRIATION BY ACTIVITY

	***	
Nondepartmental- Equipment Acquisition And Replacement Fund	[$2,261,600]	**$ 2,309,500**
TOTAL APPROPRIATIONS	[$91,750,500]	**$91,798,400**
	***	

EQUIPMENT ACQUISITION AND REPLACEMENT FUND

ESTIMATED REVENUES

	***	
Transfer from General Fund	[$2,261,600]	**$ 2,309,500**
TOTAL REVENUES	[$4,742,700]	**$ 4,790,600**
	***	

APPROPRIATIONS

	***	
Parks & Recreation Equipment	[$185,000]	**$ 232,900**
TOTAL APPROPRIATIONS	[$4,742,700]	**$ 4,790,600**
	***	

AND, BE IT FURTHER ORDAINED BY THE COUNCIL OF THE CITY OF BOWIE that, this Ordinance shall become effective thirty (30) days after its enactment by the Council of the City of Bowie, Maryland, by at least a two-thirds vote, provided that a fair summary of this Ordinance is published at least once prior to the passage and at least once within ten (10) days after the date of passage in a newspaper having general circulation in the City.

INTRODUCED by the Council of the City of Bowie, Maryland, at a meeting on _____.

PASSED by the Council of the City of Bowie, Maryland, at a meeting on _____.

Asterisks * * *: Indicate numbers and language contained in the FY 26 Bowie Budget Ordinance that are not set forth in this Ordinance and which remains unchanged.
[Brackets]: Indicate numbers/language deleted from the FY 26 Bowie Budget Ordinance.
Bold Red type: Indicates numbers/language added to the FY 26 Bowie Budget Ordinance.

ATTEST:

Awilda Hernandez, MMC
City Clerk

THE CITY OF BOWIE, MARYLAND

Timothy J. Adams
Mayor

APPROVED AS TO FORM AND SUFFICIENCY:

Elissa D. Levan
City Attorney

Asterisks * * *: Indicate numbers and language contained in the FY 26 Bowie Budget Ordinance that are not set forth in this Ordinance and which remains unchanged.
[Brackets]: Indicate numbers/language deleted from the FY 26 Bowie Budget Ordinance.
Bold Red type: Indicates numbers/language added to the FY 26 Bowie Budget Ordinance.

Memorandum

TO: City Council

FROM: Alfred Lott, City Manager

SUBJECT: Elections Charter Amendments — Charter Amendment Resolution CAR-3-25

DATE: 12/30/2025

The City Clerk's Office, in coordination with the Board of Elections and the City Attorney, conducted a comprehensive review of the election-related provisions in the City Charter and City Code to ensure they reflect current laws, modern election practices, and operational needs ahead of the 2027 municipal election. Several sections had not been updated in many years, and recent election cycles revealed outdated or unclear language, inconsistencies between governing documents, and areas requiring clarification.

Charter Amendment Resolution CAR-3-25 has been prepared to update the election provisions in the City Charter and was introduced at the December 1, 2025, Council meeting. The Public Hearing and adoption is scheduled for January 5, 2026. Proposed amendments to Chapter 6, "Elections," of the City Code will also be presented to Council in January 2026.

ATTACHMENTS: 1. 20260105 - Charter Amendment Resolution CAR-3-25

CHARTER AMENDMENT RESOLUTION OF THE COUNCIL OF THE CITY OF BOWIE, MARYLAND AMENDING "VOTER REGISTRATION, FILING OF CANDIDACY AND ELECTIONS" OF THE CITY CHARTER

WHEREAS, pursuant to Md. Code Ann., Local Gov't Art., Subtitle 3, "Amendment or Repeal of Charter", the City Council of the City of Bowie ("the City") has the authority to amend the City's Charter, in accordance with the procedures set forth therein; and

WHEREAS, the City of Bowie Board of Elections has reviewed the provisions of the City Charter and City Code that relate to elections and recommends changes to both the Charter and the Code to reflect actual City election practices; and

WHEREAS, a public hearing was conducted regarding the proposed amendments to the City Charter as is required by Subtitle 3 and City Charter, Section 98, prior to the adoption of this Charter Amendment Resolution; and

WHEREAS, the City Council desires to amend the provisions of the City Charter as recommended by the Board of Elections and as reflected herein.

Section 1: NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Bowie, Maryland Voter Registration, Filing of Candidacy and Elections, of the Charter of the City of Bowie is amended as follows:

VOTER REGISTRATION, FILING OF CANDIDACY AND ELECTIONS

Sec. 21. Qualifications of voters.

Every person who **(1)** is **[**registered to vote with the Prince George's County Board of Elections**]** **INCLUDED ON THE STATEWIDE VOTER REGISTRATION LIST AT AN ADDRESS WITHIN THE CITY OF BOWIE**, **[**and**]** **(2)** resides within the corporate limits of the City, **AND (3) WILL BE AT LEAST EIGHTEEN (18) YEARS OF AGE ON ELECTION DAY**, shall be a qualified voter of the City and shall be entitled to vote in all City elections.

Sec. 22. Election districts.

A. For City purposes, the City of Bowie is divided into four (4) council election districts, substantially equal in population. The Council shall establish, by ordinance, the geographical area of the council districts.

B. The Council shall reevaluate and reestablish the boundaries of the council districts, if necessary, to achieve substantial equality of population as soon as

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practicable following the publication of each decennial census of the population of the United States.

C. Any ordinance enacted by the City of Bowie for purposes of establishing the council districts shall be effective forty-five (45) calendar days after enactment unless the ordinance is petitioned to referendum pursuant to paragraph D.

D. Any ordinance enacted pursuant to this section shall be subject to referendum provided that a proper petition signed by **AT LEAST** twenty percent (20%) of the registered voters within the City is filed with the City Clerk within thirty (30) calendar days of the **[**ordinance's**]** date of adoption **OF THE ORDINANCE**.

E. If a proper referendum petition is filed, the City Council, by resolution, shall set the time and date for submission of the ordinance to City voters. The referendum shall be conducted by the City's Board of Elections in the same manner, as far as practicable, as regular city elections.

F. The Council shall assign any geographical area annexed into the corporate limits of the City of Bowie to the appropriate Council district.

Sec. 23. Board of elections.

There shall be a Board of Elections, consisting of nine members and four alternates who shall be appointed by the Council on the third Monday in November or as soon thereafter as practicable, **[**of every even numbered**]** **IN THE** year **PRIOR TO AN ELECTION**. The alternates shall be bound by all **[**of the**]** applicable provisions of this Charter and shall attend all meetings of the Board. If a member of the Board is absent or incapacitated for any reason, an alternate shall serve in that member's place until the absence or incapacity has ceased. The acting **ALTERNATE** member shall have all the powers and authority **OF A MEMBER OF THE BOARD OF ELECTIONS**, including the right to vote, and be subject to the duties imposed on a member of the Board of Elections. The terms of the members and alternates shall begin on the **[**third Monday in November in the year in which they are appointed**]** **DATE ON WHICH THE MEMBER IS SWORN-IN** and shall expire on the third Monday in November of the **[**second**]** year **[**following their appointment**]** **PRIOR TO THE NEXT ELECTION**, but not until their successors have been **[**appointed**]****SWORN-IN**. Board members and alternates shall be qualified voters of the City and shall not hold or be candidates for any **FEDERAL, STATE, COUNTY OR CITY** elective office during their term of office. **MEMBERS OF THE BOARD OF ELECTIONS ALSO SHALL NOT SERVE AS THE TREASURER OR CAMPAIGN MANAGER FOR ANY CANDIDATE FOR CITY ELECTIVE OFFICE OR BE AN ADVOCATE FOR OR AGAINST ANY CAMPAIGN OR BALLOT REFERENDUM QUESTION IN A REGULAR OR SPECIAL CITY ELECTION.** The Board shall appoint one of its members as chairman. **ANY MEMBER**

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WHO CEASES TO MEET THE QUALIFICATIONS FOR MEMBERSHIP ON THE BOARD OF ELECTIONS SHALL AUTOMATICALLY FORFEIT HIS OR HER MEMBERSHIP ON THE BOARD. Vacancies on the **[**board**]** **BOARD** shall be filled by the City Council for the remainder of the unexpired term. Compensation for Board members and alternates shall be determined by the Council.

* * * * * *

Sec. 25. Duties of the Board of Elections.

The Board of Elections shall be in charge of the **[**registration of voters, and**]** **CONDUCT OF** all city elections**, INCLUDING THE MAINTENANCE OF ALL DOCUMENTS**. The **[**board**]****BOARD** may appoint **A SUFFICIENT NUMBER OF** election judges **PER POLLING PLACE** **[**or other employees**]** to assist **[**it**]** in its duties. **THE BOARD OF ELECTIONS SHALL ADOPT RULES AND PROCEDURES TO GOVERN THEIR OPERATIONS CONSISTENT WITH THE CITY CHARTER AND CODE.**

Sec. 26. Notice of Elections.

The Board of Elections shall give at least two weeks' notice of every City election by an advertisement published in **[**at least one newspaper of general circulation in the city**]** **A CITY NEWSLETTER** and by posting election notices **ON THE CITY WEBSITE, SOCIAL MEDIA PLATFORMS USED BY THE CITY, CABLE TELEVISION CHANNELS, AND** in **[**public places in the City**]** **ALL MUNICIPAL BUILDINGS**.

Sec. 27. Voter Registration.

[The Council shall provide by Ordinance for the registration procedures for those voters who wish to vote only in City elections.**]** **EVERY PERSON WHO IS INCLUDED ON THE STATEWIDE VOTER REGISTRATION LIST AT AN ADDRESS WITHIN THE CITY OF BOWIE, WHO RESIDES IN THE CITY AND IS AT LEAST 18 YEARS OF AGE IS CONSIDERED REGISTERED TO VOTE IN CITY ELECTIONS.**

Sec. 28. Procedure for filing of candidacy.

Persons may seek elective office in the City by filing a certification of candidacy and by the payment of a twenty-five dollar ($25) filing fee with the Board of Elections or its designated agent at least **[**thirty (30)**]** **SIXTY (60)** calendar days prior to the date of election and by the observance of such other requirements as may be imposed by ordinance. The certificate of candidacy shall contain the following: (1) the office which the candidate is seeking, (2) the name and signature of the candidate, **AND** (3) the Council district in which the candidate resides. No person shall file for more than one elective public office or hold more than one elective public office at any one time.

* * * * * *

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Sec. 30. Election of Councilmembers.

On the first Tuesday after the first Monday in November in 2015 and in every fourth year thereafter, **[**four persons respectively**]** **ONE PERSON** from **EACH OF THE FOUR** Council Districts **[**1, 2, 3, and 4**]** shall be elected by the duly qualified and registered voters of **[**said District**]** **EACH DISTRICT** and two persons from any Council District shall be elected at large.

Sec. 31. Conduct of elections.

A. Nonpartisan elections All municipal elections in the City shall be conducted on a nonpartisan basis, and no ballot shall carry any party affiliation. It shall be the duty of the Board of Elections to provide for each special and general election a suitable place or places for voting and suitable ballot boxes and/or voting machines **[**in each Council district**]** **AT EACH POLLING PLACE**. The ballots and/or voting machines shall show the name of each candidate nominated for elective office in accordance with the provisions of the Charter, arranged in alphabetical order by office with no other designation of any kind. The polls shall be open from 7:00 a.m. to 8:00 p.m. on election days **[**or longer if the Council requires it**]**.

B. Absentee ballots. Any qualified voter registered to vote in a City election is entitled to vote in the City election by absentee ballot. The Council shall establish by ordinance procedures for voting by absentee ballot.

* * * * * *

Sec. 32A. Recall.

[Registered voters may file a petition with the City Clerk for the recall of any Councilmember or mayor with six (6) or more months remaining in his or her term. A special recall election shall be held if twenty- five percent (25%) of the registered voters, within the district of the affected Councilmember or within the City for Councilmembers elected at large or the mayor, have signed the petition within thirty (30) days of its filing. Registered voters are those persons qualified to vote in a general City election as certified by the Board of Elections. The special recall election shall take place within thirty (30) days of certification of the petition.**]** **ANY ELECTED OFFICIAL OF THE CITY MAY BE RECALLED AND REMOVED FROM OFFICE IN ACCORDANCE WITH REQUIREMENTS AND PROCEDURES HEREAFTER ESTABLISHED BY ORDINANCE AS PART OF THE CODE OF THE CITY OF BOWIE.**

Sec. 33. Counting votes; declaring results.

After the closing of the polls, the Board of Elections shall determine the **[**vote**]**VOTES cast for each candidate or question and shall certify the results of the election to the City

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[Manager**]COUNCIL** who shall cause the results to be recorded in the minutes of the Council. The candidate for Mayor with the highest number of votes shall be declared elected as Mayor. The candidate for Councilmember for each Council district with the highest number of votes shall be declared elected as Councilmember.

* * * * * *

Sec. 36. Power of Council to regulate elections, etc.

The Council shall have the power to provide by ordinance in every respect not covered by this Charter or State **[**or County**]** law for the conduct of voter registration, filing for office, City election procedures, including the prevention of fraud, and for a recount of ballots in case of doubt or fraud.

Sec. 37. Violations of election[,] laws.

Any person who (a) fails to perform any duty required of him or her under the provisions of this subtitle or any election ordinances, (b) willfully or corruptly violates any of the provisions of this subtitle or any election ordinances, or (c) willfully or corruptly does anything which will tend to affect fraudulently any voter registration, filing for office, or City election, shall be guilty of a misdemeanor. Any officer or employee of the city government who is convicted of a misdemeanor under the provisions of this section shall immediately upon conviction be removed from such office or employment.

Section 2: **BE IT FURTHER RESOLVED** that if any section, subsection, sentence, clause, phrase, or portion of this Resolution is for any reason held invalid or unconstitutional by any court of competent jurisdiction, such portion shall be deemed a separate, distinct, and independent provision and such holding shall not affect the validity of the remaining portions of this Resolution, it being the intent of the Council that this Resolution shall stand, notwithstanding the invalidity of any section, subsection, sentence, clause, phrase, or portion hereof.

Section 3: **BE IT FURTHER RESOLVED** that, following a public hearing regarding CAR-3-25 conducted in accordance with the requirements of State law, this Charter Amendment Resolution is adopted this _____ day of _____, 2026, and that the amendment to the Charter of the City of Bowie proposed by this enactment shall be and become effective fifty (50) days after its passage by the City unless petitioned to referendum in accordance with Md. Code Ann., Local Gov't Art., § 4-304 within 40 days following its passage. A complete and exact copy of this Resolution shall be posted in the City Hall building for forty (40) days following its passage by the City, and a fair summary of the Charter Amendment shall be published in a newspaper having general circulation in the City not less than four (4) times at weekly intervals,

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also within the forty (40) days following its passage by City.

Section 4: **BE IT FURTHER RESOLVED** that as soon as the Charter Amendment Resolution hereby enacted becomes effective, either as herein provided or following referendum, the City Clerk shall send to the Department of Legislative Services, the following information concerning the Charter Amendment Resolution: (i) the complete text of this Resolution; (ii) the date of referendum election, if any, held with respect thereto; (iii) the number of votes cast for and against this Resolution by the Council of the City of Bowie or in a referendum; and (iv) the effective date of the Charter Amendment.

Section 5: **BE IT FURTHER RESOLVED** that the City Clerk be, and hereby is specifically enjoined and instructed to carry out the provisions of Sections 3 and 4 hereof as evidence of compliance herewith; and said City Clerk shall cause to be affixed to the minutes of this meeting an appropriate Certificate of Publication of the newspaper in which the fair summary of the Charter Amendment shall have been published, and shall further cause to be completed and executed the Certificate of Effect.

INTRODUCED by the Council of the City of Bowie at a meeting on the ____ day of _____, 2025.

ADOPTED by the Council of the City of Bowie at a meeting on the ____ day of _____, 2026.

ATTEST:

THE CITY OF BOWIE, **MARYLAND**

_____
Awilda Hernandez, MMC
City Clerk

_____
Timothy J. Adams
Mayor

APPROVED AS TO FORM AND SUFFICIENCY:

_____
Elissa D. Levan
City Attorney

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Memorandum

TO: City Council

FROM: Alfred Lott, City Manager

SUBJECT: Old Town Bowie Revitalization Update Thru December 30, 2025

DATE: 12/30/2025

The City's consultant, Inncuvate Community Development Partners, will provide an update on their activity in Old Town Bowie.

ATTACHMENTS: 1. 20260105 - Inncuvate Presentation

CRAFTED IN BOWIE

OLD TOWN BOWIE MAKER DISTRICT

Where History Meets Handmade

Old Town Bowie Revitalization Update

From Vision to Implementation.

Bowie City Council | January 5, 2026

Inncuvate

Several successful new makerspace facilities will create a new cultural and commercial hub

These new makerspaces well-executed and strategically oriented, will serve as a catalytic anchor for the revitalization of Old Town Bowie.

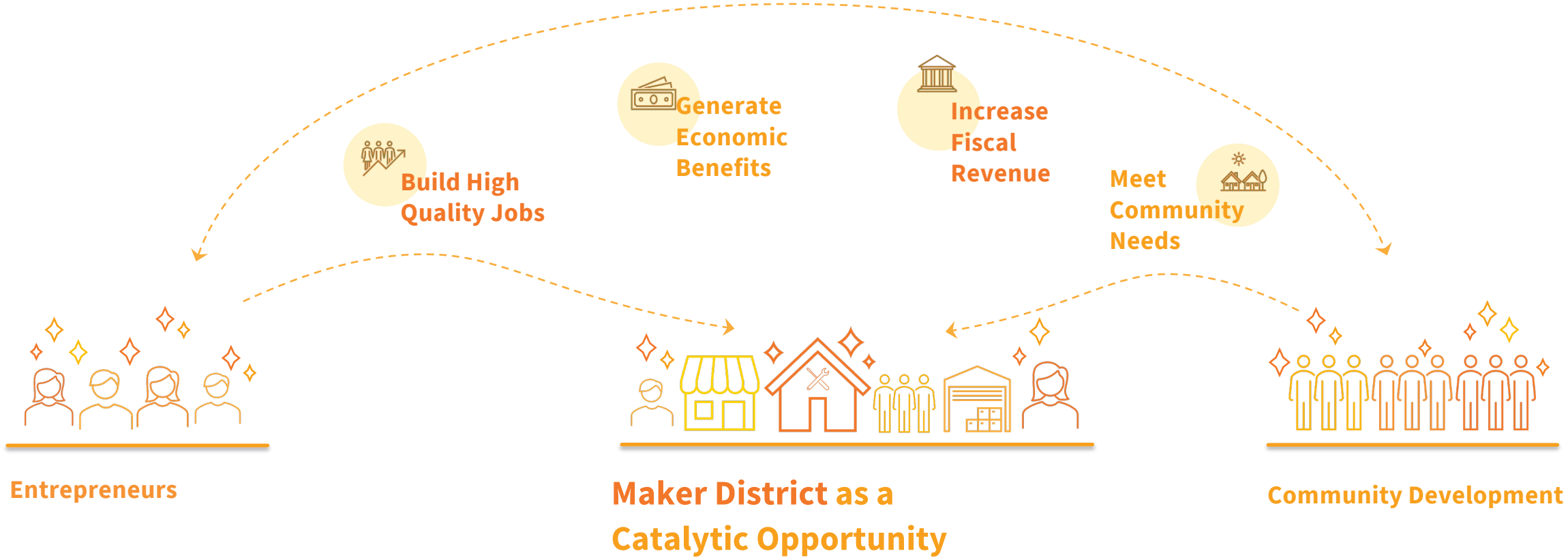
Makerspace

Maker District

Catalytic Opportunity

Old Town Bowie Maker District

Revitalizing Old Town Bowie as a Maker District will bring commercial amenities, placemaking, and a concentration of small-scale production – aligning with the community's vision for the future and creating a strong economic development opportunity for the City of Bowie.



Maker District Economic Impact Snapshot

Small-Scale & Craft Manufacturing Jobs

- 50–100% higher pay than retail or service jobs
- Roles include food batch makers, jewelers, textile workers, and craft artists

Typical Annual Revenue (Select Sectors)

- $40K–$250K for early-stage artisan producers
- >$250K+ for scalable food brands/e-commerce

Maker Industry Growth Outlook (Prince George's County, 2022–2032)

- Food Batch makers: +16%
- Woodworkers: +14%
- Craft Artists: +6%

Accomplishments to Date

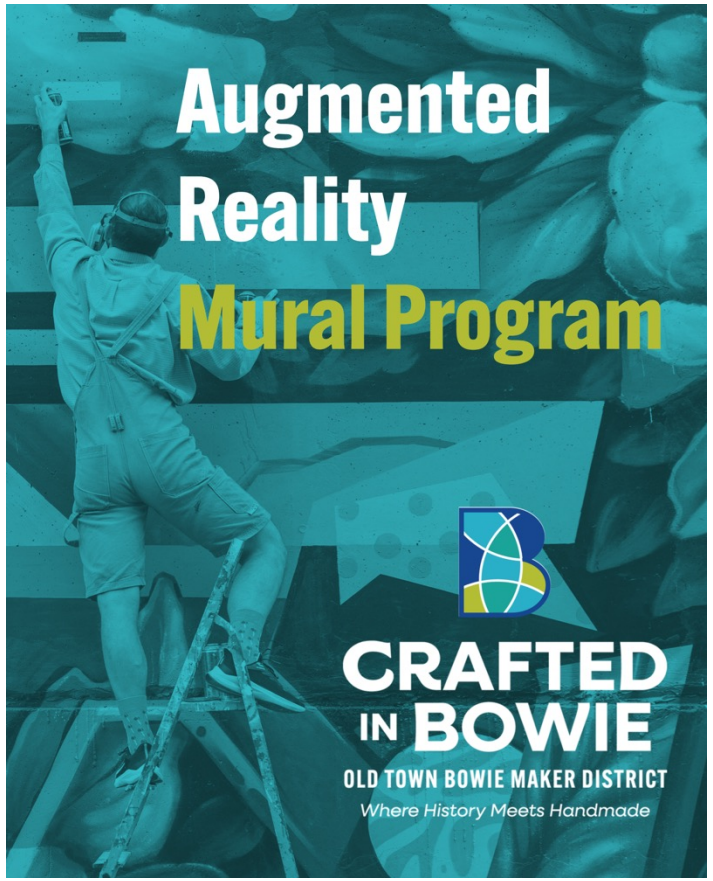
From Planning to Early Activation

- 350+ community survey responses
- Makerspace & Maker District feasibility completed
- Recast City implementation strategy finalized
- Early branding, arts, and programming initiatives
- State and philanthropic funding pathways identified
- Strong partnerships with Bowie State University and local entrepreneurs

Inncuvate

Accomplishments to Date - Continued

Community Mural Fundraiser

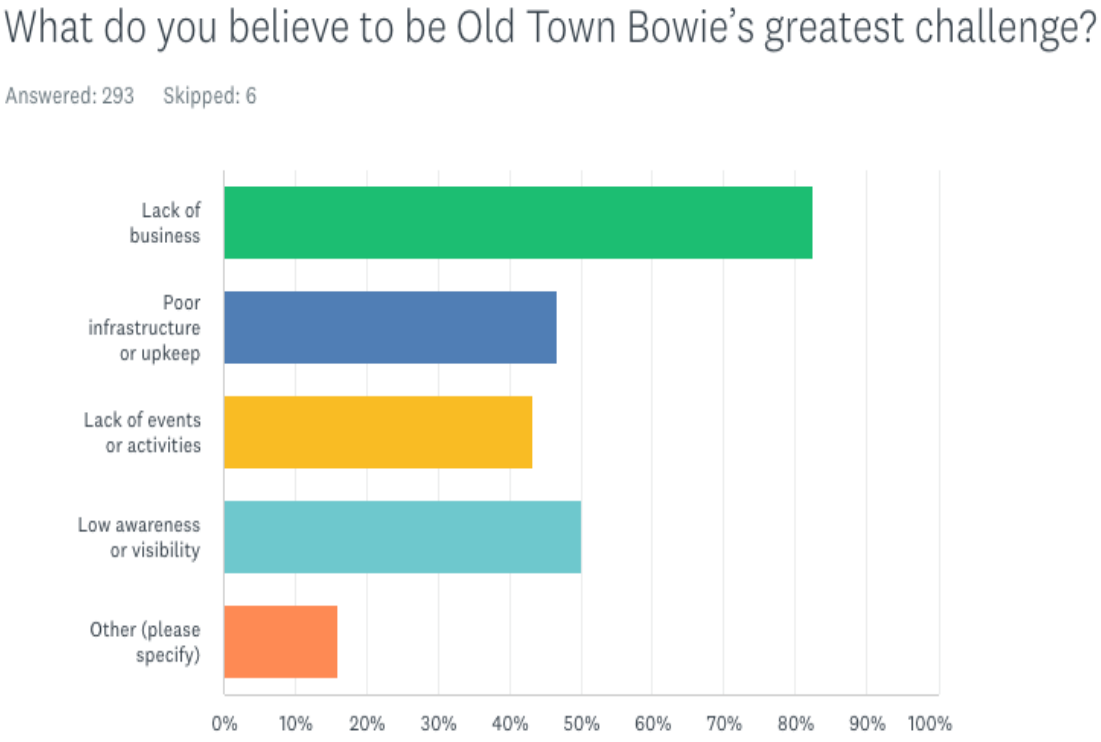


Community Demand for Action

Critically, residents expressed skepticism—***until they see something real happen***.

Across surveys and interviews, the community consistently asked for:

- Reuse of underutilized and vacant buildings
- Support for small, local businesses
- Arts, food, and maker activity
- Walkability and authentic identity



Seeing Something Real – The Assemblage Opportunity

10 parcels that unlock district-scale revitalization.

Key Facts:

- 10 contiguous parcels in Old Town Bowie
- Approximately 1.6 acres
- Zoned Neighborhood Commercial
- Central to the envisioned Maker District
- Currently for sale as a single assemblage

Inncuvate

Conceptual Aerial – The Maker Village

Entrepreneurial placemaking as an anchor for full district development.

Proposed Structures:

- Maker District Hub – Lease 13006 9th Street (Old Fire House)
- The Foundry – Micro-production Studios
- Fab'rik – Fashion and Arts Lab
- Timber & Thread – Craft Production Space
- Coffee/Bev/Food Makerspace
- Brewery/Wine Makerspace
- The Stove House – Revitalized Old Railroad Inn Commercial Kitchen Food Hall Concept

Inncuvate

PGFD Fire Station #19
13006
13010
Our Choice Fellowship Church
United States Postal Service
Town Green Park
Verache Lounge
Lanham Severn RD
Lanham Severn RD
Lanham Severn RD
THE FOUNDRY 1
THE FOUNDRY 2
FABRIK
Unity Place
El Globo Minimart
PAVILION
Maple Ave
Maple Ave
TIMBER & THREAD
PARKING
COFFEE/BEV/FOOD MAKERSPACE
PARKING
STONEHOUSE
BREWERY/WINE MAKER SPACE
Railroad Ave
10th St

Maker District Hub – The Old Fire House Exterior

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Maker District Hub – The Old Fire House Interior

Inncuvate

Maker Village Basic Structure Concept – Exterior

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The Stove House/Railroad Inn – Exterior

Inncuvate

The Stove House/Railroad Inn – Interior

Inncuvate

Why This Matters

Piecemeal development won’t work.

District-scale revitalization requires:

- Coordinated phasing
- Shared infrastructure
- Affordability for makers and small businesses
- Design cohesion
- Long-term stewardship

Why City Mission-Aligned Control is Needed

The City can play a role as the catalyst to accelerate revitalization efforts..

Strategic City involvement can:

- Secure strategic assets
- Enables partners
- Help leverage and/or attract outside capital
- Protect long term community benefit

Inncuvate

Ownership & Transfer Options

The City can play a role as the catalyst to accelerate revitalization efforts.

Option A

City Purchase & City Ownership

How It Works:
- City acquires and retains ownership
- Properties leased to operators and tenants

Advantages:
- Maximum public control
- Long-term asset appreciation
- Flexibility over time

Considerations:
- City staffing and oversight capacity
- Ongoing asset management responsibilities

Option B

City Purchase + Transfer to CDC

How It Works:
- City acquires assemblage
- Transfers or ground-leases to Inncuvate CDC
- Inncuvate leads development, buildout, and operations

Advantages:
- Faster execution
- Specialized development capacity
- Strong grant competitiveness
- City leverage without operational burden

Considerations/Safeguards:
- Performance milestones
- Reversion clauses
- Regular reporting to the City

Option C

City Purchase + Transfer to a Community Land Trust

How It Works:
- City seeds a new commercial Community Land Trust
- CLT holds land permanently for public benefit

Advantages:
- Long-term affordability
- Community governance
- Protection against displacement

Considerations:
- Startup timeline
- Governance formation
- Initial capacity-building required

Inncuvate

Comparing the Options

These are not competing philosophies – they are different policy tools.

	Option A	Option B	Option C
Criteria	**City Owns**	**City → CDC**	**City → CLT**
Speed	Moderate	Fast	Slower
Control	High	Shared	Shared
Affordability	Policy-driven	Mission-driven	Structural
City Staffing	High	Low	Low–Moderate
Funding Leverage	Moderate	High	High

From Plans to Place

CRAFTED IN BOWIE

OLD TOWN BOWIE MAKER DISTRICT

Where History Meets Handmade

Thank You!

Appendix - Makerspace Concepts

The Foundry at Old Town

- Purpose and Function: Micro-production studios and artisan incubator supporting scaling creatives.
- Core Uses: Private studio bays, shared tools, gallery space, workshops, product packaging.
- Alignment with Maker District Ethos: Transforms raw talent into scalable businesses, deepening the district's artisanal economy and creative identity.

Fab’rik

- Purpose and Function: Youth-focused fashion and arts lab empowering creatives with business skills.
- Core Uses: Fashion design, branding labs, sewing, fashion shows, business development.
- Alignment with Maker District Ethos: Empowers the next generation of makers, particularly underserved youth, in creative entrepreneurship.

Thread & Timber

- Purpose and Function: Craft production space supporting textile, home goods, and accessory makers.
- Core Uses: Sewing stations, ceramic tools, jewelry benches, retail pop-up space.
- Alignment with Maker District Ethos: Rooted in handmade tradition, it elevates creative entrepreneurship and craftsmanship.

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Inncuvate

The Stove House

- Purpose and Function: Culinary makerspace that serves as a social and entrepreneurial anchor.
- Core Uses: Shared commercial kitchen, café, food pop-ups, culinary training.
- Alignment with Maker District Ethos: Ignites community engagement through food, celebrating local flavors and creating culinary jobs.

Circuithaus

- Purpose and Function: Tech-forward innovation space for digital creators and hardware builders.
- Core Uses: 3D printing, robotics, coding, prototyping, tech meetups.
- Alignment with Maker District Ethos: Drives future-facing innovation while maintaining accessibility and community-building through technology.

Signal House

- Purpose and Function: Media and storytelling makerspace empowering diverse voices through journalism, podcasting, and digital content creation.
- Core Uses: Podcast studios, digital newsroom, editing bays, green screen stage, media training, community broadcasts.
- Alignment with Maker District Ethos: Amplifies underrepresented voices, provides media career pathways, and connects local narratives to global audiences.

Inncuvate

Memorandum

TO: City Council

FROM: Alfred Lott, City Manager

SUBJECT: Economic Development Discussion on the City's Economic Development Policy and Creating a City Economic Development Corporation

DATE: 12/30/2025

Council and staff will discuss two topics -- the City's Economic Development policy and creating a City Economic Development Corporation.

BACKGROUND: The City Council instructed staff about a citywide economic development policy and the creation of an Economic Development Corporation. This is an extract from the approved minutes for November 3, 2025:

> *NEW BUSINESS:*
> *A. Discussion on Economic Development – Councilmember Brady proposed to have staff draft a citywide Economic Development Policy framework using the 2022 Economic Development Strategy & Action Plan as a starting point; return with objectives and implementation steps. Assess creation of an Economic Development Corporation providing pros/cons, potential partners/stakeholders, examples from peer municipalities, and recommended structure. Develop a path to a new/revised Bowie Town Center Master Plan aligned with the City's vision; identify any impediments such as county zoning and/or state laws. With a timeline target of 3–6 months, or sooner where feasible. Council concurred with the proposal made by Councilmember Brady*

ECONOMIC DEVELOPMENT POLICY –

Several documents with material relevant to an economic development policy for the City have been crafted over the past decade. In 2016 a draft update of the EDC's 2004 Strategic Economic Development Vision For Bowie, Maryland, in 2016 was started but not completed. In 2022 a city-wide strategy and action plan was completed. In 2023 a 5-Year plan for Old Town Bowie was completed. And each year there is a description of economic development in the City budget.

A simple consolidation of plans and a report of action steps can be procured for approximately $10,000. A full redoing of a strategic plan could cost upwards of $50,000 to $60,000.

- Staff proposes negotiating and signing an agreement with a vendor to consolidate existing policy documents and to propose an economic development policy for further Council discussion.

ECONOMIC DEVELOPMENT CORPORATION –

Hiring an expert consultant for an assessment of using an economic development corporation in Bowie would cost approximately $20,000 for a pros/cons basic analysis, up to $70,000 or more for detailed structure/implementation recommendations and plans.

- Staff proposes a lower-cost initial approach – a 60 to 90 minute virtual panel with experts from existing municipal economic development corporations to be held – either on a Saturday morning at 9:00 or 10:00 AM, or a weeknight at 7 or 7:30 PM.

ACTIONS REQUESTED FROM COUNCIL TONIGHT:

1. SUGGESTED MOTION: I move to approve hiring an economic development policy consultant to perform the work Council has requested and to authorize the city manager to proceed with that procurement.

2. Consensus as to date/time for the economic development corporation panel.

ATTACHMENTS:

1. 20260105 - November 6 2025 R. Ndebumadu Email About Coordinating Bowie's Economic Development Priorities — Proposal for December Presentation
2. 20260105 - DRAFT EDC 2030 Vision and Strategy Consolidated Rewrite 9-26-2016
3. 20260105 - 2022 Econ Dev Strategy As received By City Council
4. 20260105 - Old Town Bowie Strategic Plan Final September 2023
5. 20260105 - 2025 Bowie Economic Development from City Budget

John H. King

From: Alfred Lott
Sent: Thursday, November 6, 2025 1:59 PM
To: Daniel Mears
Cc: John H. King; cbtruesdale1@gmail.com; Dennis Brady; Dufour Woolfley; kathyndennis@verizon.net; Mayor Tim Adams; Michael Esteve; Rosann Ndebumadu; Timothy Adams; Wanda Rogers; Wanda Rogers
Subject: Fw: Coordinating Bowie's Economic Development Priorities — Proposal for December Presentation

CW Ndebumadu,

Considering the size a capacity of our ED Office, this is quite an assignment. Nevertheless, I will make this effort a priority and do our best.

Alfred D. Lott, CPM, ICMA-CM
City Manager
15901 Fred Robinson Way
Bowie, MD 20716

From: Rosann Ndebumadu <rndebumadu@cityofbowie.org>
Sent: Thursday, November 6, 2025 1:43 PM
To: Alfred Lott <alott@cityofbowie.org>; Daniel Mears <dmears@cityofbowie.org>
Cc: Wanda Rogers <wrogers@cityofbowie.org>; Dennis Brady <dbrady@cityofbowie.org>
Subject: Coordinating Bowie's Economic Development Priorities — Proposal for December Presentation

CM Lott,

Following last session's directive on economic development, I wanted to bring structure to the next steps and create alignment around a shared strategy moving into the new year.

Upon review of the *Jacob France Institute* and *Margrave Strategies* 2022 Economic Development Study, the recommendations to guide Bowie's sustainable growth and expand our non-residential tax base are organized around four primary focus areas:

1. **Creative Placemaking** – with Bowie Town Center as the anchor
2. **Leveraging Bowie State University as an Anchor Institution**
3. **Positioning Bowie as an Athletic & Recreation Tourism Hub**
4. **Expanding and Diversifying Bowie's Business Base**

These themes are echoed in both the *South Bowie Revitalization* and *Old Bowie* Task Force reports. The consistency suggests that our path forward is already well defined, we simply need to consolidate, prioritize, and operationalize.

During our legislative dinner, the delegation shared that **if the City can propose an Economic Development Corporation (EDC) framework with a defined funding request by January**, it would be taken up as a priority. Given current market conditions, including federal workforce shifts and regional job realignments, this moment presents a window of opportunity to accelerate economic transformation rather than delay until the next budget cycle.

To that end, I'd like to request that staff:

- **Map** the overlapping initiatives across the 2022 report and both task forces,
- **Prioritize** those that are feasible within a 3–5 year horizon, and
- **Estimate** associated costs and funding opportunities (City vs. State vs. partnership).

Examples:

- **Priority 1 – Creative Placemaking:** The plan proposes a Retail Attraction Fund or Commercial Façade Improvement Program (potentially funded through MD DHCD's Community Legacy Program). What level of City match could unlock meaningful State participation?
- **Priority 2 – Leverage Bowie State University as an Anchor Institution:** Can we align with BSU's economic development roadmap to identify areas of mutual benefit, such as a "Live Where You Work" initiative? Additionally, the Race Track property presents an opportunity to reposition existing remediation needs as part of a broader **regional redevelopment strategy for athletics and outdoor recreation**. Both the Task Force recommendations and the 2022 study point to this potential. Under a coordinated BSU–City partnership and a potential EDC structure, we could pursue **joint funding for remediation and redevelopment** as a single, future-focused project that advances Bowie's regional competitiveness and supports BSU's growth corridor.
- **Priority 3 – Athletic & Recreation Tourism Hub:** The study recommends positioning Bowie as a regional sports and recreation tourism hub. Do we have a comprehensive understanding of all the ongoing efforts, investments, and marketing initiatives related to this vision across departments and developments? For example, while South Lake is being positioned as one recreational destination, are there opportunities to better **centralize and align citywide efforts,** including partnerships, events, and branding under a unified tourism and recreation strategy?
- **Priority 4 – Expand & Diversify Bowie's Business Base:** The study recommends a targeted marketing campaign to attract companies and retailers. Two budget cycles ago, Council allocated $50,000 toward this effort. Have we directed the firm hired to actively execute this as a **proof of concept** for direct business recruitment, using narrative storytelling and targeted outreach rather than relying on passive city exposure or serendipity? Additionally, can we **consolidate our incubators and entrepreneurship programs under the appropriate business sectors** so that funding allocations, outcomes, and performance metrics can be tracked across the entire ecosystem? This alignment would also allow us to make **one consolidated financial ask through the proposed EDC**, streamlining the City's business development strategy and strengthening accountability for both local and state-level partners. Understanding what has been delivered to date, and how these components connect, will help determine how to scale this initiative strategically under a potential EDC structure.

My goal is to bring this conversation before Council in **December** so that we enter January with an actionable economic development framework ready for legislative alignment. This timeline would allow us to capitalize on State-level momentum, demonstrate strategic readiness, and position Bowie as a regional model for coordinated local development.

Would it be feasible for your team to prepare a presentation by December summarizing the consolidated priorities, estimated costs, and potential funding mechanisms?

I deeply appreciate the diligence and though-leadership your office brings to these conversations, this is an opportunity to connect our internal strategy to external credibility and make Bowie's next chapter both visionary and operationally disciplined.

The remaining councilmembers and mayor have been bcc'd.

Warmest Regards,

Roxy Ndebumadu

District 4 Councilwoman

(Former Vice Mayor)

State Boardmember, Affordable Housing

State Boardmember, Waterworks & Waste

Human Services Committee Member, COG

County Advisory Member, African Diaspora

City of Bowie, Maryland

Office: 301.809.3029

Mobile: 202.733.8442

Email: rndebumadu@cityofbowie.org

Strategic Economic Development Vision for Bowie, Maryland, in 2030

OCTOBER 2016

DRAFT

Why Is Economic Development Important to the City of Bowie?

1. To generate revenue from sources other than homeowners.

   We want to increase the number of non-residential taxpayers and the revenues they create to ultimately reduce the residential taxpayers' burden. We want to have increasing revenues to pay for government services without asking the residential taxpayer to carry the full burden so we need to grow the number and types of businesses in Bowie.

   We will accomplish this by changing and improving the mix of businesses; revitalizing areas of the City tarnished by age; and, preventing disinvestments and the erosion of the business base.

2. To maintain and enhance a high quality of life.

   We want to bring shopping and working choices to our citizens, improve the quality of life and to make the City an attractive place for future generations, and protect the things that make the City what it is.

When we succeed in our economic development efforts, the community will do well and the businesses serving the community will prosper.

DRAFT

Strategic Economic Development Vision for Bowie, Maryland, in 2030

In 2030, the City of Bowie, Maryland continues to be a dynamic, vibrant, and diverse community. Bowie is the premier business-friendly center of corporate and personal economic growth and prosperity in the region. Bowie offers our residents an enviable suburban lifestyle with a high quality of life, a well-managed government, outstanding public services, excellent and comprehensive educational opportunities, and a low crime rate.

To make this vision a reality, the City must aggressively support business development, retention, and expansion efforts, balanced by business attraction efforts for economic diversity, health, and stability.

Success means that a visitor to Bowie in 2030 will see: [DRAFT is arranged in the sequence as listed below. Numbers are JHK suggested reordering]

1 A revitalized Old Town Bowie that is serving the local community in a new way

5 Strong ties and links between the City and Bowie State University

2 Diverse professional employment and business opportunities within the City

3 A flourishing environment for "start-up" businesses that serves as the first step to thriving enterprises

4 A vigorous and competitive tourism industry within the City

7 Academically challenging and high-performing schools from pre-kindergarten through adult post-graduate and executive education

6 An intra-City public transportation network connecting all corners of Bowie

8 A City with greater control over its economic destiny

DRAFT

A revitalized Old Town Bowie that is serving the local community in a new way. *Old Town Bowie has great potential for revitalization. While grocery stores and other businesses have left the commercial area, the core cluster of buildings remain, creating an opportunity to attract the types of businesses that thrive in a community like Old Town Bowie. To attract new businesses, there is a need to make improvements in appearance, infrastructure, tenant rules & regulations from the city and county, and market the place in new ways. It will take a few years, but, with these changes, significant private investment will come.*

POSSIBLE CITY STRATEGIES:

Internal

- The City should, wherever practicable, employ innovative planning techniques, such as overlays and appropriate zoning variances, to facilitate mixed uses that further the Master Plan
- Continue special events that attract people to Old Town Bowie
- Explore ways to use the proximity of Old Town Bowie to the campus of Bowie State University to the mutual benefit of both
- Search for alternative areas for parking that can be easily identified by the main roads to encourage visitors
- Better develop regulations surrounding advertisements on the main roads

External

- Use County redevelopment programs in Old Town Bowie to encourage retail development
- Locate real-estate investors to help facilitate purchase of locations to revitalize with businesses that encourage walkability
- Research how other communities have revitalized their old cities
- Find incentives that are at the state level that can encourage development

DRAFT

Strong ties and links between the City and Bowie State University. *The future health of any economically diverse community is inextricably linked to opportunities for continuing education. Bowie State University (BSU) provides accredited continuing education programs in such critical areas as technology, teacher education, entrepreneurship, and health care. In addition, the day and evening populations (faculty, staff, students) represent potential consumers for Bowie retail outlets. The cultural facilities on the University campus represent additional opportunities for activities for Bowie citizens. The University also provides an untapped repository of intellectual capital that the City and local businesses can use.*

POSSIBLE CITY STRATEGIES:

Internal

- Develop and maintain strong ties between the City of Bowie and BSU through consistent, open communications
- Develop a collaborative partnership between the City and BSU to encourage commercial development
- Encourage the use of BSU resources to help incubate new and exciting enterprises
- Use BSU resources for necessary research on social, community development, and commercial issues
- Use Bowie State students in City internship positions

External

- Explore ways to market the proximity of Old Town Bowie to BSU to the mutual benefit of both
- Encourage Bowie businesses to offer discounts and other incentives to BSU students, faculty, and staff
- Encourage BSU faculty involvement in business and community activities
- Encourage BSU to vigorously market and promote the university academic and cultural programs to the surrounding area
- Encourage City residents to maximize participation in BSU classroom opportunities
- Encourage develop of the properties around the Bowie State MARC Station

DRAFT

Diverse professional employment and business opportunities within the City. *The City of Bowie holds an enviable position as a highly desirable community with high quality cultural, recreational, and retail opportunities that support our position as a place where people want to live. Bowie is a natural crossroads for the entire Baltimore-Washington-Richmond region and is poised to be a regional employment center. However, to pay for the next category of public services (such as enhanced public safety, programs for youth and seniors, and City-wide public transportation) that citizens are now demanding, the City needs major employers and an increased tax base provided by the creation of employment centers. An "employment center" is expressly not a "retail center," but, instead, a nexus of employment activity, principally well-paying professional jobs, that increases the tax base, while placing minimal added demands on governmental services.*

POSSIBLE CITY STRATEGIES:

Internal

- Encourage entities that want to provide high speed, broadband access in Bowie so that access is available in all parts of the City to both businesses and residents
- Aggressively reach out to other regional and/or state economic development entities to promote and market the distinct advantages that Bowie offers by being at the crossroads of economic activity of Baltimore, Washington, Annapolis, and Southern Maryland
- Encourage redevelopment of the Pointer Ridge Shopping Center into a mixed use area
- Create a pedestrian-friendly environment that is safe and walkable
    - This may require a different approach to development. "Pedestrian-friendly" means streetscapes (*i.e.*, paving, lighting, signs, landscaping, site furnishings, banners, and utilities) and designs (specifically, building and parking placements and configurations) that encourage people to get out of their cars and walk

External

- Undertake assertive recruitment of viable commercial projects as long as a cost-benefit analysis shows a benefit to the city
- Encourage the redevelopment of underused retail centers into employment centers as an immediate mechanism for solving the city's deficit of commercially zoned space allowing employment centers
- Encourage "supporting retail" uses within projects designated as "employment centers," where appropriate
- Intelligently plan for the future parking and transportation demands that will follow as Bowie evolves

DRAFT

A flourishing environment for "start-up" businesses that serves as the first step to thriving enterprises. *We must grow our own businesses and not rely simply on attracting an existing business from another community. To encourage business formation and growth, we need a variety of business assistance and advisory programs.*

POSSIBLE CITY STRATEGIES:

Internal

- Partner with Bowie State University, the Maryland Small Business Development Center Network (SBDC), the Maryland Procurement Technical Assistance Center, and others to provide training and technical assistance to Bowie businesses and residents. Be receptive to other partnerships that would benefit the growth of Bowie businesses by providing their services to our corporate citizens
- Provide funding for business technical assistance and advisory providers, like the SBDC and PTAP, through the City's budget and be a strong advocate for continued County and State funding for these service providers
- Reference in City communications to citizens the resources available for those interested in starting and growing business ventures within the City
- Establish an annual event (for example, "Venture Day") to match prospective entrepreneurs with the resources available to them, such as banking, real estate, technology, and technical assistance
- Facilitate the emergence of "incubation" sites to grow new and exciting enterprises. These could include co-working and maker spaces.

External

- Maintain an environment that is nurturing to entrepreneurship and start-up ventures and encourages "home occupation" activities to become true start-up ventures, where appropriate
- Encourage County and State program delivery in Bowie at locations accessible to Bowie businesses and residents
- Recognize the importance of equitable code and business license law enforcement and encourage City and County entities to work together

DRAFT

A vigorous and competitive tourism industry within the City. *The cultural and entertainment options in Bowie and its surrounding area can be seen as a draw for tourism as well as be seen as offering the City, when properly promoted, a more positive image. Tourism provides both direct financial benefits to the city in terms of the inflow of external dollars to the local economy from direct purchases and hotel taxes, it also provides an opportunity for the city to showcase its historical and educational assets.*

POSSIBLE CITY STRATEGIES:

Internal:

- Continue Special Events through all City departments - including holiday, heritage, seasonal, etc.
- Identify and map areas determined as "tourism" destinations
- Use tourism to attract business development (entrepreneur, investor or developer)
- Continue membership in organizations seeking to work to advance the hospitality and travel industries in a general way (e.g. International Council of Shopping Centers, Prince George's Conference & Visitors Bureau, etc.).
- Continue the maintenance and upkeep of all City-owned and sponsored attractions
- Partner with the City's schools to implement a scholastic program on the City's history and events
- Provide information using the City's website, newsletter, and other medium
- Continue to maintain the City's gardens, parks, and other attractions
- Continue trails research, education, and implementation
- Provide grant and funding information to businesses that promote historical and eco-tourism
- Continue museum investment and promotion
- Consider creating a visitor-centric web site or page within the City's website

External:

- Encourage information to be provided by the Prince George's County Conference & Visitor's Bureau and other area CVB's
- Keep communication open between the City and local attractions outside of the City limits (i.e. Baysox Stadium, Six Flags, Annapolis events)
- Keep communication open between the City and local activities such as BRAVA, school, sports and other events
- Encourage local clubs and committees relative to tourism such as sports clubs and beautification clubs
- Support the creation of more multi-day events within the City of Bowie to attract visitors to our lodging options during peak and non-peak periods.
- Support the creation of eco-tourism events to enhance Bowie's proximity to the Patuxent Wildlife Refuge and the Patuxent River.
- Establish events that incorporate multiple assets whether exclusive of Bowie attractions or by combining Bowie attractions with those offered by its neighbors (e.g. Old Town Bowie with Kensington, Baysox / Orioles package, Bowie Stable Museum with Showplace Arena Equestrian events).
- Support Bowie State University homecoming events that target children, parents and other residents that encourages Bowie State Alumni to frequent restaurant and retail establishments whenever they return to Bowie.
- Support Bowie High School annual alumni events through efforts that extend the celebration to multiple days that encourage travelers to attend.
- Promote internships between businesses/attractions and local schools

DRAFT

Academically challenging and high-performing schools from pre-kindergarten through adult post-graduate and executive education. *People "vote with their feet" - Without quality schools and educational opportunities, the attractiveness of Bowie as a place to live, work, and raise families will dissipate and people will leave.*

POSSIBLE CITY STRATEGIES:

Internal

- Create an environment to enable Bowie to become the epicenter for excellence in the art and science of government contracting activity, particularly in the area of technology
- Explore ways to market the proximity of the City of Bowie to Bowie State University to the mutual benefit of both
- Explore ways that Bowie State University can help Bowie area schools
- Investigate and promote STEAM (Science, Technology, Engineering, Art, and Math) educational events and encourage involvement from local businesses and Bowie State University, local libraries, and community centers
- Offer to serve as an additional guarantor on school construction bonds potentially floated by the County or School Board for facilities built within the City's jurisdictional limits
- Coordinate a grant search effort to investigate additional sources of funding for schools located within the City.
- Advocate for schools in the City to receive increased funding from the County for facility needs and for specific program needs
- Continue sponsoring multi-cultural events and festivals
- Encourage local schools to utilize the City's historical museums and sites by using City museum staff to go to the school with programs that tie into a lesson.
- Create a paid summer teacher internship at the City's museums to develop lesson tie-ins to museum themes and to develop project-based learning activities to be done at the school.

DRAFT

An intra-City public transportation network connecting all corners of Bowie. *Bowie's residents want better and more diverse choices in how to move about our City. Residents should be able to ride from Old Town Bowie or Pointer Ridge to Bowie Town Center and Bowie Main Street without the worry of a car. Having alternative methods of getting around is attractive not only to those who find driving a challenge but, also, those many others who would appreciate the small town charm of a pleasant ride to destinations for shopping and entertainment.*

POSSIBLE CITY STRATEGIES:

Internal

- Assess the demand for public transit services in Bowie
- Based on the combined results of studies, launch a pilot project, *e.g.,* a "loop" or closed circuit linking together the Bowie State University campus, Old Town Bowie, and Main Street Bowie

External

- Partner with similarly situated municipalities to explore internal transportation options
- Welcome providers of public transportation services to evaluate the viability of markets for public transit services in Bowie
- Invite bids and recommendations from interested vendors and organizations to help formulate a comprehensive and efficient vision for Bowie

DRAFT

A City with greater control over its economic destiny. *The regional planning model that currently exists no longer fully serves the needs of many Prince George's County municipalities. Hence, some municipalities must be able to exercise greater autonomy over their individual destinies before they can realize their full economic potential. Accordingly, Bowie should continue to be at the forefront of shared efforts to regain that autonomy. Such autonomy must include authority over land use and zoning decisions, which ultimately determine economic development.*

POSSIBLE CITY STRATEGIES:

Internal

- Continue to advocate for the necessary revisions to the Maryland Code that will empower capable and interested municipalities, such as Bowie, to oversee land use and zoning decisions within their borders
- Ramp up the City's involvement with County chapter of the Maryland Municipal League aimed at demonstrating the benefits of independent zoning authority to interested and capable municipalities within the County and across the State
- Increase outreach to all stakeholders emphasizing the wide-ranging benefits that will flow from the City's exercise of autonomous zoning land use authority

External

- Secure the commitment of Bowie's General Assembly delegation to build the coalitions that will be required to enact the necessary statutory revisions
- Draft a model bill that will, when enacted, effectuate the necessary statutory revisions

DRAFT

yep

ECONOMIC DEVELOPMENT STRATEGY & ACTION PLAN

City of Bowie

Prepared by The Jacob France Institute of The University of Baltimore & Margrave Strategies
on behalf of the City of Bowie
May 2022

UNIVERSITY OF BALTIMORE
Jacob France Institute

MARGRAVE
STRATEGIES

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Executive Summary

EXECUTIVE SUMMARY

In September 2021, The Jacob France Institute of the University of Baltimore and Margrave Strategies (the JFI-Margrave Team) were awarded a contract by the City of Bowie (the City) to conduct an economic analysis and draft an economic development strategy for the City. The core deliverable of the engagement is the creation of an economic development strategy and action plan – a strategic document that encompasses a variety of goals, actions and implementation strategies to guide sustainable and measurable economic growth within the limits of the City.

This City of Bowie Economic Development Strategic Plan consists of four core sections, divided into the three tasks, as requested in the RFP:

1. **Existing Conditions Analysis (Task 1)** – The JFI-Margrave Team presents a fact-based assessment of the City business and economic trends and economic development assets that impact economic development.
2. **Stakeholder Engagement and Review of Planning Materials (Task 2)** – The JFI-Margrave Team presents the results of its stakeholder interviews, project meetings and City Council Planning Session/Presentation where the JFI-Margrave Team collected valuable business, developer and public information on the goals for and critical issues impacting economic development in the City.
3. **SWOT Assessment (Task 2 Continued)** – The JFI-Margrave Team integrates the findings of the *quantitative* (Existing Conditions Analysis) and *qualitative* (Stakeholder Engagement) assessment into an assessment of the Strengths, Weaknesses, Opportunities, and Threats (SWOT) impacting economic development in the City.
4. **The City of Bowie Economic Development Strategic Plan (Task 3)** – Consisting of Strategic Areas of Focus, Recommended Actions, and the Implementation Matrix to guide the City in attaining its economic development goals.

Through the completion of Tasks 1 & 2, four Strategic Areas of Focus emerged. Areas of Focus are the foundation stones of the strategy. They expand on the vision and start to create some structure to help the City to achieve its goals. Strategic Areas of Focus for the City of Bowie Economic Development Strategic Plan are:

1. **Utilize creative placemaking to support economic development, with an initial focus on Bowie Town Center.**
2. **Leverage Bowie State University as the City of Bowie's most natural anchor institution.**
3. **Distinguish the City as an athletic recreation tourism hub.**
4. **Expand the City's business base through targeted business startup, attraction, expansion, and retention efforts.**

In addition to the Strategic Areas of Focus, the JFI-Margrave Team developed twelve Recommended Actions. Recommended Actions are a series of suggested items the JFI-Margrave Team believe should be implemented for the City to reach its economic development goals. A summary of the Strategic Areas of Focus and Recommended Actions in this strategy is on the following page.

The JFI-Margrave Team believes the findings and recommendations outlined in the Strategic Plan will provide the City with a roadmap to continued economic success and further its goal of becoming a premier destination for sustainable living and working in the Washington DC region.

Strategic Area of Focus	Recommended Action	Strategic Area of Focus	Recommended Action
1 UTILIZE CREATIVE PLACEMAKING TO SUPPORT ECONOMIC DEVELOPMENT WITH AN INITAL FOCUS ON BOWIE TOWN CENTER	1.) ACTIVELY MARKET AND SUPPORT RETAIL SPACE AND ENCOURAGE HIGH QUALITY DEVELOPMENT	2 LEVERAGE BOWIE STATE UNIVERSITY AS THE CITY OF BOWIE'S MOST NATURAL ANCHOR INSTITUTION.	7.) CONTINUE TO SUPPORT THE BOWIE BUSINESS INNOVATION CENTER AND DEVELOP INCENTIVES FOR ITS GRADUATES TO PERMANENTLY LOCATE IN BOWIE.
	2.) CONTINUE TO SUPPORT MIXED-USE DEVELOPMENT IN KEY AREAS OF THE CITY AS A TOOL TO ENCOURAGE PLACEMAKING, VIBRANCY AND WELL-PLANNED DENSITY.		8.) DEVELOP A 'LIVE WHERE YOU WORK' PROGRAM.
	3.) CREATE A RETAIL ATTRACTION FUND	3 DISTINGUISH THE CITY OF BOWIE AS AN ATHLETIC RECREATION TOURISM HUB.	9.) MARKET THE CITY AS AN ATHLETIC RECREATION TOURISM HUB
	4.) IMPLEMENT A COMMERCIAL FAÇADE IMPROVEMENT PROGRAM		10.) WORK TO REDEVELOP THE BOWIE RACE TRACK PROPERTY INTO A REGIONAL RECREATION DESTINATION.
	5.) WORK WITH COUNTY OFFICIALS TO STREAMLINE PROCESSES FOR PERMITS, INSPECTIONS AND ENFORCEMENT	4 EXPAND THE CITY'S BUSINESS BASE THROUGH TARGETED BUSINESS STARTUP, ATTRACTION, EXPANSION AND RETENTION EFFORTS	11.) CREATE AND IMPLEMENT A TARGETED MARKETING CAMPAIGN TO ATTRACT THE INFORMATION TECHNOLOGY, GOVERNMENT CONTRACTING, HEALTH SERVICES AND DESTINATION RETAIL SECTORS
	6.) COMPLETE AN ASSESSMENT OF PROPERTY IN OLD TOWN BOWIE AND CREATE AN AREA DESIGNATED FOR SMALL AND LOCAL BUSINESSES		12.) ENHANCE AND INCREASE PROMOTION OF THE CITY'S EXISTING ECONOMIC DEVELOPMENT TOOLS AND PROGRAMS.

Plan Overview & Process

PLAN OVERVIEW & PROCESS

INTRODUCTION

The City of Bowie ("the City") has a longstanding reputation as one of the preeminent and most desirable communities in Prince George's County. In an effort to continue to strengthen itself and ensure competitiveness with its peers, the City issued a Request for Proposals (RFP) in March 2021 for a consultant to deliver an economic development strategy and action plan. The joint team of the Jacob France Institute of Baltimore and Margrave Strategies ("the JFI-Margrave Team") successfully competed for the project and were awarded the contract in late September 2021. Work on the engagement began in October 2021. The goals of the strategy and action plan, as listed in the RFP, are below:

"The City wants to increase the number of non-residential taxpayers and the revenues they create to ultimately reduce the residential taxpayers' burden. It wants to have increased revenues to pay for government services without asking the residential taxpayer to carry the full burden, so it needs to grow the number and types of businesses in Bowie. The City will accomplish this by changing and improving the mix of businesses; revitalizing areas of the City tarnished by age; and preventing disinvestments and the erosion of the business base. The City also wants to maintain and enhance a high quality of life. It wants to bring shopping and working choices to its citizens, improve the quality of life, make the City an attractive place for future generations, and protect the things that make the City what it is."

The JFI-Margrave Team's approach to assisting jurisdictions in economic development planning is based on three core approaches. Our approach is ***fact-based*** and identifies, presents, and clearly describes both the relevance and role of demographic, economic, real estate, and socio-economic conditions in the development process. Our approach is also ***stakeholder driven***. Economic development planning cannot be conducted in a vacuum; it must be built up from the detailed local knowledge of, experience with, and goals for the development process. Most importantly, our approach is to provide plans that are ***actionable and achievable*** and are responsive to real local strengths and needs and can be quickly turned into implementation decisions that enable the client to quickly move forward.

This document presents the JFI-Margrave Team's recommended economic development strategy and action plan for the City.

PLAN ELEMENTS

This Economic Development Strategy and Action Plan consists of the following sections:

- **Executive Summary** – a high level summary of the findings of this document.
- **Plan Overview & Process** – elements of the plan, instructions for how to use this document and a summary of the process of developing the strategy.
- **Existing Conditions Analysis** – an analysis of current trends and findings in the City based on the quantitative analysis performed in Task 1 of the contract.

- **Stakeholder Engagement & Review of Planning Materials** – a qualitative assessment of the City to supplement and fact check the findings of Task 1. Task 2, the Stakeholder Engagement Analysis, utilized two means of soliciting feedback from major stakeholders: one on one or small group interviews and an online survey.
- **SWOT Assessment** – an analysis of the strengths, weaknesses, opportunities and threats of the City based on the qualitative analysis performed in Task 2 of the contract.
- **Strategic Plan** – the JFI-Margrave Team's major recommendations, consisting of:
    - **Strategic Areas of Focus & Recommended Actions**– areas of focus are larger and broader strategies that several recommended actions can feed into, focusing the impact of the actions. The Recommended Actions support the Strategic Areas of Focus and should spur continued economic development in the City.
    - **Implementation Matrix** – need to know information on how to implement the recommended actions.

HOW TO USE THE PLAN

The bulk of this document consists of the City's Economic Development Strategic Plan. The Plan is divided into two sections: Strategic Areas of Focus & Recommended Actions and an Implementation Matrix. The "Strategic Areas of Focus" are four areas in which the JFI-Margrave Team foresees the greatest economic development impact when several recommended actions are implemented in the concentrated area. The "Recommended Actions" section lists each of the individual actions the JFI-Margrave Team is recommending the City carry out. Each action is listed with a brief description of the action and/or how it can be achieved, along with the rationale for the action item that outlines why the action is being suggested.

The "Implementation Matrix" section of this document consists of tables providing practical guidance on how to implement each action. The matrix contains the following information:

- Strategic Area of Focus
- Recommended Action
- Leader/Implementer
- Budget Impact
- Potential Partners
- Timeframe (short-term, mid-term, long-term)
- Key Goals of RFP
- Notes

A quick checklist of the implementation matrix can assess how much progress the City has accomplished on each of these recommended actions over a given period of time by denoting which actions are completed, are in progress, or have not yet begun. Additionally, the timeframe noted on the implementation matrix can be used when planning budgets, staff work plans and setting legislative priorities. This implementation matrix could be used to create a public facing dashboard should the City choose to track progress.

PROCESS

The engagement between the City and the JFI-Margrave team took place over the course of seven months and was divided into three core "tasks."

Task 1: Existing Conditions Analysis

This quantitative analysis involved an assessment of the City's existing business and economic trends, as well as economic development assets. Throughout this task the JFI-Margrave Team assessed the size, structure and performance of the City's economy and business base; analyzed current, historical and future demographics and economic statistics; assessed the City's retail capacity and services; assessed the inventory of available commercial space; analyzed the composition of the City's business base and identified key clusters; and looked at county, state and regional projects to identify opportunities for cross organizational collaboration. The deliverable for this task was a presentation to the City leadership team.

Task 2: Stakeholder Engagement Analysis

Based on the findings of the quantitative analysis in Task 1, Task 2 focused on qualitative assessment of the City based on feedback from key stakeholders. In all, the JFI-Margrave Team conducted 20 interviews with stakeholders in the following stakeholder groups: City staff and elected officials, Prince George's County staff and elected officials, developers of major projects, business owners/leaders and leadership from several nonprofit organizations within the City. These interviews took place between November 2021- January 2022.

In addition to the one-on-one stakeholder interviews, the JFI-Margrave Team also solicited feedback from the general public through utilization of an online digital survey. This survey asked the same questions posed to stakeholders in the one-on-one interviews, such as perceptions of key issues in the City, suggestions/ideas for the City's economic development strategy and opinions on a variety of economic development related topics. 67 individuals participated in the online survey.

The results of Task 1 and Task 2 was the creation of a strengths, weaknesses, opportunities and threats (SWOT) analysis, which can be found on page 28. The findings of the SWOT analysis were shared with the City Council on January 18, 2022.

Task 3: Economic Development Strategy and Action Plan Development

The final task within the contract was to combine the findings of the Existing Conditions Analysis and Stakeholder Engagement Analysis into a holistic, comprehensive strategy for the City. This took place between January – March 2022. This plan advises on a series of four areas of focus and twelve recommended actions, policies and programs to achieve the City's economic development goals over the next 5 years. This strategy was presented to the City Council on May 16, 2022.

Existing Conditions Analysis

EXISTING CONDITIONS ANALYSIS

In Task 1 the JFI-Margrave Team conducted a quantitative assessment of key issues impacting economic development in the City in five core areas. The five core areas of this analysis are below:

1. Size, Structure and Performance of the City's Economy
2. Composition Of the City's Business Base
3. Current, Historical and Future Demographic and Economic Statistics
4. City of Bowie Retail Capacity
5. Inventory of Commercial Space Available

Throughout this analysis are terms that have specific economic development definitions – the glossary in Appendix 2 provides definitions for these phrases, many of which refer to specific industries or sectors.

SIZE, STRUCTURE AND PERFORMANCE OF THE CITY'S ECONOMY

The City is the largest municipality in Prince George's County in terms of population and second largest in terms of employment. The City is experiencing slow and stable population growth, but lags key peers in both employment concentration and growth. The City's economy is concentrated in businesses serving the local population base, but also has a cluster of professional services activities. A core City economic development asset is its resident workforce, many of whom commute to jobs outside of the City, County and State. Capitalizing on this workforce, as well and the City's prime location and infrastructure, to expand the City's business base is a core economic development opportunity. The JFI-Margrave Team assessed the size structure and performance of the City's business base. The key results of this analysis are presented below.

Finding: The City's economy is growing, but is lagging the County in employment growth and has a smaller employment base than key peers.

The City has a smaller number of jobs per resident than all selected peers except Crofton (Figure 1). Between 2013 and 2019,[1] the City's employment base increased by 4%, lagging the County (9.4%), but stronger than several selected peers (Table 1). Nationally and regionally communities offering a denser, more urban, mixed-use environment that offer a "sense of place" around an urban center have experienced stronger growth in population and jobs.

SENSE OF PLACE

*Sense of place describes **the individuality of place, its distinct character**, and it also suggests a particular feel that makes the place stand out among other areas. Thus, this concept is strongly tied to the process of placemaking through which social, cultural or ethnic groups shape their environment and landscape.*

[1] The latest employment data at the sub-County level is 2019.

Insight: **Communities with a stronger "*sense of place*" and higher residential densities, notably Annapolis and Hyattsville, have outperformed the City in terms of employment growth.**

Figure 1: Jobs Per Resident, City of Bowie Compared to Selected Peers

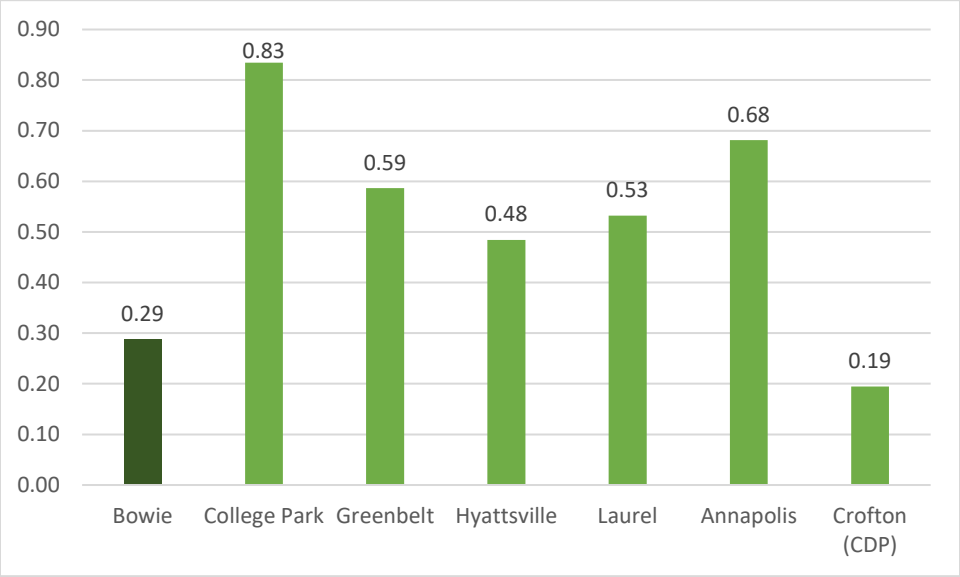


Table 1: Total Employment, All Industries City of Bowie and Peer Municipalities/Places, 2013 -2019

			Change 2013-2019	
Area	2013	2019	#	%
Maryland	2,487,281	2,634,322	147,041	5.9%
Prince George's County	304,484	333,163	28,679	9.4%
Bowie	**16,124**	**16,776**	**652**	**4.0%**
College Park	28,923	26,828	(2,095)	-7.2%
Greenbelt	13,683	13,617	(66)	-0.5%
Hyattsville	7,802	8,835	1,033	13.2%
Laurel	12,893	13,714	821	6.4%
Annapolis	25,568	26,728	1,160	4.5%
Crofton (CDP)	5,039	5,663	624	12.4%

Source: U.S. Census Bureau. OnTheMap Application. Longitudinal-Employer Household Dynamics Program

COMPOSITION OF THE CITY'S BUSINESS BASE

Finding: The City's economy is highly concentrated and specialized with industries that serve the city and regional population.

More than half (53%) of City's employment is in *Residential Demand-Based* sectors that primarily serve the local and regional community, including Retail (20%), Health Care and Social Assistance (14%), Arts, Entertainment, and Recreation (7%) and Accommodation and Food Services (13%). Only 14% of employment is in *Export-Based Industries*, or industries that compete in the broader regional, national or even international markets, most importantly Professional Services (10%) and Information (4%). However, the City has seen strong growth between 2013 and 2019 in Professional Services, gaining 594 jobs and growing by 57% (Table 2). The City has experienced a decline in key residential demand-based sector employment, with Retail jobs declining by 10%, and smaller declines in Arts, Entertainment, and Recreation (fell by 3%) and Accommodation and Food Services (fell by 5%). These declines were more than offset by strong growth (788 jobs/52%) in Health Care and Social Assistance sector employment. Based on the industry specialization analysis conducted using location quotients (see side note), the City's economy is specialized in residential demand-based industries like Arts and Entertainment and Retail, but also has a high concentration of employment in Information and Professional, Scientific, and Technical Services (See Appendix Table 1 for data and Appendix 2, Glossary, for the definitions of industries used here and throughout this report).

Insight: Expanding the City's employment base is a core goal of this proposed strategy and the City may have the potential to attract more Professional, Scientific, and Technical Services Sector jobs in the County's strong Federal contractor sector, as well as serve as a regional center for Health Care and Social Assistance employment, by supporting more traditional office space development.

LOCATION QUOTIENTS

Location quotients are ratios that allow an area's distribution of employment by industry, ownership, and size class to be compared to a reference area's distribution. If an LQ is equal to 1, then the industry has the same share of its area employment as it does in the nation. An LQ greater than 1 indicates an industry with a greater share of the local area employment than is the case nationwide.

Table 2: City of Bowie Employment Trends by Sector, 2013-19				
			Change 2013-2019	
Area	2013	2019	#	%
Total	16,124	16,776	652	4%
Agriculture, Forestry, Fishing and Hunting	0	0	0	n.m.
Mining, Quarrying, and Oil and Gas Extraction	0	0	0	n.m.
Utilities	5	4	(1)	-20%
Construction	922	1,133	211	23%
Manufacturing	204	65	(139)	-68%
Wholesale Trade	244	167	(77)	-32%
Retail Trade	3,672	3,320	(352)	-10%
Transportation and Warehousing	106	105	(1)	-1%
Information	1,097	671	(426)	-39%
Finance and Insurance	517	467	(50)	-10%
Real Estate and Rental and Leasing	205	73	(132)	-64%
Professional, Scientific, and Technical Services	1,043	1,637	594	57%
Management of Companies and Enterprises	2	1	(1)	-50%
Administration & Support, Waste Management and Remediation	576	1,045	469	81%
Educational Services	1,634	1,496	(138)	-8%
Health Care and Social Assistance	1,506	2,294	788	52%
Arts, Entertainment, and Recreation	1,146	1,115	(31)	-3%
Accommodation and Food Services	2,311	2,188	(123)	-5%
Other Services (excluding Public Administration)	411	479	68	17%
Public Administration	523	516	(7)	-1%

Source: U.S. Census Bureau. OnTheMap Application. Longitudinal-Employer Household Dynamics Program

Finding: City employment is highly concentrated in large employers, but has a wealth of small and mid-size businesses.

Based on an analysis of data from the City employer database, as well as commercial databases (Hoover's), the JFI-Margrave Team assessed the level of employment in key large employer (50 or more) employers (Appendix Table 2). These larger employers have estimated employment of 11,810 jobs with employment concentrated in key resident-demand-based industries Retail Trade (22% of these jobs), Accommodation and Food Services (12%) and Education (mostly public schools – 11%) and Health Care and Social Assistance (10%). The City is home to 11 large employers with 1,991 jobs (17% of the total for larger employers) in the Professional, Scientific, and Technical Services and Information sector. In order to assess the overall number of businesses in the City and the overall 8 Zip Code level Broader Bowie area,[2] the JFI-Margrave Team analyzed data on the overall number of businesses in the larger greater Bowie area (Figure 2). This larger area was home to 1,627 business establishments with 25,182 employees, with a large concentration of smaller establishments (70%) of these establishments having less than 10 employees.

Insight: While large employers account for a large share of employment, the City's economic development strategy will also need to serve the needs of the large number of smaller businesses in the City.

[2] Data on establishment count by firm size are only available from the U.S. Bureau of Census Zip Code Business Patterns report for the larger 8 zip codes classified as Bowie, 20715 20716 20717 20718 20719 20720 20721, are an area larger than the City of Bowie alone. - with 20720 and 20721 especially including areas outside of the City boundaries.

***Finding*: Prince George's County has a large base of federal contractors (3,998) with $10 billion in federal contract value in federal fiscal year 2021. However, there are only a limited base of federal contractors located in the City**.

There are only 96 companies, with $70.2 Million federal contracts, in the City, far below all County peers except Laurel (Table 3). Prince George's County has the second highest number of federal contractors and procurement in Maryland, and has targeted increasing federal employment and contracting as part of its economic development strategy.

***Insight*: Attracting federal contractors to the city is a potential market for both office and flex space uses**. For example, in terms of NASA contractors, Greenbelt is home to 97 companies with NASA contracts. While Greenbelt is closer to NASA Goddard; with the City's strong technical workforce and locational assets, it may be able to attract some of these contractors. Data on NSA contractors are not public, but Prince George's County and neighboring Anne Arundel and Howard Counties are home to a large amount of cybersecurity companies and NSA contractors, presenting another potential market for the City.

Table 3: Federal Procurement, FY2021

Area	Amount	% of County	# of Contractors	% of County
Prince George's County	$9,954,102,863		3,998	
Bowie	**$70,279,118**	**1%**	**96**	**2%**
College Park	$268,325,426	3%	379	9%
Greenbelt	$999,502,133	10%	220	6%
Hyattsville	$231,233,981	2%	398	10%
Laurel	$49,974,156	1%	254	6%
Annapolis	$494,031,229	n.m.	456	n.m.
Crofton (CDP)	$49,319,730	n.m.	51	n.m.

Source: SAM.GOV

***Finding*: With only 0.29 jobs per resident (Figure 1), among the lowest of peer municipalities, the City has the potential to expand its employment base.**

The City is already specialized in the Information, Retail, and Professional, Scientific, and Technical Services industries (Appendix Table 1), the City has the potential to support growth in other key employment sectors. The soon to be released Prince George's County economic development strategy identifies four target and two supporting industry clusters that are driving the County's economy (see Appendix 2 for a definition of these clusters). These are:

Target Clusters
- Federal Government
- Hospitals and Health Services
- Information Technology Services
- Research – Intensive Industries

Supportive Economic Drivers
- Destination Retail
- Transportation, Distribution and Logistics

***Insight*: The City can capitalize on the County's efforts to focus on the four targets and two supporting industry clusters especially in the: Information Technology Services cluster, where the City is already home to companies such as Inovalon; Hospitals and Health Services cluster, with the City experiencing**

strong growth in health care services employment; and the Destination Retail cluster, with the City having a high concentration of retail employment.

CURRENT, HISTORICAL AND FUTURE DEMOGRAPHIC AND ECONOMIC STATISTICS

The City is home to a growing, affluent, educated and largely professional population that commutes to employment opportunities across the region. The City has a high level of household income, a high concentration of educated and professional workers, and is home to a large base of federal workers.

Population Change

Finding: The City's population is growing and aging.

The City's population is estimated to have increased by 6.9% and the number of households by 5.2% between 2010 and 2019.[3] The fastest population growth occurred in residents 60 and older, but the City also gained Millennial residents (aged 25-34) – (Appendix Tables 3-4-5).

Insight: With an aging population, changes in land-use to permit a denser style of mixed-use development favored by younger population is one means of attracting younger residents.

Income and Poverty

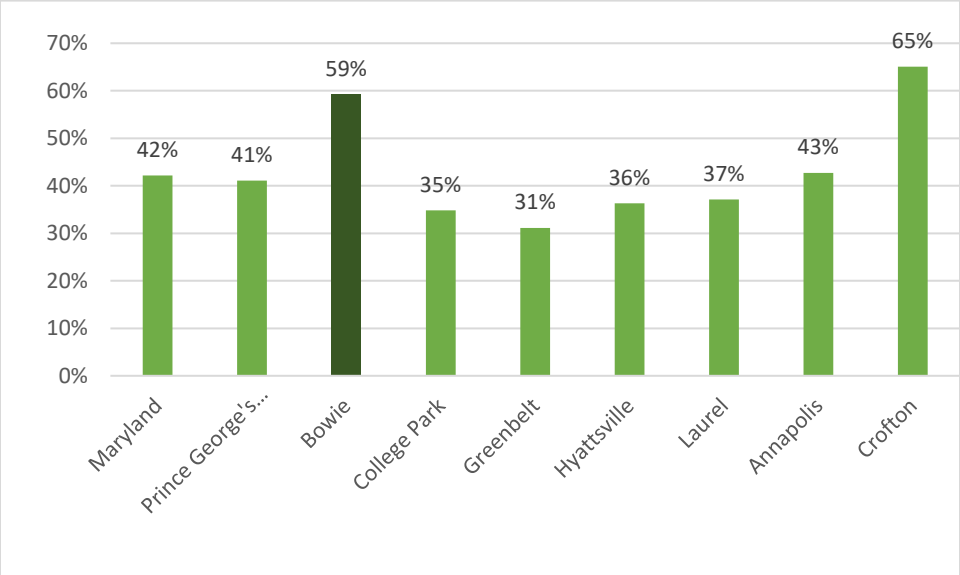
Finding: The City has an affluent population.

With an estimated 2019 (5-year estimate) Median Household Income of $113,388 and a poverty rate of 3.2%, the City's population is more affluent than the State or County and all but Crofton in terms of peer municipalities (Appendix Tables 6-7). More than 59% of the City's households earn more than $100,000 (Figure 2).

Insight: With low poverty and high incomes, the City has the potential to support the higher quality retail desired by its residents. Such an effort may require a stronger retail marketing effort by the City.

[3] Data is ACS 5-Year estimates. Recently released 2020 Census data show the City gaining fewer residents through 2020 and lagging several key peers. The 2019 ACS data were retained for this report since they form the basis for the demographic analysis below.

Figure 2: Percentage of Households Earning More than $100,000



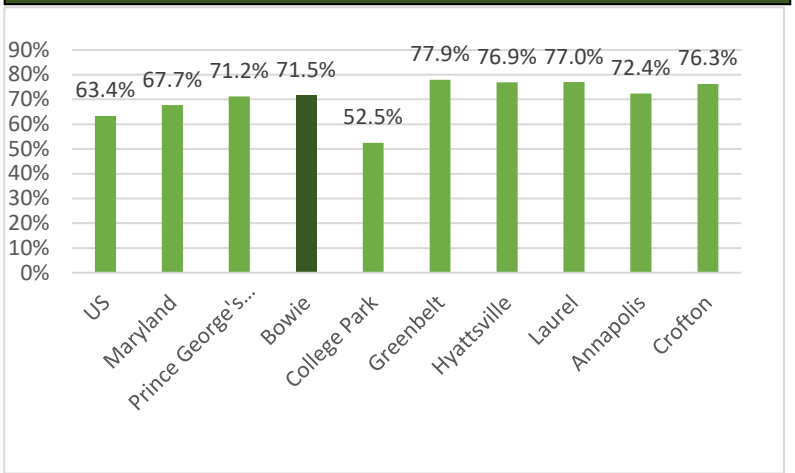
RESIDENT WORKFORCE CHARACTERISTICS

Finding: The City has significant workforce assets.

One of the most significant economic development assets for the City is its strong resident workforce. The City has:

- **Labor force:** The City has a higher than national, State and County level of labor force participation but is slightly lower than key municipal peers, which is consistent with its aging population (Figure 3).
- **Highly educated workforce:** A highly educated workforce, with 48% of resident workers having a Bachelor's degree or above and 23% having an advanced degree, higher than the nation, State and County and all but two municipal peers, Crofton and College Park (Figure 4).
- **Strong federal workforce:** With 18% of resident workers employed by the federal government (Figure 5). A strong federal workforce is considered an asset because federal employment tends to offer higher wages and job stability.
- **Strong professional workforce:** With 55% of resident workers employed in Management, business, science, and arts occupations, higher than the nation, State, County and all municipal peers except Crofton (Figure 6).

Figure 3: Labor Force Participation



***Insight*: The City should capitalize on its affluent, educated and professional resident workforce in its marketing efforts.**

***Finding*: The City remains a suburban bedroom community.**

The City is predominantly a suburban bedroom community with only 0.29 jobs per resident (Figure 1). As a result, local employment options for resident workers are limited. While 14% of City resident workers work in the City, higher than the County average for resident workers employed in their place of residence but lower than the State average, 55% of residents commute to jobs outside of the County or State (Appendix Table 8) representing an important potential source of workers to targeted City employers.

***Insight*: The City's highly educated and professional workers that commute outside of the City are a potential key asset to support the attraction of employers, especially in the Professional, Scientific, and Technical Services sector.**

Figure 4: Educational Attainment

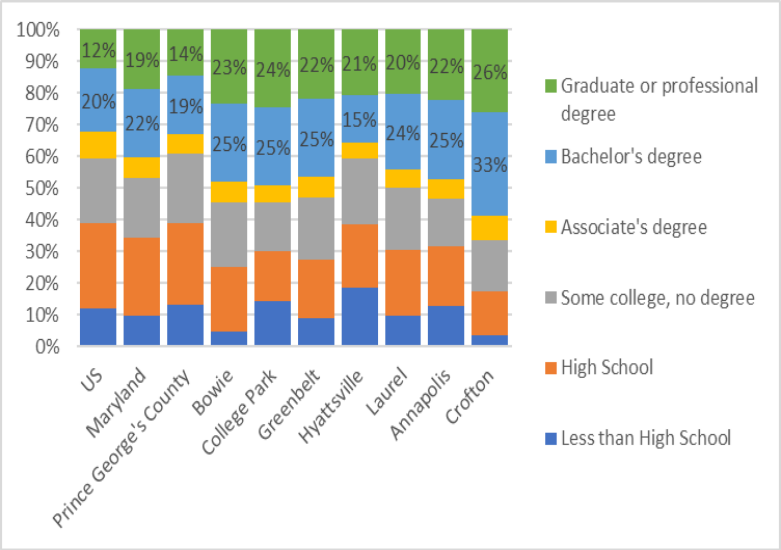


Figure 5: Percent of Workforce Employed by the Federal Government

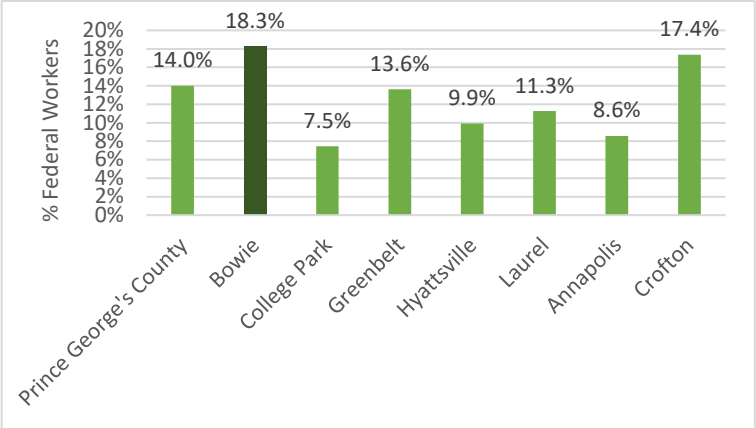
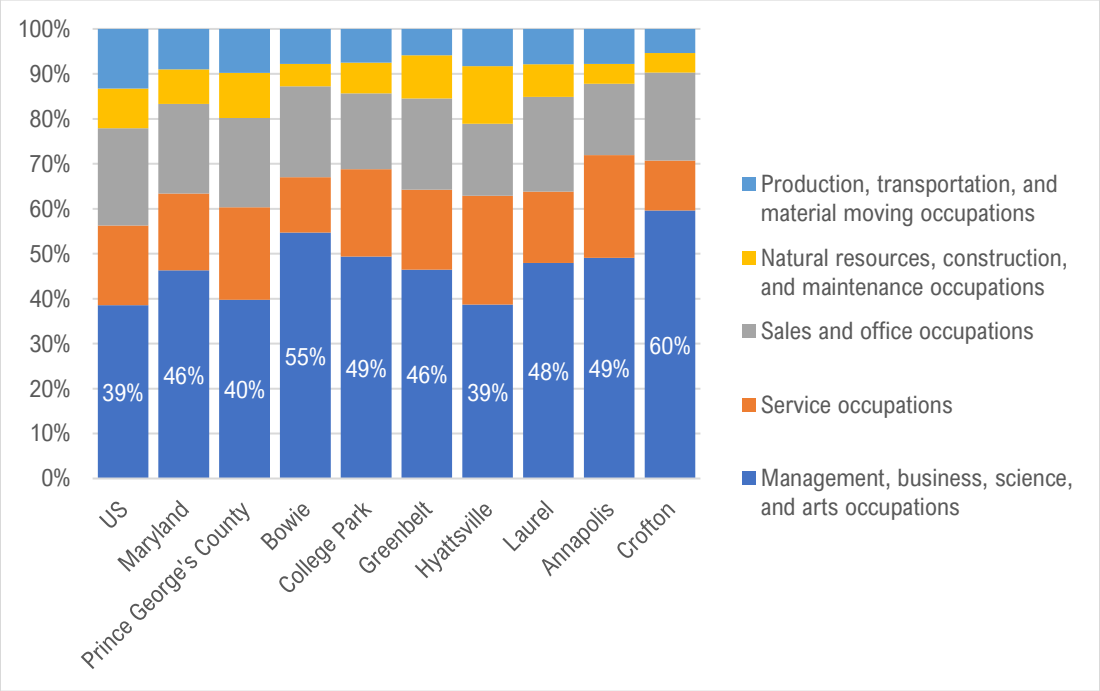


Figure 6: Occupational Employment



CITY OF BOWIE RETAIL CAPACITY

Finding: A key issue identified in the stakeholder interviews, meetings and presentations is the desire to have higher quality retail commensurate with the City's higher than average median household income.

While vacancy in the City's retail centers remains low (6.3%), there is a general concern among the stakeholders interviewed that the City has lost retail opportunities to surrounding communities, notably in new larger developments, and that the City's retail base does not offer the quality of shopping options demanded by the City's affluent population. Additionally, the City's residents and workforce feel that they could support higher quality retail. In order to assess the retail situation in the City, the JFI-Margrave Team conducted site visits to the City's key retail and employment centers, analyzed historical changes in City retail employment, and analyzed data on retail leakages using ESRI data. Based on this assessment, findings are:

- **Low vacancy:** the City's retail centers appear to have relatively low vacancy, which is a positive condition considering the impacts of the recent Covid pandemic on retail across the nation, State and County.
- **Consistent retailers with other shopping centers:** The retail tenants appear to be consistent with similar suburban shopping regions, albeit with a higher concentration of chain tenants.
- **Retail employment moved with new development:** Between 2013 and 2019, retail employment in the City fell by 10%; while retail employment in Crofton grew by 17% and at the County-level by 2%.
- **Retail Leakage:** Based on the most recent ESRI data on City retail markets, the City has overall retail leakage (demand less supply) of $223 million. This consists of $196 million in retail sales leakages and $28 million in food and drink services, with the main areas of surplus being department stores and automobile dealers.

RETAIL LEAKAGE

Retail leakage occurs when local people spend a larger amount of money on goods than local businesses report in sales, usually due to people traveling to a neighboring town to buy goods. Retail sales leakage implies there is unsatisfied demand within the trading area

Insight: In the emerging post-Covid environment, the future of retail remains uncertain; however, County and City, efforts to improve both the provision and quality of City retail opportunities appears to be warranted.

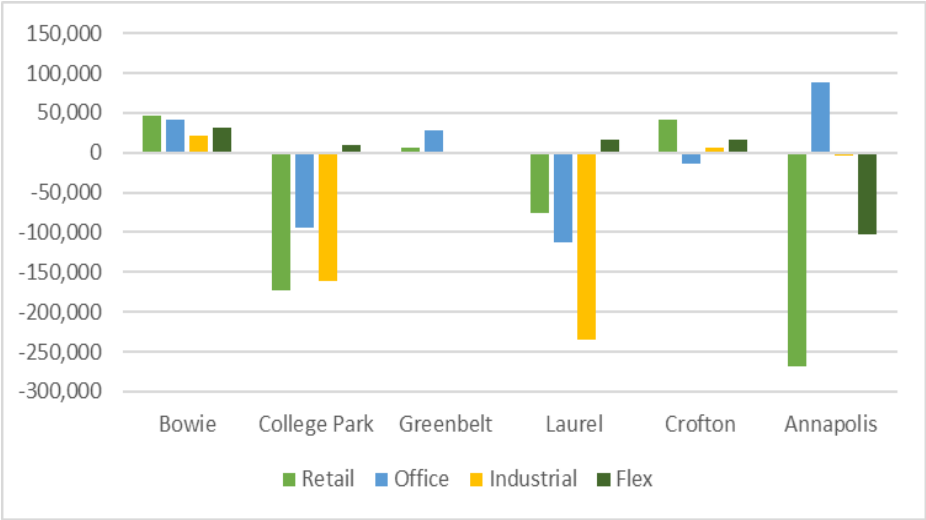
INVENTORY OF COMMERCIAL SPACE AVAILABLE

Finding: The City has sufficient commercial space to meet its current needs, with its vacancy rates generally low and competitive costs. However, the City lags key comparison areas in terms of its supply of commercial/employment space.

The JFI-Margrave Team analyzed CoStar data for the City and peer area commercial real estate to assess the alignment of existing space to current needs and emerging economic development goals.[4] Key findings of our commercial space analysis are presented in Table 4 and include:

- Consistent with the City's smaller employment base (Figure 1), despite being the County's largest municipality in terms of population, the City lags smaller jurisdictions in commercial space.
- The City lags all but one peer jurisdiction (Greenbelt) in Retail Space, with 3.2 million square feet of retail space; however, when retail parcels in the surrounding Bowie area are included, the City has 5.8 million square feet, behind only College Park 7.7 million square feet and Annapolis 7.4 million square feet.
- The City is ranked 5th in terms of Office Space – ahead of only Crofton, with Office Space in the surrounding Bowie area are included, the City and surrounding area lag peer communities in the amount of available Office Space.
- While there is limited industrial space inside of the City, there is substantial industrial space more than 5 million square feet. In the CoStar defined Bowie area (2nd among peer jurisdictions).
- The City is ranked fourth among peer jurisdictions in terms of Flex Space within the City limits.

Figure 7: Absorption by Real Estate Class in Bowie and Surrounding Areas



- Vacancy rates and costs among the four commercial space classes analyzed are competitive to peer jurisdictions. In terms of costs, anecdotally, because much of the space in the City is newer than in the surrounding area, it is considered even more competitive.

[4] Data for the City of Bowie are from an analysis prepared by the City's Economic Development Department on City specific, rather than the broader Bowie trading area included in the CoStar database – which includes some parcels outside of the City's boundaries but are considered part of the City's trading area, except for Figure 8 on absorption, which includes these surrounding properties. While providing a strong focus on the City's commercial inventory, the comparison to other areas may include some parcels outside of the municipal boundaries of those comparison areas. Because the JFI-Margrave Team does not consider the supply or cost of commercial space to be a material barrier to the City's strategy, this difference in geographic focus does not impact our findings.

- Recent patterns of commercial space absorption (the difference between space vacated and newly occupied) have been positive in the City/larger Bowie area, while several peer jurisdictions experienced reduced demand for commercial space and resulting increases in vacancy (Figure 7).

***Insight*: In order to expand its job base, the City needs to support the development commercial space.**

Table 4: Commercial Real Estate Conditions in Bowie and Surrounding Areas

Real Estate Class	**Bowie**	College Park	Greenbelt	Laurel	Crofton	Annapolis
Inventory of Retail, Industrial and Office Space (in square feet)						
Retail	**3,216,223**	7,676,654	1,831,703	3,641,335	3,810,104	7,367,656
Office	**1,745,306**	4,835,493	3,715,418	3,248,310	1,541,370	7,733,368
Industrial	**227,823**	8,355,065	348,537	4,198,962	2,704,145	2,555,764
Flex	**524,513**	453,413	175,866	1,186,875	2,123,681	1,572,129
Vacancy Rates						
Retail	**6.30%**	6.10%	3.60%	5.60%	2.60%	10.40%
Office	**11.70%**	7.90%	21.40%	12.00%	13.50%	7.00%
Industrial	**1.50%**	7.00%	0.00%	7.40%	9.10%	8.30%
Flex	**16.90%**	11.30%	0.00%	2.70%	11.30%	12.80%
Average Rent						
Retail	**$33.00**	$20.26	$26.50	$23.72	$27.01	$27.41
Office	**$25.96**	$25.21	$21.46	$22.14	$23.08	$29.07
Industrial	**no data**	$8.83	**no data**	$9.57	$12.22	$16.95
Flex	**no data**	$10.86	**no data**	**no data**	$13.79	$14.30

Stakeholder Engagement

STAKEHOLDER ENGAGEMENT & REVIEW OF PLANNING MATERIALS

STAKEHOLDER ENGAGEMENT

A qualitative assessment of the City was conducted to supplement and fact check the findings of Task 1. Task 2, the Stakeholder Engagement Analysis, utilized two means of soliciting feedback from major stakeholders: one on one or small group interviews and an online survey.

The group of stakeholders interviewed was identified through consultations with City staff. Ultimately, invitations to participate in a one on one or small group interview were sent to 37 individuals representing the following stakeholder groups:

- Elected Officials – City of Bowie, Prince George's County and the State of Maryland
- Appointed Officials – City of Bowie and Prince George's County
- Developers – Developers of four major projects in the City
- Anchors – Major employers and destinations in/nearby Bowie
- Business Organizations – Largely nonprofits focused on business growth/incubation
- City Advisory Committees – Economic Development Committee, Advisory Planning Board

The JFI-Margrave Team met virtually with 20 different stakeholder groups. Each stakeholder group was asked a series of questions circulated in advance of the meeting. Though the questions asked to each stakeholder were personalized to that group, the questions asked typically included the following:

- What attracted you to Bowie?
- What do you believe to be Bowie's greatest strengths?
- What do you believe to be Bowie's weaknesses?
- In what ways do you feel supported by the City of Bowie?
- Are there areas of support you wish you had from the City of Bowie?
- What role do you believe the City should have in spurring economic development?
- Is the City doing enough to spur economic development? Is the City doing too much?
- What existing programs are you aware of that support economic development?
- Do you have ideas for new programs to support economic development?
- What is your largest priority from an economic development perspective?
- Where does the City of Bowie fall into [enter organization]'s broader economic development strategy?
- How can the City support [the organization]'s goals?
- Please describe your business/organization.

In addition to the stakeholder interviews, an online survey was made available to the general public of Bowie. John Henry King, City's Economic Development Director, posted the survey on January 1, 2022, and closed it on January 31, 2022, allowing for 31 days for residents of the City to give their feedback. In total, the survey received 67 responses. The online survey asked many of the same questions as were asked in the individual stakeholder interviews, such as:

- What attracted you to Bowie?
- What do you believe to be Bowie's greatest strengths?
- What do you believe to be Bowie's greatest weaknesses?
- What role do you believe the City should have in spurring economic development?
- Is the City doing enough to spur economic development?
- Is the City doing too much to spur economic development?
- What existing programs are you aware of that support economic development?
- Do you have ideas for new programs to support economic development?
- What is your largest priority from an economic development perspective?
- Would expanding the City's commercial businesses be desirable in order to lower the portion of property taxes paid by residents?
- Do you desire more employment opportunities within the City of Bowie?
- Would you support additional housing in Bowie to support the existing or future businesses?
- Should the City of Bowie taxpayer money be used to support economic development in the City of Bowie?
- Should the City of Bowie devote more time to existing business's needs, business expansion or maintain the status quo?
- How many minutes are you willing to drive to get to your preferred dining/restaurant?
- How many minutes are you willing to drive to get to your preferred job or place of employment/
- How many minutes are you willing to drive to get to your preferred shopping/stores?
- How many minutes are you willing to drive to get to your preferred doctor, dentist, accountant or lawyer?

THE FINDINGS

The findings from both the interviews and online survey were largely aligned. Major findings included the generally high satisfaction with the City; its services and quality of life; the ideal location of the City; the desire for increased higher quality retail; the lack of awareness of existing programs that support economic development; and a dichotomy within the community on growth. Some examples of the findings are noted below. Detailed findings from the stakeholder engagement analysis can be found in the strengths, weaknesses, opportunities and threats (SWOT) assessment in the next section of this document.

WHAT ATTRACTED YOU TO BOWIE?

- Close to DC and metro
- We were attracted to Bowie because it is a beautiful city and the green space was breath taking. The bike trails were also a lure.

WHAT DO YOU BELIEVE TO BE BOWIE'S GREATEST STRENGTHS?

- Community, opulence, numerous outdoor activities
- Its location between DC and Annapolis

WHAT DO YOU BELIEVE TO BE BOWIE'S GREATEST WEAKNESSES?

- Lack of substance: museums, commercial development, connected walking trails.
- Lack of good quality shopping, restaurants. We have the infrastructure- it's just full of blah options or empty store fronts.

WHAT ROLE DO YOU BELIEVE THE CITY SHOULD HAVE IN SPURRING ECONOMIC DEVELOPMENT?

- A large one. It is the City's responsibility to help encourage entrepreneurs as well as established businesses.
- Encourage economic development with regards to recreational experiences.

DO YOU HAVE IDEAS FOR NEW PROGRAMS TO SUPPORT ECONOMIC DEVELOPMENT?

- Create an identity for Bowie business. Perhaps a hub for entrepreneurs promoting green and technology solutions.
- Coordinate economic development and workforce development to create and keep jobs in Bowie

REVIEW OF PLANNING MATERIALS

In addition to direct engagement with stakeholders, the JFI-Margrave Team also reviewed several existing plans and studies on the City of to inform our Economic Development Strategic Plan. These documents, written as long ago as 2006 or as recent as 2021, provided a framework within with the JFI-Margrave Team's strategies must operate. The reviewed planning materials included:

- Approved Master Plan and Sectional Map Amendment for Bowie and Vicinity – February 2006
- Approved Bowie State MARC Station Sector Plan and Sectional Map Amendment – January 2010
- Bowie EDC Economic Competitiveness SWOT – 2015
- Bowie EDC Strategic Economic Development Vision for Bowie, Maryland in 2030 – October 2016
- City of Bowie Sustainability Plan – November 2016
- City of Bowie Trails Master Plan Update – September 2019
- Bowie and Prince George's County Retail Opportunities and Demographics – March 2020
- City of Bowie Development Sites & Transportation Projects Outline – December 2020
- City of Bowie Development Review Guidelines and Policies – March 2021
- Approved Bowie-Mitchellville and Vicinity Master Plan – March 2022

SWOT Assessment

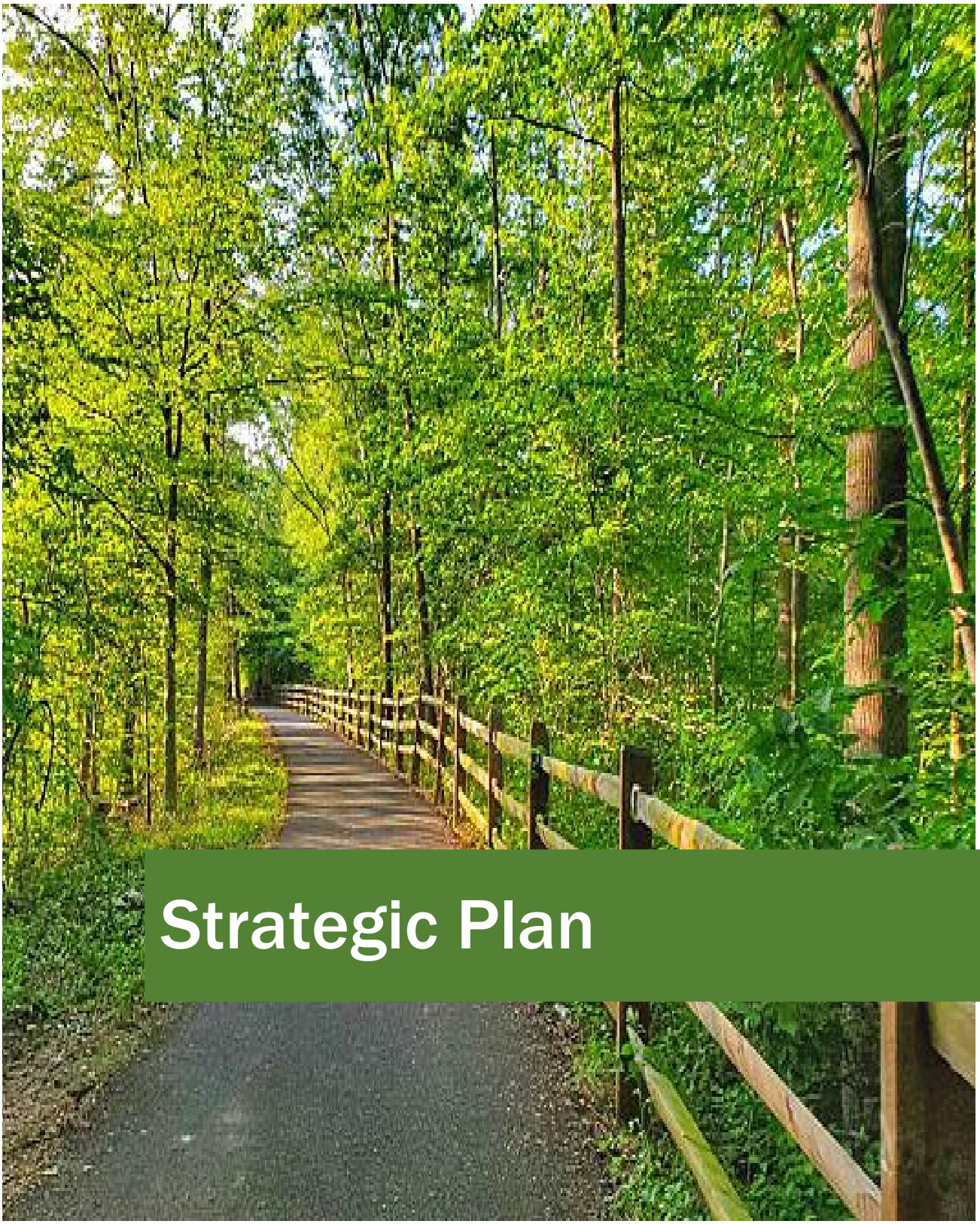
SWOT ASSESSMENT

A strengths, weaknesses, opportunities and threats (SWOT) assessment is a commonly used strategic planning technique to begin any sort of analysis of an organization's current operating conditions and to develop new strategies. A SWOT reviews areas where an organization is excelling, opportunities for improvements, organizational vulnerabilities and any obstacles that could jeopardize success.

Typically, strengths and weaknesses are internal to an organization, while opportunities and threats are external factors that still have an impact on the organization. This brainstorming exercise provides an assessment of an organization's current condition and begins to outline future opportunities, or in this case, recommendations for actions to spur economic development and solidify the City's economic development strategy.

STRENGTHS	WEAKNESSES
• The City has strong name recognition and generally has a positive connotation as being a safe, pleasant place to live. Name recognition is present in the County, but also in the region. • The City is home to a highly educated, high-income and diverse population. • Residents report a high quality of life in the City. Stakeholders reported on the quality of schools, relatively affordable housing stock and access to shopping and dining destinations as reasons Bowie has a high quality of life. Many enjoy and actively sought out a bedroom community to reside in. • The City government is viewed as strong and competent – residents are satisfied with government operations and believe high quality services are being provided for their tax dollars. • The City's financials are strong – there is a historically stable tax rate, a robust reserve, good bond rating, etc. • The City's police department provides excellent service that distinguishes incorporated Bowie from other areas of the County and contributes to the sense of safety within the community. • The City has a robust parks and recreation system. • Bowie is one of the few municipalities in Prince George's County with economic development staff.	• There is a perception that the City Council and community at large do not fully understand positive impacts of development or economic development. • The City has a smaller employment base than peer jurisdictions. • Growth in the City's employment base is lagging the County and many peers • There is a perception of antigrowth sentiment of some elected leaders. • There is a level of uncertainty of the City Council's stance on development in the process by the development/business community. • There is a lack of public transit connecting destinations within and in proximity to the City, resulting in auto-dependent development. • The City is not perceived to have a strong brand or identity that reflects modern Bowie; this results in a lack of a "sense of place." • The "bedroom community" sentiment in the City does not feel welcoming to businesses. • A perception that the City's external marketing to businesses appears limited. • The City doesn't appear to have targeted industry/industries to recruit and bring into the jurisdiction. • There is a perception that the City is litigious, which does not appear friendly to business. • City population is aging, but there is limited housing development to support younger residents moving into the community.

OPPORTUNITIES	THREATS
• The City is centrally located along major transportation routes and equal distance between Washington, DC, Baltimore and Annapolis. This location is ideal for those seeking a "bedroom community" environment. • The high traffic volume on major corridors in/around the City result in high visibility for Bowie. • The public schools in Bowie are perceived as better than public schools elsewhere in Prince George's County. • The high presence of federal workers residing in the City makes the community somewhat recession proof. • The City's proximity to Bowie State University can be used to build a workforce pipeline for City businesses. • The City has a large collection of sports and recreation facilities in and around its boundaries, including the Bowie Baysox, Bowie Race Track property and Liberty Sports Park. There is an opportunity to become a sports and recreation destination in the region.	• County development process is seen as a barrier. Businesses/developments must go through the County's process for permitting and approvals – this process is slow and unpredictable, making it less desirable to industry. • Prince George's County quality of life/schools are seen as lagging neighboring County peers. • There is a strong sense of 'NIMBYism' and vocal opposition to new development, particularly residential development. • High quality, desired retailers have left Bowie in recent years for nearby areas like Crofton or Gambrills. This has contributed to the perception that Bowie Town Center has declined in quality. • The City doesn't have enough high-quality amenities for the business community to keep employees in the area after work hours. • There is a disconnect between the desired amenities of the community and the economic reality of bringing those amenities to the City. • Bowie is not a focused priority area for the County or the State, so may struggle to receive funding attention from these entities. • There is a perception of traffic congestion throughout the City, making getting around difficult.



Strategic Plan

CITY OF BOWIE ECONOMIC DEVELOPMENT STRATEGIC PLAN

The JFI-Margrave Team has identified 12 recommended action items across four strategic areas of focus to support efforts to achieve the City's goals to support high quality job creation in and expand the tax base of the City. These proposed Recommended Actions will require policy changes, budget line items and potentially an increased Economic Development Department to fully implement the suggested changes.

STRATEGIC AREAS OF FOCUS

Over the course of this engagement, the JFI-Margrave Team continued to search for the most impactful strategies that could achieve the economic development goals of the City. To capture the energy and focus on this effort by all stakeholders, the JFI-Margrave Team needed to think about things differently. Rather than *only* giving the City a list of recommended actions, the JFI-Margrave Team pivoted to provide the City a strategy through **Strategic Areas of Focus**. Areas of Focus are the foundation stones of the strategy. They expand on the vision and start to create some structure to help the City to achieve its goals. Questions leading to the development of the Areas of Focus were:

"How can the City of Bowie, get the most 'bang for their buck'?"

"What 'big-ideas' can encapsulate the economic development recommended actions most effectively?"

"How can we be sure there are few targeted areas that through concentrating the recommended actions can effectively generate the most economic development impact?"

Through these questions, four Strategic Areas of Focus emerged:

1.) Utilize creative placemaking to support economic development, with an initial focus on Bowie Town Center.

2.) Leverage Bowie State University as the City of Bowie's most natural anchor institution.

3.) Distinguish the City as an athletic recreation tourism hub.

4.) Expand the City's business base through targeted business startup, attraction, expansion and retention efforts.

The four Strategic Areas of Focus are described on the subsequent pages along with their associated Recommended Actions. The JFI-Margrave Team intentionally drafted the Strategic Areas of Focus and their Recommended Actions as manageable yet incredibly impactful opportunities that can increase the number of non-residential taxpayers to reduce the residential taxpayers' burden and maintain and enhance a high quality of life for current and future generations.

FOCUS 1 | UTILIZE CREATIVE PLACEMAKING TO SUPPORT ECONOMIC DEVELOPMENT WITH AN INITIAL FOCUS ON BOWIE TOWN CENTER

Placemaking is a multifaceted approach to the planning, design and management of community spaces. In the City, increased placemaking could help capitalize on existing assets and add new resources to create a strong sense of place. Through real estate development, reconfiguration and activation of public and private spaces, new amenities and growth of the business base, the City can directly implement and support stakeholders to use placemaking in order to enact changes that promote health, happiness, well-being and comfort for any of the City's residents and visitors.

Placemaking is often most recognizable in downtowns, as downtowns tend to be the heart and soul of a community. In the case of a suburban areas, downtowns are the areas in which the community is often spending its time dining, shopping, and socializing. In many instances downtowns are a primary indicator of larger social and economic trends happening within a community. The City is often referred to as a bedroom community - a residential suburb inhabited largely by people who commute to a nearby city for work. In the case of Bowie, many of its residents are commuting to work throughout the region, predominately, Washington, DC. Despite earning their income outside of the City, many of these residents want to have daily conveniences and experiences near their home that come with a "downtown" environment.

Downtowns create hubs of convenience, experience and interaction for the community. They bring desired elements of a bustling urban area to a small town, simultaneously meeting the needs of the existing community while attracting others who want the "best of both worlds." Bowie Town Center is the logical location for a "downtown in Bowie," although the placemaking action items identified in this strategy can be broad applied to other targeted areas in the City. The initial strategic action items focus on this area because through its location, Bowie Town Center functions as the heart of the City. Bowie Town Center has the existing space, infrastructure and functionality to quickly implement these proposed actions, where in other developments in the City, that may not be the case.

Bowie Town Center was the most popular topic during the stakeholder engagement task. The most common critique of the Town Center is that residents and stakeholders feel that there is a gap between the retail that they desire and typically frequent and the retail tenants within the center. Stakeholders expressed that the lack of "high-end" retail within the Town Center has resulted in them shopping outside of Bowie. In summary, there is a misalignment between the aesthetic appearance and quality of the retailers in the Town Center and the socioeconomic makeup of the community.

While the modernization of the Bowie Town Center is perhaps one of the most impactful projects within the City and should be a core strategic focus of the City's economic development strategy, all areas of the City can benefit from enhanced placemaking to enhance the quality of the City's built environment to meet the changing needs and desires of its residents and employers. Other areas within the City, notably Old Town Bowie, could benefit from efforts to improve placemaking and attract new development activity. It is the JFI-Margrave Team's opinion that efforts at Bowie Town Center will have the strongest near-term impact. Building on success in these efforts, these strategies could be subsequently deployed to other areas in the City. The JFI-Margrave Team suggests the City focus on the following six Recommended Actions to create

a long-term impact on the success of the Town Center and other targeted areas, such as Melford and Old Town Bowie, within the City:

RECOMMENDED ACTION 1 | ACTIVELY MARKET AND SUPPORT RETAIL SPACE AND ENCOURAGE HIGH QUALITY DEVELOPMENT

The decline in perceived quality of the Bowie Town Center has been touched on by nearly every stakeholder group interviewed during the creation of this strategy. Given the Bowie Town Center's position to be a major anchor within the County, as well as its central location and outsized draw, the success of this center is critical to the success of Bowie's commercial tax base.

The Bowie Town Center has a relatively high occupancy rate, so from the perspective of the ownership group, it may be considered a successful and viable property. If the City desires to see higher caliber tenants, they should play an active role in the attraction and retention of "high quality" retailers through a curated, proactive approach to assist property owners to attract desirable tenants to the property. The City can help do this by providing Bowie Town Center ownership, as well as targeted businesses, with marketing tools and data points demonstrating the demographics and income levels within the City, or by representing the City at large trade shows and events, such as the International Council of Shopping Centers. In its soon to be released Economic Development Strategy, Prince George's County identifies Destination Retail as a key industry. The City should identify ways to work with the Prince George's County Economic Development Corporation to integrate City retail efforts into the broader County strategy.

In addition to providing proactive support to development and retail attraction efforts described above, an immediate low-cost policy option to enhance Bowie Town Center (as well as other identified target areas like Old Town Bowie) is for the City to continue to host events and programs on site. Moving existing events such as the Bowie Farmers' Market, summer concert series, and holiday events as well as supporting new events in these areas will drive traffic and populate activity.

RECOMMENDED ACTION 2 | CONTINUE TO SUPPORT MIXED-USE DEVELOPMENT IN KEY AREAS OF THE CITY AS A TOOL TO ENCOURAGE PLACEMAKING, VIBRANCY AND WELL-PLANNED DENSITY.

By far the largest trend in real estate development, particularly in the Baltimore-Washington Metropolitan area, is the development of mixed-use communities that provide an active and engaging place to "live, work, play and learn." These types of development often mix residential, commercial and office settings to create a dynamic environment that is activated 18 hours a day, whereas each use on its own may only be active within smaller windows of time. When designed properly, mixed use developments become robust economic anchors and destinations within an area. Additionally, having multiple uses collocated reduces the need for separate vehicle trips, thereby reducing traffic in and around the development.

Specific to the City of Bowie, support for mixed-use developments helps to accomplish two major goals of the municipality: growing the tax base to reduce the burden on single family residential property owners and diversifying the housing stock to provide housing attractive to a young professional in an attempt counteract the City's aging population. Residential components of mixed-use projects are often multifamily rental buildings, which have a low burden on municipal services. Though rental buildings are common in mixed-use developments, fee-simple products can also be

utilized to create a dynamic environment. The Maple Lawn community in nearby Howard County has created a neighborhood of nearly entirely fee-simple products with a thriving retail environment that has become an anchor for the area.

Bowie Town Center provides a significant mixed use development opportunity. The City of Bowie received a referral from M-NCPPC for a proposed subdivision plan for the Sears property at Bowie Town Center where a developer has proposed a mixed-use concept for the property. There are several conditions required by the developer for this mixed-use development, including a maximum of 600 units within the development on Lot 6.

Based on the feedback from numerous stakeholders there is a clear need within the City for a rental housing, as well as a desire for additional and higher quality retail to locate at Bowie Town Center. Changing patterns of development are favoring denser, more urban, mixed-use development and the younger workers driving key sectors such as information technologies, government contracting and research-intensive industries targeted by the County are increasingly favoring more urban settings. Supporting mixed use development can, in many ways, support both retail and economic development while meeting demands for rental housing. With the additional density or "roof tops" added to support the retail base, the Town Center will be better able to attract the desired retailers and attract younger, high demand workers. Although the JFI-Margrave Team is not endorsing any specific plan or developer, the concept to add a "live, work, shop" element to Bowie Town Center will help create the desired ecosystem that many residents find attractive. Similar concepts could be applied elsewhere in the City, such as Melford.

Successful mixed-use developments, provide integrated housing retail and office space to create the "live, work, play" environment desired by many employers and younger workers. Prior to the covid-19 pandemic, which is reshaping the national and regional commercial real estate markets, Prince George's County lagged its core peers (Montgomery County and Fairfax City/County) in office space inventory, price and vacancy. Historical patterns of development and demand have favored the development of industrial and flex space in the County over office space. In 2019 (the year before the pandemic), Prince George's County accounted for only 5.6% of the Washington Metropolitan Area's inventory of office space, but 11.6% of Flex space and 19.9% of Industrial Space. The lower rental rates charged for office space in the County compared to neighboring jurisdictions makes the County attractive to office users, but these rates have been identified as a barrier to the development of new and speculative office space, as County land and development costs are not much lower than regional peers. Consistent with the County as a whole, the City has seen only limited demand for office space, despite its location on Route 50 and strong workforce assets. With 1.8 million square feet of office space, the City lags both closer in County (College Park, Greenbelt, Laurel) peers and Annapolis in its inventory of office space.

While a lack of demand has limited past development of office space in the City, demand conditions can be expected to change in the future. Prince George's County is becoming a more attractive location for the technology and professional, scientific, and technical services firms that drive the larger Maryland and Washington Metropolitan Area economies. Additionally, the market for office in some inner-Beltway developments, such as UMD's Discovery District, are doing well. Moreover, while the effects of the current pandemic on commercial real estate have been quite negative, one line of thought is that it may create more demand for lower cost suburban options for satellite office space outside of higher cost city centers and located closer to the region's predominantly suburban

workforce. As a result, the City should consider working with the development community to retain some of its prime development space in existing and planned mixed-use communities for future office space demand through formal agreements, incentives and zoning. This will position the City to capture some of the expected County growth in technology businesses and professional, scientific, and technical services.

Another method of supporting attractive mixed-use development is to encourage walkability, bikeability and related creative placemaking in new developments. Despite the fact that the City does not grant entitlements for new developments, the City's stated opinion on projects does carry weight with the Prince George's County Planning Board. As such, the City should continue to encourage and promote walkability and bikeability in new developments as a way to provide increased connectivity and create a stronger sense of place. This concept is especially important for infill development, which may happen in smaller, piecemeal segments. Large master planned communities tend to include these principles in their designs, but working to enhance the walking and biking routes throughout town to major commercial destinations will continue to make Bowie and attractive place to new businesses and residents.

RECOMMENDED ACTION 3 | CREATE A RETAIL ATTRACTION FUND

A retail attraction program or fund should be considered in the City in order to address the community's perception of not having the appropriate level of retail within the City's boundary commensurate with the levels of income that the City's residents have. A retail attraction fund or forgivable loan program could be used by the City to encourage new restaurants, grocery or specialty food stores, clothiers, home goods companies, and other unique/boutique shops to locate in the City. Under such a program, funds could be used for signage, storefront improvements, interior improvements, or relocation costs as either a local match for private investment or a grant to incentivize this retail attraction effort. These efforts should be initially focused on Bowie Town Center and other target communities, notably Old Town Bowie, but flexible enough to support related desirable investments in other communities.

RECOMMENDED ACTION 4 | IMPLEMENT A COMMERCIAL FAÇADE IMPROVEMENT PROGRAM

Many of Bowie's peer municipalities have implemented Commercial Façade Improvement programs as a way to incentivize and subsidize the cost of improvements made to commercial buildings. Each program works slightly differently, but generally provides a grant that can be used for enhancements to the public realm and streetscape of a business – paint, signage, windows, lighting, street greenery, outdoor furniture, etc. The Maryland Department of Housing and Community Development's "Community Legacy" program provides funds to municipalities to create these types of programs, meaning a program could be implemented at no out-of-pocket cost to the City. Once a program is established, the City can promote the program to property owners and businesses, particularly those in need of aesthetic enhancements, to encourage investments into the streetscape.

RECOMMENDED ACTION 5 | WORK WITH COUNTY OFFICIALS TO STREAMLINE PROCESSES FOR PERMITS, INSPECTIONS AND ENFORCEMENT.

The real-estate and residential communities alike have expressed concerns with the amount of time is takes to navigate the Prince George's County permit and approvals process. Many stakeholders lamented that the process has gotten better over time, but still lags in comparison to other counties

in Maryland. Though the City does not control this process, it is still a barrier that has resulted in business leaving Bowie for nearby Anne Arundel or Howard counties.

As it has done in the past, the City should continue to advocate for enhanced and streamlined processes at Prince George's County's Departments of Permits, Inspections and Enforcement (DPIE). As the largest municipality in the County, Bowie is adversely affected by these policies more than any other jurisdiction. City staff and legislators should regularly meet with the County officials to determine if there are ways the City can support efficient processes at the County level, as well as to bring up any recurring issues experienced by property owners in the City.

RECOMMENDED ACTION 6 | COMPLETE AN ASSESSMENT OF PROPERTY IN OLD TOWN BOWIE AND CREATE AN AREA DESIGNATED FOR SMALL AND LOCAL BUSINESSES.

There is desire by many of the stakeholders interviewed for Old Town Bowie to become a vibrant "main street" destination. Existing land ownership and uses within Old Town are fragmented, resulting in a piecemeal built environment. Currently, Old Town Bowie is made up only of a few blocks connected by a bridge anchored by the Welcome Center and Railroad Museum. The area has one large restaurant surrounded by several antique shops and other small businesses or residences. There is no comprehensive plan or strategy focused specifically on this part of the City. In the past there have been attempts by the City to acquire property in order to support local artisans, but unfortunately the attempts were unsuccessful.

The City should embark on a planning effort and conduct an assessment of the land within Old Town. This property scan should look at building ownership, land use and any businesses currently located in the area. From there, the City can scan the area for potential property acquisition by the City or County and, in turn, opportunities for repurposing buildings in Old Town into uses such as galleries, workshop space, maker space, technology economy style startups, small eateries/dining options, boutiques and retail for the community and tourists. This type of investment may also require rental assistance, incentives and other subsidy from the City based on the what types of tenants the city would like to prioritize in the area. However, by creating a place for small businesses to locate outside of the high price tags of other larger developments, it can create the charming main street style hub that has been envisioned by many.

FOCUS 2 | LEVERAGE BOWIE STATE UNIVERSITY AS THE CITY OF BOWIE'S MOST NATURAL ANCHOR INSTITUTION.

Anchor institutions are place-based, mission-driven entities such as hospitals, universities, and government agencies that leverage their economic power along with their human and intellectual resources to improve the long-term health and social welfare of their surrounding communities. Despite not being within its incorporated limits, Bowie State University (BSU) is the clear and natural anchor institution for the City. Moreover, BSU is expanding its efforts to support economic development adjacent to the City through building and planning new buildings along the campus edges, and entering into a joint development solicitation with the County to develop the 97 acres adjacent to campus at the MARC station. Cooperation between the City and BSU in these activities can enhance the success of each.

BSU has 6,308 students, 1,904 of which reside on campus and nearly 1,000 employees working on campus every day. Under the bold leadership of the current President, BSU has an impressive talent pool of young professionals and is making headlines for new partnerships and programs. Many of these programs involve workforce development, entrepreneurship and supporting small businesses. As the first Historically Black College in Maryland, BSU hosts an incredible pipeline of talent pointedly, young women and minority achievers that can be a strong addition to the diversity of the City, which has been described as a priority of the City.

Anchor institutions - with the proper incentives and motivation - have the economic potential to leverage their assets and revenues to promote local private sector development through means such as:

- Directing a greater percentage of their purchasing power toward local vendors based in the community.
- Hiring a greater percentage of their workforce locally.
- Incubating the development of new businesses, including social enterprise nonprofits.
- Serving as an advisor or network builder.
- Leveraging real estate development to promote local retail, employer-assisted housing, and community land trusts.
- Contributing to a vibrant community by providing a well-educated workforce that may choose to remain in the area post-graduation.

By using the tools above, anchor institutions can have a major impact on the economic development in the local community. A great local example of an anchor institution supporting the economic development goals of its community is the University of Maryland, College Park and its outsized impact not only on the City of College Park, but also on neighboring jurisdictions like Riverdale Park and University Park. If harnessed properly, similar effects may be able to take place in the City.

BSU is not within the limits of the incorporated City of Bowie, however, the two entities share a name and are major stakeholders to one another. The relationship between the City and University seems to change over time depending on leadership and any pressing issues at the moment. Creating a year-round, evergreen relationship and partnership with BSU could strengthen the local economy by leveraging BSU's position as an anchor institution with positive spin out effects on the City. Recommended Actions to help foster the relationship with BSU include:

RECOMMENED ACTION 7 | CONTINUE TO SUPPORT THE BOWIE BUSINESS INNOVATION CENTER AND DEVELOP INCENTIVES FOR ITS GRADUATES TO PERMANENTLY LOCATE IN BOWIE.

The creation of the Bowie Business Innovation Center (Bowie BIC) as a tool for growing and incubating small business is a huge asset to the region that helps Bowie stand out among its peers. The City should continue funding this organization, but also look at new and creative ways to continue to drive value out of the dollars the City puts into the Bowie BIC.

Though the work of Bowie BIC is undoubtedly impactful, the program is open to business located throughout Prince George's County, and as a result, many of the successful businesses stemming out of the BIC do not touch or directly impact Bowie's economy. The City should develop a program to further incentivize Bowie BIC alums to stay in, or relocate to, Bowie. One way this can be accomplished is by working with landlords of commercial products in the City with high vacancy rates to develop a feeder program, linking Bowie BIC graduates to available commercial spaces in the City. If possible, these linkages could be further supported by City provided lease supports or

selected landlords may be able to provide temporary reduced rates to Bowie BIC companies in order to keep them within City limits. This could enhance demand for office space in the City, reduce vacancy rates and enhance the City's ability to maximize the local economic impact of its investment in the Bowie BIC. If successful, this program could be extended to federal contractors, small businesses, and other City targeted industries.

RECOMMENDED ACTION 8 | DEVELOP A 'LIVE WHERE YOU WORK' PROGRAM.

Live Where You Work programs have been established throughout the region as an incentive to encourage a specific group of people to purchase homes within a particular area. These programs work to lessen commute times, reduce reliance on single occupancy vehicle trips to get to work, increase engagement between a community and eligible employees, and can be a meaningful human resources tool to attracting and retaining top talent. The City of Bowie should consider working with BSU to develop a Live Where You Work program to encourage BSU faculty and staff to purchase a home within City limits. Typically, these programs are geared towards homeowners and provide down payment or closing cost assistance in the form of a forgivable loan to qualified individuals who purchase a home within City limits. Additionally, this is a benefit that could be extended to targeted employers (such as Innovalon) as well as to City staff itself building on the City Grants Department's program to assist with closing costs for nurses, teachers, police, and other employees. Municipal employees who reside within the City are often consider "essential employees" due to their proximity to work and can often support the City during major weather events and situations where far travel to City Hall is not reasonable.

Existing programs within the County, such as the College Park City-University Partnership Homeownership Program, require each participating entity to make a financial contribution to fund the program. The Maryland Department of Housing and Community Development's "Community Legacy" program provides additional funding to municipalities that can be used to establish, and fund, these types of programs, limiting the cost to Bowie.

Beyond the specific actions the JFI-Margrave Team has proposed above, below are additional ideas that could spur a more tangible and positive relationship with BSU:

- Advertise BSU events and share good news stories through the City's local media channels, such as the Bowie Spotlight.
- Create a stronger BSU presence within the City through marketing campaigns and the presence of BSU paraphernalia at local businesses as a way for the business community to support and promote the University and vice versa.
- Create an internship program for BSU students with the City. Municipal governments provide a diverse array of employment experiences from finance to engineering to public safety, which would provide important experiential learning opportunities for BSU students while enhancing the relationship between the City and the University.
- Integrate the City into the campus culture at large BSU events, such as Homecoming, to demonstrate that the community is celebrating the University.
- Work with the local business community to offer BSU students, faculty, staff discounts at City retailers.
- Support Bowie State University's application to become a RISE Zone through the Maryland Department of Commerce.

FOCUS 3 | DISTINGUISH THE CITY OF BOWIE AS AN ATHLETIC RECREATION HUB

There is a high concentration of existing, new and future development opportunities related to recreation within and adjacent to the City. An opportunity exists to capitalize on the tourism needs of those athletes, teams and families utilizing these facilities as a way to spur economic growth. The covid-19 pandemic inspired a resurgence in the world of active outdoor lifestyle, specifically, walking, jogging and bicycling. Due to the City's well connected trail system, open spaces and other recreational amenities, the City can capitalize on these strengths as an economic development generator.

The City and its surrounding communities have an incredibly impressive array of sports and outdoor recreation venues. There are City facilities, Maryland-National Capital Park and Planning Commission (M-NCPPC) facilities and other privately run venues. The City has numerous playgrounds and community centers, a minor league baseball team, an ice arena, and some of the best access points to many trail systems, including WB&A connecting into Anne Arundel County. Also within close proximity to the City is the Patuxent Wildlife Research Refuge, a 12,000 acre protected wildlife area. The City should lean into these amenities and brand itself around being a recreation destination.

In addition to the existing assets, the addition of the Liberty Sports Park and adjacent South Lake community, which will both boast recreational fields, courts and host tournaments, has the potential to become a major recreation draw in the region. Liberty Sports Park will feature dining, hotel and entertainment options just footsteps away from its 10 lit turf and grass fields. The South Lake Community, will have courts, fields and even a hotel that will begin to host youth sports and tournaments, drawing leagues from around the region. The City will undoubtably see an uptick in athletic tourism once this facility opens and may begin to see increased demand for retail, hotels, entertainment and dining before, after, or between games. Additionally, the City of Bowie will become the owner of the Bowie Race Track property on (or before) December 31, 2023 as part of a larger restructuring of horse racing tracks in Maryland. Below are three Recommended Actions that could move the City toward an overall athletics tourism strategy:

RECOMMENDED ACTION 9 | MARKET THE CITY AS AN ATHLETIC RECREATION TOURISM HUB

The City should develop a targeted campaign to proactively marketing the City as a destination for athletic events and recreation. The City should work in cooperation with leadership of nearby private organizations, such as Liberty Sports Park or the Bowie Baysox to amplify messaging and promotion. Specific items to focus on are:

- Work with youth and adult sports leagues to market the City for tournaments and leagues, ensuring leagues are privy to other assets of the City beyond their athletic facilities.
- Work with the Bowie Baysox to determine some creative ways to program the stadium when it is not in use by the club, such as concerts, farmers markets, athletic events and other performances.
- Develop marketing materials on City assets, such as hotels, restaurants entertainment venues for distribution to athletic events planners and possibly even event participants.

RECOMMENDED ACTION 10 | WORK TO REDEVELOP THE BOWIE RACE TRACK PROPERTY INTO A REGIONAL RECREATION DESTINATION.

In 2023, the City of Bowie is poised to become the owner of the Bowie Race Track facility as part of a larger restructuring of horse tracks in Maryland. The Bowie Race Track, which has been vacant and unused since the mid-1980s, is a huge opportunity to preserve the community's equine history while turning the blighted land into a recreation facility. Per an agreement executed in December 2020, the City should work closely with Bowie State University to develop a plan for the property and timeline for implementation. If properly planned and executed, there is potential for the property to become a revenue generator through the fees for hosting events for the City, as well as an amenity to the surrounding communities.

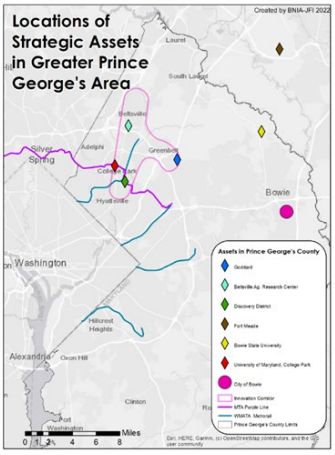
FOCUS 4 | EXPAND THE CITY'S BUSINESS BASE THROUGH TARGETED BUSINESS STARTUP, ATTRACTION, EXPANSION AND RETENTION EFFORTS

With only 0.29 jobs per resident, retail leakage, and strong development potential in areas such as Melford, the City has the potential to expand its job base through targeted business startup, expansion and retention efforts. An expanded employment and commercial base will support the core strategic goal for the City of Bowie of lowering the tax burden on residential home owners, part of the impetus behind developing this strategy. As the City grows and additional services are being provided, it is important to the City Council to avoid homeowners carrying the full burden of those costs. As such, the City needs to grow, attract and retain commercial enterprise into the City. Typically, commercial buildings have a low need for service, yet contribute significantly in tax dollars. The analysis completed in Task 1 identified the following industries are areas where the City has the potential to attract more employment:

- Information Technology Services cluster, where the City is home to companies such as Inovalon.
- Government Contracting (overlapping with Information Technology Services).
- Hospitals and Health Services cluster, with the City experiencing strong growth in health care services employment.
- Destination Retail cluster, with the City having a high concentration of retail employment.

The City should target these industries to recruit into the City through a branding campaign, targeted outreach and strengthening relationships with the broker community and Prince George's County Economic Development Corporation.

There is an incredible array of major anchors nearby that many smaller or similarly compatible companies would want to co-locate near, such as, Bowie State University, University of Maryland College Park, NASA Goddard, Beltsville Agricultural Research Center, Fort Meade and many Prince George's County Government facilities, but still be proximate to Washington, DC, Annapolis and Baltimore. Given the City's location, there is an opportunity to recruit companies working with these anchors to Bowie. The JFI-Margrave Team has two Recommended Actions focused on creating an overall Targeted Business Startup, Expansion And Retention strategy:



RECOMMENDED ACTION 11 | CREATE AND IMPLEMENT A TARGETED MARKETING CAMPAIGN TO ATTRACT THE INFORMATION TECHNOLOGY, GOVERNMENT CONTRACTING, HEALTH SERVICES AND DESTINATION RETAIL SECTORS

A core goal of this strategy is for the City to diversify and expand its employment base through the attraction of high quality office and retail users. The JFI-Margrave Team has specifically identified the Information Technology, Government Contracting, Health Services, and Destination Retail sectors as core targets based on its assessment of the City economy and the Prince George's County Economic Development Strategy. In order to attract these and related industries, the City should develop a targeted marketing campaign integrated with the County's soon to be released strategy and develop materials to identify available real estate assets, City strengths (workforce, location, real estate costs, consumer base, etc.). The City Economic Development Department should work with key County economic development stakeholders (PGCEDC, developers, and others) to support, design and implement this campaign and continue to focus on marketing through the broader real estate broker community as well as directly to key regional/national business organizations.

A core goal of this targeted marketing effort will be to target CEO'S and C-suite level business leaders who reside in the Bowie to Annapolis corridor and begin to market the City as a means for relocation out of Washington DC. Our nation's capital is an incredible location for government contractors, technology innovation companies and an array of new and old businesses to choose to headquarter in the area. However, rather than living in Washington, DC, business leaders tend to reside outside of the District. As a result, many business leaders find themselves on the corridor from Bowie to Annapolis, MD due to its high quality of life and suburban nature. Since Bowie is located between both Annapolis and Washington, DC, the City should consider targeting CEO's and C-Suite level leadership to locate their businesses in Bowie as a means to simplify commutes for themselves and their employees, save on office rental costs and ensure increased access to parking. Many of the largest companies in Prince George's County have relocated their offices due to the

location in which their CEO's or C-Suite Level leaders live. This targeted campaign could be led by the Economic Development Office.

To support this targeted marketing effort the City should enhance its ongoing outreach efforts to County and regional business organizations. There are many local business groups in and around Bowie and Prince George's County. The City currently interacts with many of the business groups, however, the City of Bowie should take a more proactive approach to interacting with them as a means to promote the City of Bowie as a community open for business. While these groups are often used for networking, there also are likely to be touchpoints with existing small businesses within the City, as well as opportunities to connect with startups or businesses outside the limits and relocate them to Bowie. Examples of groups that may be worthwhile increasing engagement with could be the Greater Bowie Chamber of Commerce, the Greater Prince George's Business Roundtable or the Prince George's County Chamber of Commerce. Additionally, being that Bowie is the County's largest municipality, the City should consider being represented in appointed/elected positions on one or a number of Boards for these organizations.

RECOMMENDED ACTION 12 | ENHANCE AND INCREASE PROMOTION OF THE CITY'S EXISTING ECONOMIC DEVELOPMENT TOOLS AND PROGRAMS.

While there was broad support for the City's economic development efforts among the businesses and developers in interviewed, a common theme during these interviews and the online survey was the lack of knowledge about and utilization of these programs and tools. The economic development page on the City's website provides access to excellent resources, such as Bowie SizeUp, a market analysis tool; profiles of new and upcoming exciting projects; and the City of Bowie Loan Fund. These resources exist but aren't well known by stakeholders or residents. The City should work to better promote these and other resources in order to aid the business community within its limits.

IMPLEMENTATION MATRIX

The Implementation Matrix is a tool designed to assist City staff and elected officials with the implementation of each of the Recommended Actions outlined in the previous section. The Implementation Matrix gives basic information necessary to start working on executing any particular action item. As such, the matrix is not an all-encompassing tool, rather is used to provide the most "need to know" information for each action based on the project team's knowledge as of the date of this document. Over time the City should make slight revisions and updates to the Implementation Matrix to ensure it reflects any current realities not anticipated at the time the document was drafted. Specifically, the Implementation Matrix provides the following information:

- **Strategic Area of Focus & Recommended Action** – identifies each Recommended Action and the Strategic Area of Focus the action correlates to.
- **Leader/Implementer –** identifies who from the City should lead the effort - City Council or Staff. Although all items may pass through both entities, it is important to distinguish the origins of each Recommended Action's implementation.
- **Partners** – lists any notable partners to work with when implementing the Recommended Action.
- **Budget Impact** – indicates the estimated budget impact of the Recommended Action. To guide this portion of the matrix, the JFI-Margrave Team has come up with the following budget estimates:
    - **$** - This item is estimated to cost between $0 and $25,000 to implement.
    - **$$** - This item is estimated to cost between $25,00 - $50,000 to implement.
    - **$$$** - This item is estimated to cost more than $50,000 to implement.
- **Timeframe** – outlines how quickly the action can be implemented. To guide this portion of the matrix, the JFI-Margrave Team has come up with the following definitions:
    - **Short-Term** – this action is relatively quick and can be completed either with little prep, typically within 6-12 months from action initiation.
    - **Mid-Term** – this action is anticipated to take a moderate amount of time to fully implement, between 12-24 months, and/or involves a moderate level of preparation to be able to start implementation. Preparation could involve aligning partners, preparing for a budget impact, or completing any precursor activities that must take place before implementing the action.
    - **Long-Term** – this action is anticipated to take a long time to fully implement and requires significant preparatory work before implementation can begin. Actions labels as long-term may take anywhere from 2-5 years to fully implement.
- **Key Goals of the RFP** – ties back to the original goals of the RFP, which are:
    - 1. Offer strategies to the City that will maximize the use of its economic assets and overcome any key challenges that currently impede the City's competitiveness in attracting, retaining, and developing high-growth industries and stimulating economic growth.
    - 2. Identify the industries, industry locations and real estate structures that have the best opportunity to thrive in the City and that can be economic generators and catalysts for the City.
    - 3. Identify current and potential regional high-growth industries, assess regional industrial and commercial market activity, and analyze the City's key economic competitive advantages and challenges in attracting these high-growth industries.
    - 4. Identify gaps, challenges, and opportunities and offer recommendations for high quality

job creation in the City. Identify retention and attraction and prepare the City's labor force to meet the future workforce (labor) demand in the region. Job growth should be tied to a specific metric e.g., increasing the number of local jobs from 30% to 55% in the next 20 years.

- 5. Identify economic development strategies that will increase the City's net tax base by generating tax revenues that exceed the cost of public services needed to serve the new development.

- **Notes** – any additional notations or pieces of information that may be helpful to implement this action.

Focus Area	Recommended Action	Lead	Budget Impact	Potential Partners	Time	RFP Goal	Notes
1 UTILIZE CREATIVE PLACEMAKING TO SUPPORT ECONOMIC DEVELOPMENT WITH AN INITIAL FOCUS ON BOWIE TOWN CENTER	1.) ACTIVELY MARKET AND SUPPORT RETAIL SPACE AND ENCOURAGE HIGH QUALITY DEVELOPMENT	City Council/ City Staff	$-$$$	Washington Prime Group	Long-Term	1,3	This is a long-term item since this action should be continued over time. However, can begin immediately.
	2.) CONTINUE TO SUPPORT MIXED-USE DEVELOPMENT IN KEY AREAS OF THE CITY AS A TOOL TO ENCOURAGE PLACEMAKING, VIBRANCY AND WELL-PLANNED DENSITY	City Council	$-$$	M-NCPPC, private property owners, developers	Long-Term	1,3	This is a long-term item since this action should be continued over time. But expression of supporting this could happen immediately.
	3.) CREATE A RETAIL ATTRACTION FUND	City Council/ City Staff	$$$	-	Mid-Term	1,3	-
	4.) IMPLEMENT A COMMERCIAL FAÇADE IMPROVEMENT PROGRAM	City Council/ City Staff	$$-$$$	Maryland DHCD	Mid-Term	1,3	-
	5.) WORK WITH COUNTY OFFICIALS TO STREAMLINE PROCESSES FOR PERMITS, INSPECTIONS AND ENFORCEMENT	City Council	$	Department of Permits, Inspections & Enforcement	Short-Term	1,3	-

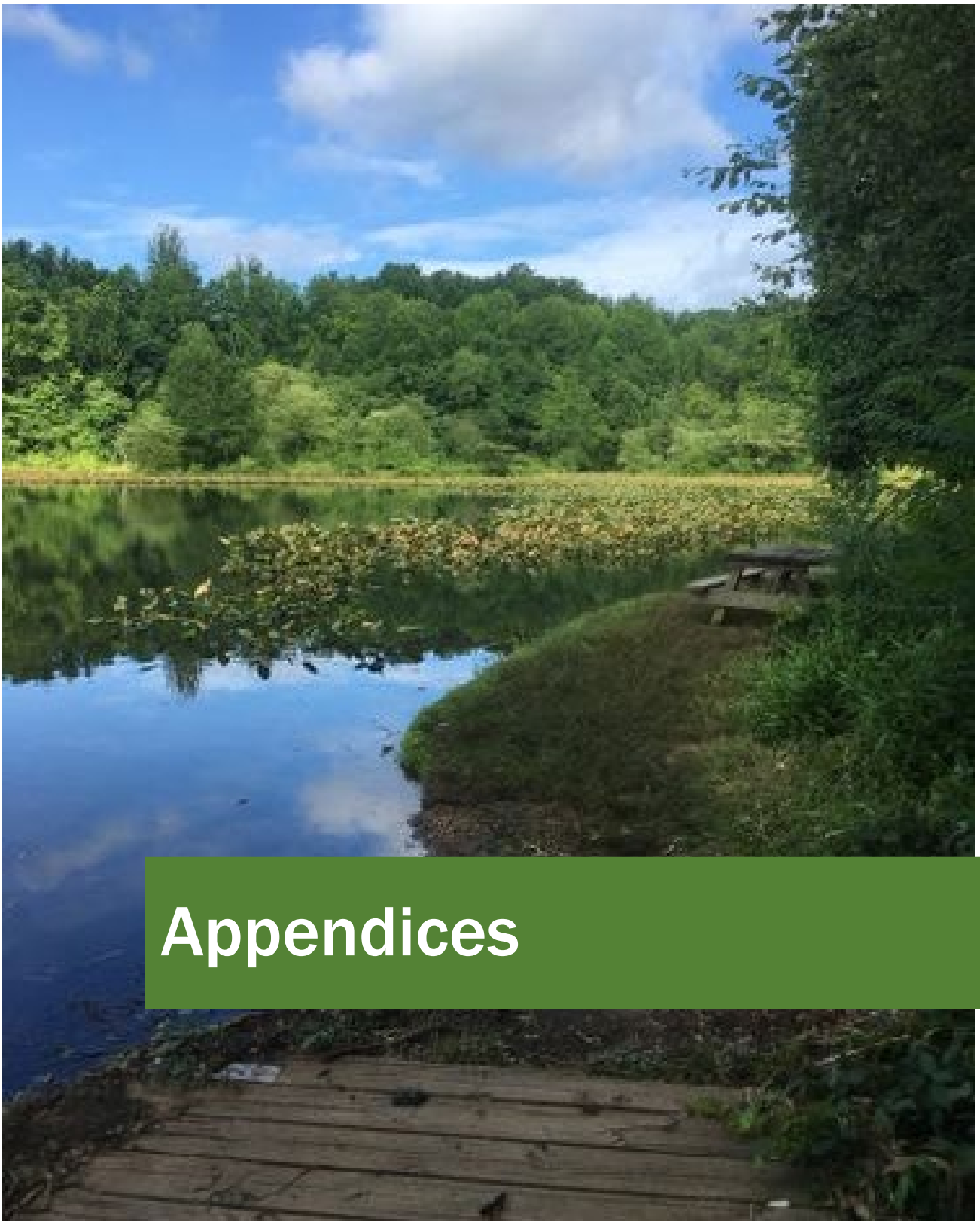
	6.) COMPLETE AN ASSESSMENT OF PROPERTY IN OLD TOWN BOWIE AND CREATE AN AREA DESIGNATED FOR SMALL AND LOCAL BUSINESSES	City Staff	$	Private Property Owners/ Prince Georges County	Mid-Term	1,3	While the scan may be less costly, acquisition of buildings would require appropriate funding.
Focus Area	**Recommended Action**	**Lead**	**Budget Impact**	**Potential Partners**	**Time**	**RFP Goal**	**Notes**
2 LEVERAGE BOWIE STATE UNIVERSITY AS THE CITY OF BOWIE'S MOST NATURAL ANCHOR INSTITUTION.	7.) CONTINUE TO SUPPORT THE BOWIE BUSINESS INNOVATION CENTER AND DEVELOP INCENTIVES FOR ITS GRADUATES TO PERMANENTLY LOCATE IN BOWIE	City Council	$$	Bowie BIC, Local Landlords	Long-Term	2,4,5	While continued support of the BIC can happen immediately, it will take some time to develop incentives with local landlords in an effort to retain or relocate BIC graduates.
	8.) DEVELOP A 'LIVE WHERE YOU WORK' PROGRAM	City Council/ City Staff	$$-$$$	Bowie State University, Major Employers within the City	Long-Term	2,4,5	Development of such a program will take time to draft guidelines, solicit buy in from employers and gather funds.

Focus Area	Recommended Action	Lead/ Impl.	Budget Impact	Potential Partners	Time	RFP Goal	Notes
3 DISTINGUISH THE CITY OF BOWIE AS AN ATHLETIC RECREATION TOURISM HUB.	9.) MARKET THE CITY AS AN ATHLETIC RECREATION TOURISM HUB	City Council/ City Staff	$-$$$	Marketing Consultancies, Bowie Baysox, Liberty Sports Park, M-NCPPC, etc.	Long-Term	2,4,5	This is a long-term item since this action should be continued over time. However, can begin immediately.
	10.) WORK TO REDEVELOP THE BOWIE RACE TRACK PROPERTY INTO A REGIONAL RECREATION DESTINATION	City Council/ City Staff	$$$	BSU	Long-Term	5	Though the planning for the race track property should start immediately, it will take several years over many phases to fully implement this item.
Focus Area	**Recommended Action**	**Lead/ Impl.**	**Budget Impact**	**Potential Partners**	**Time**	**RFP Goal**	**Notes**
4	11.) CREATE AND IMPLEMENT A TARGETED MARKETING CAMPAIGN TO ATTRACT THE INFORMATION TECHNOLOGY, GOVERNMENT CONTRACTING, HEALTH SERVICES AND DESTINATION RETAIL SECTORS	City Staff	$$	Private Office Space Brokers, Marketing Consultancies, Government Contractor Firms, Curated Retailers, etc.	Long-Term	2,4,5	This is a long-term item since this action should be continued over time. However, can begin immediately.

EXPAND THE CITY'S BUSINESS BASE THROUGH TARGETED BUSINESS STARTUP, ATTRACTION, EXPANSION, AND RETENTION EFFORTS	**12.) ENHANCE AND INCREASE PROMOTION OF THE CITY'S EXISTING ECONOMIC DEVELOPMENT TOOLS AND PROGRAMS.**	City Staff	$	Business Community	Long-Term	2,4,5	This is a long-term item since this action should be continued over time. However, can begin immediately.

CONCLUSION

As the largest of Prince George's County's municipalities, the City is a thriving community that offers a high quality of life and services to its residents. In order to continue its success, expand tax revenues, and better meet the retail and employment needs of its residents, the City needs to expand its business and employment base. With a fiscally sound City management structure, central location, competitive real estate market, strong workforce development assets, and a key economic development anchor, the City can attain its economic development goals. The City commissioned this Economic Development Strategy with this planned success in mind. The JFI-Margrave Team believes that this fact-based, stakeholder driven and actionable strategy consisting of four economic development foci and 20 specific Recommended Actions will assist the City to achieve its goals of increasing the number of non-residential taxpayers, expanding City revenues, and diversifying its business base. Doing so will require that the City work with a wide range of internal and external stakeholders. As a result, the City must invite its partners to buy in and participate in implementing this strategy. In doing so, this strategy will help the City to maintain and enhance a high quality of life, bring more shopping and employment choices to residents and continue to make Bowie an attractive place for generations to come.



Appendices

APPENDIX 1: DATA TABLES REFERENCED IN REPORT

Appendix Table 1: City of Bowie Employment Specialization, 2019

Industry	Maryland LQ	Prince George's LQ	City of Bowie LQ
Total	1.00	1.00	1.00
Agriculture, Forestry, Fishing and Hunting	0.26	0.02	0
Mining, Quarrying, and Oil and Gas Extraction	0.09	0.04	0.00
Utilities	0.96	0.72	0.06
Construction	**1.22**	**1.75**	**1.34**
Manufacturing	0.48	0.28	0.04
Wholesale Trade	0.81	0.73	0.25
Retail Trade	**0.98**	**1.12**	**1.88**
Transportation and Warehousing	0.89	1.00	0.17
Information	**0.69**	**0.48**	**2.08**
Finance and Insurance	0.81	0.42	0.68
Real Estate and Rental and Leasing	1.10	1.25	0.28
Professional, Scientific, and Technical Services	**1.49**	**1.02**	**1.51**
Management of Companies and Enterprises	0.65	0.36	0.00
Administration & Support, Waste Management and Remediation	1.03	0.85	0.99
Educational Services	**1.31**	**0.66**	**4.50**
Health Care and Social Assistance	1.04	0.71	1.00
Arts, Entertainment, and Recreation	**1.02**	**0.77**	**4.06**
Accommodation and Food Services	**0.93**	**1.05**	**1.38**
Other Services (excluding Public Administration)	1.10	0.92	0.93
Public Administration	1.24	1.91	0.21

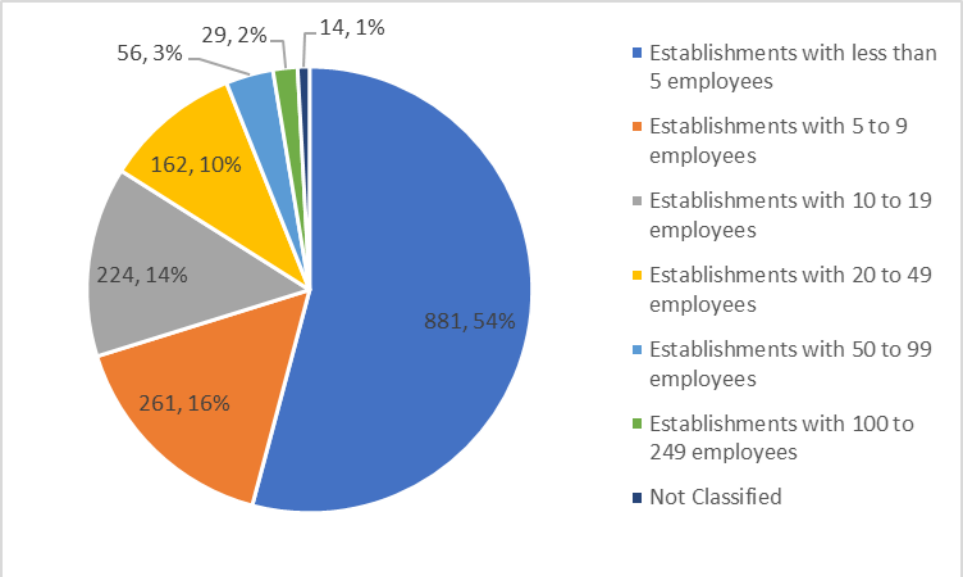
(LQ = level of specialization - National average = 1)

Source: EMSI and Census On-the-Map

Appendix Table 2: Top City of Bowie Employers by Sector			
NAICs	Sector	Businesses	Employment
	Total	92	11,810
11	Agriculture, Forestry, Fishing and Hunting		
21	Mining, Quarrying, and Oil and Gas Extraction		
22	Utilities		
23	Construction	3	448
31-33	Manufacturing		
42	Wholesale Trade		
44-45	Retail Trade	22	2,574
48-49	Transportation and Warehousing	2	113
51	Information	1	832
52	Finance and Insurance	1	270
53	Real Estate and Rental and Leasing	1	130
54	Professional, Scientific, and Technical Services	10	1,159
55	Management of Companies and Enterprises		
56	Administrative and Support and Waste Management and Remediation Services	3	210
61	Educational Services	4	1,297
62	Health Care and Social Assistance	11	1,209
71	Arts, Entertainment, and Recreation	6	594
72	Accommodation and Food Services	14	1,380
81	Other Services (except Public Administration)	5	406
92	Public Administration	9	1,188

Source: City of Bowie and Hoovers

Appendix Figure 1: Bowie Zip Code Business Patterns



Appendix Table 3: Population Change, 2010-2019				
			Change 2010-19	
	2010	2019	#	%
US	308,745,538	324,697,795	15,952,257	5.2%
Maryland	5,773,552	6,018,848	245,296	4.2%
Prince George's County	863,420	908,670	45,250	5.2%
Bowie	**54,727**	**58,481**	**3,754**	**6.9%**
College Park	30,413	32,159	1,746	5.7%
Greenbelt	23,068	23,219	151	0.7%
Hyattsville	17,557	18,242	685	3.9%
Laurel	25,115	25,767	652	2.6%
Annapolis	38,394	39,223	829	2.2%

Source: U.S. Census Bureau - American Community Survey

Appendix Table 4: Bowie Population by Gender and Age, 2010 v. 2019				
			Change 2010-19	
	2010	2019	#	%
Total Population	54,314	58,481	4,167	7.7%
Gender				
Male	25,908	27,656	1,748	6.7%
Female	28,406	30,825	2,419	8.5%
Age				
Under 5 years	3,781	3,243	-538	-14.2%
5 to 9 years	3,782	3,263	-519	-13.7%
10 to 14 years	4,039	3,844	-195	-4.8%
15 to 19 years	3,303	3,619	316	9.6%
20 to 24 years	2,874	2,693	-181	-6.3%
25 to 34 years	6,395	6,958	563	8.8%
35 to 44 years	9,258	7,505	-1,753	-18.9%
45 to 54 years	9,271	9,944	673	7.3%
55 to 59 years	3,593	4,820	1,227	34.1%
60 to 64 years	2,471	3,954	1,483	60.0%
65 to 74 years	3,172	4,869	1,697	53.5%
75 to 84 years	1,881	2,669	788	41.9%
85 years and over	494	1,100	606	122.7%
Median Age	39.0	42.7		

Source: U.S. Census Bureau - American Community Survey

Appendix Table 5: Total Households, 2010-2019				
			Change 2010-19	
	2010	2019	#	%
US	116,716,292	120,756,048	4,039,756	3.5%
Maryland	2,156,411	2,205,204	48,793	2.3%
Prince George's County	304,042	311,343	7,301	2.4%
Bowie	**19,950**	**20,983**	**1,033**	**5.2%**
College Park	6,757	7,407	650	9.6%
Greenbelt	9,747	9,350	(397)	-4.1%
Hyattsville	6,324	6,592	268	4.2%
Laurel	10,498	9,740	(758)	-7.2%

Source: U.S. Census Bureau - American Community Survey

Appendix 6. Median Household Income, 2010 v. 2019 and Poverty Rate				
	Median Household Income			Poverty
	2010	2019	% Change	Rate
US	$51,914	$62,843	21%	13.4%
Maryland	$70,647	$84,805	20%	9.2%
Prince George's County	$71,260	$84,920	19%	8.5%
Bowie	**$101,671**	**$113,338**	**11%**	**3.2%**
College Park	$62,366	$66,679	7%	26.7%
Greenbelt	$61,143	$71,734	17%	10.2%
Hyattsville	$54,839	$81,736	49%	11.0%
Laurel	$63,271	$78,313	24%	7.4%
Annapolis	$70,229	$85,636	22%	11.0%
Crofton	$100,553	$123,858	23%	1.5%

Source: U.S. Census Bureau ACS 5-year estimates.

Appendix Table 7: Bowie Household Income Distribution, 2019	
Total	% of Households
Less than $10,000	2.3%
$10,000 to $14,999	1.0%
$15,000 to $24,999	2.2%
$25,000 to $34,999	3.8%
$35,000 to $49,999	6.2%
$50,000 to $74,999	12.7%
$75,000 to $99,999	12.6%
$100,000 to $149,999	25.4%
$150,000 to $199,999	16.6%
$200,000 or more	17.3%

Source: U.S. Census Bureau ACS 5-year estimates.

Appendix Table 8: Place of Work					
	Worked in State of residence:	Worked in county of residence	Worked outside county of residence	Worked outside State of residence	Worked in of place of residence
Maryland	83%	54%	29%	17%	17%
Prince George's County	59%	40%	19%	41%	8%
Bowie	**71%**	**45%**	**25%**	**29%**	**14%**
College Park	80%	60%	20%	20%	37%
Greenbelt	70%	48%	21%	30%	15%
Hyattsville	55%	38%	17%	45%	13%
Laurel	80%	41%	39%	20%	17%
Annapolis	90%	71%	19%	10%	32%
Crofton	82%	42%	40%	18%	12%

Source: Census ACS

APPENDIX 2: GLOSSARY

Industry Language, Defined	
Destination Retail	Includes establishments engaged in larger retail activities, such as department stores, home centers, and warehouse clubs and supercenters that serve as destination shopping venues, and excludes retail activities such as food, drug and gasoline retailers that primarily serve the local population
Sense of Place	Sense of place describes the individuality of place, its distinct character, and it also suggests a particular feel that makes the place stand out among other areas. Thus, this concept is strongly tied to the process of placemaking through which social, cultural or ethnic groups shape their environment and landscape.
Location Quotient	Location quotients are ratios that allow an area's distribution of employment by industry, ownership, and size class to be compared to a reference area's distribution. If an LQ is equal to 1, then the industry has the same share of its area employment as it does in the nation. An LQ greater than 1 indicates an industry with a greater share of the local area employment than is the case nationwide
Retail Leakage	Retail leakage occurs when local people spend a larger amount of money on goods than local businesses report in sales, usually due to people traveling to a neighboring town to buy goods. Retail sales leakage implies there is unsatisfied demand within the trading area

North American Industry Classification System - Sector Definitions		
NAICS Codes	Industry Title	Definition
11	Agriculture, Forestry, Fishing and Hunting	Establishments primarily engaged in growing crops, raising animals, harvesting timber, and harvesting fish and other animals from a farm, ranch, or their natural habitats.
21	Mining	Establishments that extract naturally occurring mineral solids, such as coal and ores; liquid minerals, such as crude petroleum; and gases, such as natural gas.
22	Utilities	Establishments engaged in the provision of the following utility services: electric power, natural gas, steam supply, water supply, and sewage removal.
23	Construction	Establishments primarily engaged in the construction of buildings or engineering projects (e.g., highways and utility systems).

31-33	Manufacturing	Establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products.
42	Wholesale Trade	Establishments engaged in wholesaling merchandise, generally without transformation, and rendering services incidental to the sale of merchandise.
44-45	Retail Trade	Establishments engaged in retailing merchandise, generally without transformation, and rendering services incidental to the sale of merchandise.
48-49	Transportation and Warehousing	Establishments providing transportation of passengers and cargo, warehousing and storage for goods, scenic and sightseeing transportation, and support activities related to modes of transportation.
51	Information	Establishments engaged in the following processes: (a) producing and distributing information and cultural products, (b) providing the means to transmit or distribute these products as well as data or communications, and (c) processing data.
52	Finance and Insurance	Establishments primarily engaged in financial transactions (transactions involving the creation, liquidation, or change in ownership of financial assets) and/or in facilitating financial transactions.
53	Real Estate Rental and Leasing	Establishments primarily engaged in renting, leasing, or otherwise allowing the use of tangible or intangible assets, and establishments providing related services.
54	Professional, Scientific, and Technical Services	Establishments that specialize in performing professional, scientific, and technical activities for others.
55	Management of Companies and Enterprises	Establishments that hold the securities of (or other equity interests in) companies and enterprises for the purpose of owning a controlling interest or influencing management decisions or (2) establishments (except government establishments) that administer, oversee, and manage establishments of the company or enterprise and that normally undertake the strategic or organizational planning and decision-making role of the company or enterprise.
56	Administrative and Support and Waste Management and Remediation Services	Establishments performing routine support activities for the day-to-day operations of other organizations.
61	Educational Services	Establishments that provide instruction and training in a wide variety of subjects.
62	Health Care and Social Assistance	Establishments providing health care and social assistance for individuals.
71	Arts, Entertainment, and Recreation	Establishments that operate facilities or provide services to meet varied cultural, entertainment, and recreational interests of their patrons.
72	Accommodation and Food Services	Establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption.
81	Other Services (except Public Administration)	Establishments engaged in providing services not specifically provided for elsewhere in the classification system.

92	Public Administration	Establishments of federal, state, and local government agencies that administer, oversee, and manage public programs and have executive, legislative, or judicial authority over other institutions within a given area.

Industry Clusters from Prince George's County Economic Development Strategy	
Cluster Title	Definition
Four Target Industry Clusters	
Federal Government	Federal government establishments.
Hospitals and Health Services	Establishments providing health care focussing on larger hospital and related outpatient care facilities.
Information Technology Services	Establishments engaged in software development, communications, and computer services.
Research-Intensive Industries	Establishments engaged in research intensive activities, including Biosciences; Instruments and Electronics; and Research Development and Engineering.
Two Supporting Industry Clusters	
Destimation Retail	Includes establishments engaged in larger retail activities, such as department stores, home centers, and warehouse clubs and supercenters that serve as destination shopping venues, and excludes retail activities such as food, drug and gasoline retailers that primarily serve the local population.
Transportation, Distribution, and Logistics	Establishments engaged in wholesaling merchandise and providing non-passenger transportations and support activities related to modes of transportation.

downtown strategies

BOWIE, MARYLAND

Old Town Bowie 5-Year Strategic Plan

AUGUST 2023

Our Partnership

Downtown Strategies appreciates partnering with Bowie, Maryland on an action-focused 5-Year Strategic Planning process for Old Town Bowie.

In Bowie, Downtown Strategies conducted an in-market workshop including a Strategic Visioning Workshop and provided strategies within this 5-year strategic plan that are implementable, practical, asset-based, and market-driven.

This action-oriented plan was informed by an extensive Market Analysis, an electronic survey with 343 respondents, and input from a Stakeholder Input Session held on Thursday, June 29, 2023.

downtown strategies

Partnership Timeline

In spring of 2023, the City of Bowie, MD, partnered with Downtown Strategies to develop a short-term strategic vision for Old Town Bowie (OTB.)

The focus of the vision was to enhance and accelerate the current revitalization efforts occurring in OTB and provide a shared vision for community organizations and stakeholder groups.

Partnership Began	April 2023
Kick-Off Call	May 2023
Strategic Visioning Workshop	June 2023
Market Analysis Presentation	July 2023
Strategic Plan Presentation	August 2023

Focus Areas

In this 5-Year Strategic Plan created for Old Town Bowie (OTB,) we've identified four (4) Focus Areas that help organize similar thoughts and themes.

Each focus area was identified based on feedback received during the In-Market Workshop and from the electronic survey, as well as the consultant team's expertise and analysis.

The four (4) Focus Areas for this 5-Year Strategic Plan for OTB are

- Policy & Administration
- Design
- Tourism & Promotion
- Economic Vitality

Policy & Administration

Policy & Administration involves creating a strong foundation for a sustainable revitalization effort, including cultivating partnerships, community involvement, and resources for OTB.

Tourism & Promotion

Smart promotion initiatives position OTB's commercial district as the center of the community and hub of economic activity, while creating a positive image that showcases the community's unique characteristics.

Economic Vitality

Econonic Vitality involves analyzing the retail and real estate as the foundation of OTB's redevelopment opportunities, and creating a supportive environment for entrepreneurs and innovators that drive local economies.

Design

Thoughtful design supports a community's transformation by enhancing the physical and visual assets that set OTB apart.

downtown strategies

FOCUS AREA 1

Policy & Administration

Policy & Administration involves creating a strong foundation for a sustainable revitalization effort, including cultivating partnerships, community involvement, and resources for the district.

Action Teams

Focus Area 1: Policy & Administration

Strategy (1.1)

In many communities, downtown development is a key focus, but there isn't a dedicated team or staff to focus on granular projects and initiatives required for success. In those cases, volunteers and specially focused committees can be an excellent way to organize those that are interested in pitching-in and provide them with guidance and direction.

In Bowie

In Bowie, Action Teams should be formed with the mission to rejuvenate OTB, thereby creating a vibrant atmosphere for business and social activities. Action Teams should work in conjunction with City of Bowie, and asset owners in the community to identify areas of need and steps to take to move forward.

Action Team structure should follow the focus areas of this plan; thus, the following teams should be established:

- Policy & Administration
- Design
- Tourism & Promotion
- Economic Vitality

The teams should rely on recommendations and strategies within this plan as their work plans, meet regularly, encourage collaboration and diversity, and keep themselves accountable for realistic timing of implementation of their various work plans. Communication with stakeholders is key, and notes and minutes should be kept for accountability and transparency. The following page details an instrument to assist in Action Team productivity.

The consultant team has developed an Action Planning Workbook, which will be provided as an attachment, which demonstrates how Action Team members can use this plan to spark action and guide revitalization efforts in Old Town.

Façade Improvement Program

Focus Area 1: Policy & Administration

Strategy (1.2)

The revitalization of a downtown or commercial district often begins with improvements to a single building or storefront. Even simple changes such as the removal of non-historic materials, repairs, or a new paint job that calls attention to the building's original architectural details signal positive change and often stimulate similar improvements in neighboring buildings.

While this process sometimes begins spontaneously through the work of individual property or business owners, it can be accelerated when a community creates a façade improvement program. As a result, such programs are frequently among the implementing actions of comprehensive plans, downtown revitalization strategies, and historic preservation plans.

Façade improvement programs are incentive programs created to encourage property owners and businesses to improve the exterior appearance of their buildings and storefronts. They focus on either commercial or residential properties in historic or non-historic areas and provide financial incentives such as a matching grant or loan, a tax incentive, and design assistance.

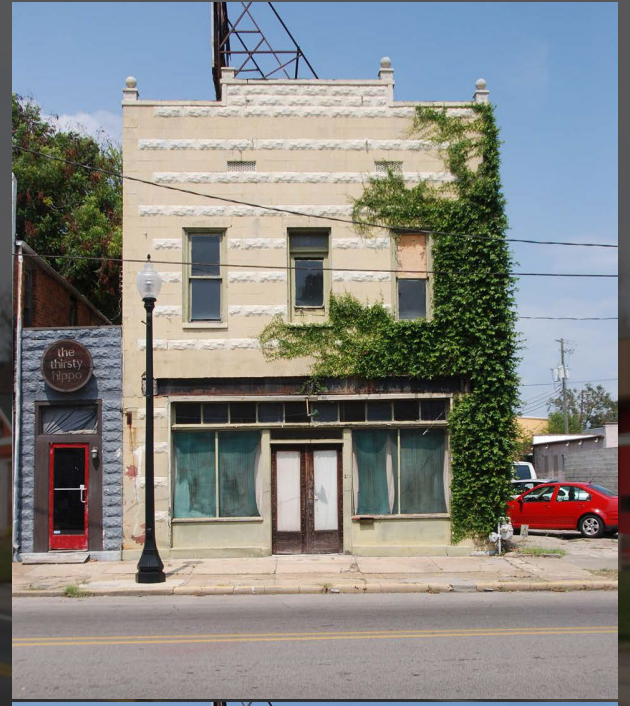
In Bowie

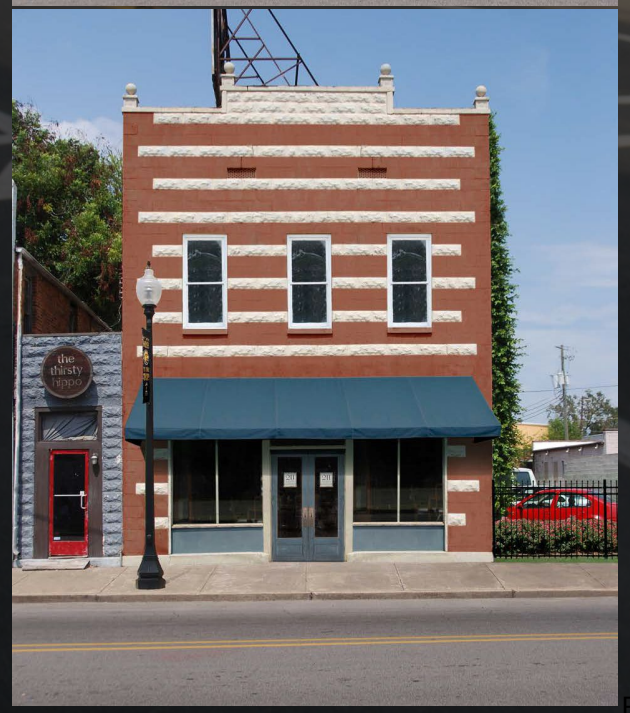
Consider revamping the former Façade Grant Program offered by the City of Bowie, MD. In addition, apply for funding through the Maryland Façade Improvement Program. This program provides funding to improve the exteriors of businesses located in Maryland Sustainable Communities, of which Bowie is a part.

Funds from the Maryland Façade Improvement Program should be used for capital costs related to the improvement of exterior facades for business buildings and facilities. The local government will apply to capitalize a grants fund and develop an application process for businesses to improve their building facades.

Learn More

Maryland Facade Improvement Program





Vacant Property Registry Ordinance

Focus Area 1: Policy & Administration

Strategy (1.3)

Vacant Storefront Registry Ordinances, implemented in numerous cities and towns across the country, require that owners of vacant commercial properties submit information to a registry and pay an annual fee for each year that the property remains vacant. In so doing, the municipality is able to track and monitor vacant properties, establish a dialogue with property owners to understand the nature of the vacancy, and develop strategies to help the owner either tenant the space, temporarily activate it, or else adhere to minimum standards for the appearance and maintenance of the property while vacant.

In Bowie

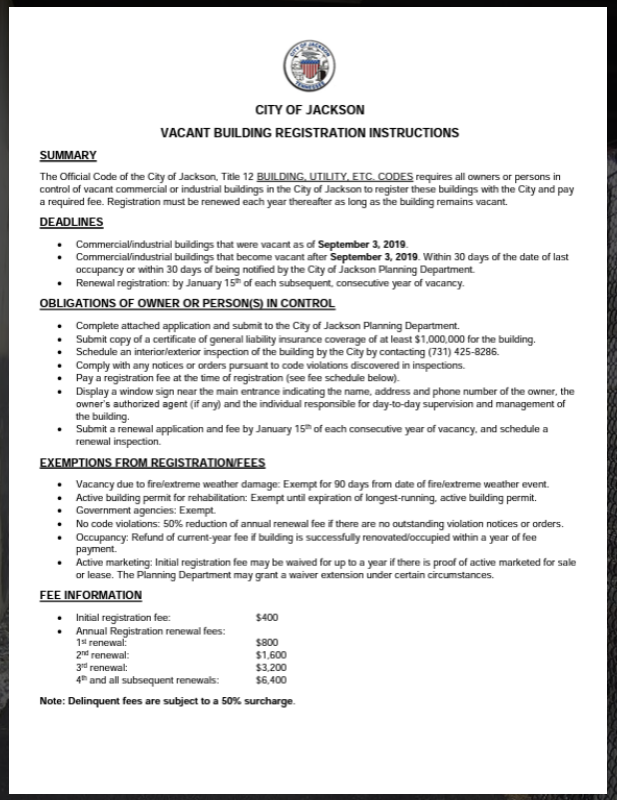
While taxes and fees are never popular policy measures, there is a negative economic impact of vacant downtown properties. Vacancy also gives the appearance of blight and a lack of vibrancy, making improvements to the downtown experience difficult. Though there is not an abundance of vacant property in Old Bowie presently, it's recommended to implement a registration program now, as properties are aging and there may not be succession plans for existing businesses. The ordinance should also offer the opportunity of a waiver to vacant property owners that would allow a temporary activation of their storefront with art installations while they are seeking tenants, making renovations, or working with architects. Frederick, MD; Takoma Park, MD; Salisbury, MD; and Seat Pleasant, MD, are a few cities in Maryland that have implemented similar ordinances.

Case Study

The Jackson, TN City Council passed a vacant property ordinance in September 2019 that targets commercial property in the downtown. The law requires property owners with a vacant building to register it with the city of Jackson and pay a fine. As part of the regulation, the city requires the owner of each property to have a local contact point for the building if they don't live in Madison County and submit a vacant building plan. Owners also have to maintain the building to the safety code required for empty buildings and have liability insurance that covers the building for at least $1 million. Every year that a building remains vacant, the registration fee doubles. The law allows the city to waive the registration fee if the building is under construction or has hired a realtor to market the building for future tenants.

Learn More

Jackson, TN Vacant Building Registration Form



CITY OF JACKSON

VACANT BUILDING REGISTRATION INSTRUCTIONS

SUMMARY

The Official Code of the City of Jackson, Title 12 BUILDING, UTILITY, ETC. CODES requires all owners or persons in control of vacant commercial or industrial buildings in the City of Jackson to register these buildings with the City and pay a required fee. Registration must be renewed each year thereafter as long as the building remains vacant.

DEADLINES

- Commercial/industrial buildings that were vacant as of **September 3, 2019**.
- Commercial/industrial buildings that become vacant after **September 3, 2019**. Within 30 days of the date of last occupancy or within 30 days of being notified by the City of Jackson Planning Department.
- Renewal registration: by January 15th of each subsequent, consecutive year of vacancy.

OBLIGATIONS OF OWNER OR PERSON(S) IN CONTROL

- Complete attached application and submit to the City of Jackson Planning Department.
- Submit copy of a certificate of general liability insurance coverage of at least $1,000,000 for the building.
- Schedule an interior/exterior inspection of the building by the City by contacting (731) 425-8286.
- Comply with any notices or orders pursuant to code violations discovered in inspections.
- Pay a registration fee at the time of registration (see fee schedule below).
- Display a window sign near the main entrance indicating the name, address and phone number of the owner, the owner's authorized agent (if any) and the individual responsible for day-to-day supervision and management of the building.
- Submit a renewal application and fee by January 15th of each consecutive year of vacancy, and schedule a renewal inspection.

EXEMPTIONS FROM REGISTRATION/FEES

- Vacancy due to fire/extreme weather damage: Exempt for 90 days from date of fire/extreme weather event.
- Active building permit for rehabilitation: Exempt until expiration of longest-running, active building permit.
- Government agencies: Exempt.
- No code violations: 50% reduction of annual renewal fee if there are no outstanding violation notices or orders.
- Occupancy: Refund of current-year fee if building is successfully renovated/occupied within a year of fee payment.
- Active marketing: Initial registration fee may be waived for up to a year if there is proof of active marketed for sale or lease. The Planning Department may grant a waiver extension under certain circumstances.

FEE INFORMATION

- Initial registration fee: $400
- Annual Registration renewal fees:
  1st renewal: $800
  2nd renewal: $1,600
  3rd renewal: $3,200
  4th and all subsequent renewals: $6,400

Note: Delinquent fees are subject to a 50% surcharge.

Minimum Maintenance Ordinance

Focus Area 1: Policy & Administration

Strategy (1.4)

A Minimum Maintenance Requirement Ordinance (MMRO) is a local regulation established by a municipality to ensure that properties within a designated area, often in a downtown or commercial district, are properly maintained to certain standards. The primary purpose of such an ordinance is to enhance the appearance, safety, and overall quality of the urban environment.

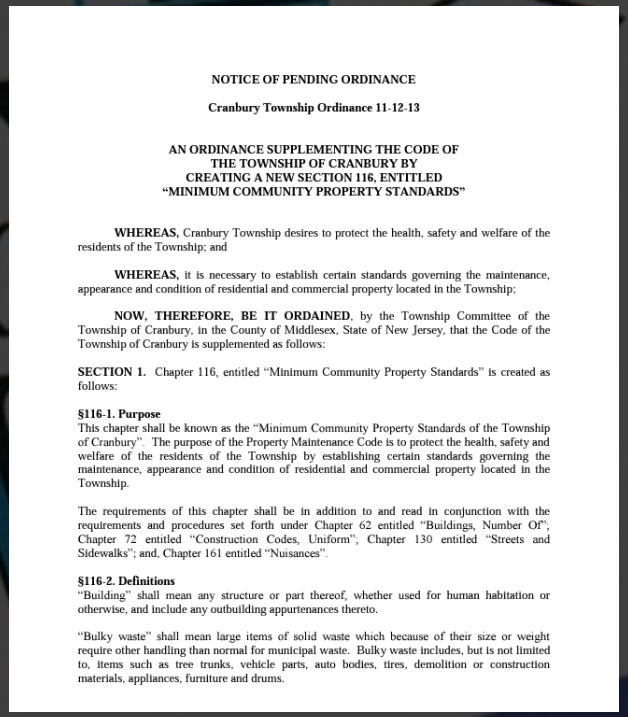
The following are components that could be included in a Minimum Maintenance Requirement Ordinance for commercial properties:

1.) Scope and Applicability
2.) Maintenance Standards
3.) Exterior Appearance
4.) Structural Integrity
5.) Landscaping & Outdoor Areas
6.) Signage & Lighting
7.) Historic Preservation
8.) Enforcement & Penalties
9.) Appeals Process
10.) Notification & Education
11.) Timeline for Compliance
12.) Exemptions & Variances

In Bowie

Prince George's County recently implemented a similar ordinance for residential rental properties. The timing may be right to piggyback on that policy with the City seeking greater authority from Prince George's County to enforce minimum maintenance standards for commercial properties. Ideally, this minimum maintenance standard could be applied to all commercial properties in Bowie.

This is another policy that should be implemented now to lay the foundation for decline in the future. The goal of this policy is compliance, but in rare and extreme cases where the property owner refuses to comply and the property poses a serious threat to public safety or has been abandoned, local authorities may take steps to demolish the property or seize it through eminent domain.



NOTICE OF PENDING ORDINANCE

Cranbury Township Ordinance 11-12-13

AN ORDINANCE SUPPLEMENTING THE CODE OF THE TOWNSHIP OF CRANBURY BY CREATING A NEW SECTION 116, ENTITLED "MINIMUM COMMUNITY PROPERTY STANDARDS"

WHEREAS, Cranbury Township desires to protect the health, safety and welfare of the residents of the Township; and

WHEREAS, it is necessary to establish certain standards governing the maintenance, appearance and condition of residential and commercial property located in the Township;

NOW, THEREFORE, BE IT ORDAINED, by the Township Committee of the Township of Cranbury, in the County of Middlesex, State of New Jersey, that the Code of the Township of Cranbury is supplemented as follows:

SECTION 1. Chapter 116, entitled "Minimum Community Property Standards" is created as follows:

§116-1. Purpose
This chapter shall be known as the "Minimum Community Property Standards of the Township of Cranbury". The purpose of the Property Maintenance Code is to protect the health, safety and welfare of the residents of the Township by establishing certain standards governing the maintenance, appearance and condition of residential and commercial property located in the Township.

The requirements of this chapter shall be in addition to and read in conjunction with the requirements and procedures set forth under Chapter 62 entitled "Buildings, Number Of"; Chapter 72 entitled "Construction Codes, Uniform"; Chapter 130 entitled "Streets and Sidewalks"; and, Chapter 161 entitled "Nuisances".

§116-2. Definitions
"Building" shall mean any structure or part thereof, whether used for human habitation or otherwise, and include any outbuilding appurtenances thereto.

"Bulky waste" shall mean large items of solid waste which because of their size or weight require other handling than normal for municipal waste. Bulky waste includes, but is not limited to, items such as tree trunks, vehicle parts, auto bodies, tires, demolition or construction materials, appliances, furniture and drums.

Action Team Implementation

downtown strategies

Focus Area 1: Policy & Administration

Focus Area	Identifier	Strategy	Timeline	Level of Investment	Responsible Party
Policy & Administration	1.1	Create a series of 4 action teams (Policy & Administration; Design; Tourism & Promotion; and Economic Vitality,) and provide each with the Action Planning Workbook. Each team should complete the workbook to assist with implementing at least 1 strategy from this plan each year.	NOW	-	City
Policy & Administration	1.2	Revamp the former Façade Grant Program offered by the City of Bowie, MD. Apply for funding through the Maryland Façade Improvement Program. This program provides funding to improve the exteriors of businesses located in Maryland Sustainable Communities, of which Bowie is a part.	Years 1-3	$	City
Policy & Administration	1.3	Implement a Vacant Property Registration Ordinance now, as properties are aging and there may not be succession plans for existing businesses. The ordinance should also offer the opportunity of a waiver to vacant property owners that would allow a temporary activation of their storefront with art installations while they are seeking tenants, making renovations, or working with architects.	NOW	-	City
Policy & Administration	1.4	Piggyback on Prince George's County recent minimum maintenance standard for residential properties by seeking greater authority from the county to enforce minimum maintenance standards for commercial properties in Bowie. Ideally, this minimum maintenance standard could be applied to all commercial properties in Bowie, with a strategic focus on OTB.	NOW	-	City

downtown strategies

FOCUS AREA 2

Design

Thoughtful design supports a community's transformation by enhancing the physical and visual assets that set the downtown district apart.

MD 564 Bridge

Focus Area 2: Design

Strategy (2.1)

It is important to announce arrival into a special place. Using streetscape enhancements, public art, streetlight banners, signage, lighting, and other features to define special nodes and gateways can welcome visitors into the downtown area or connect various districts. Enhancements should consider the experience for drivers as well as pedestrians in order to create a quality environment for all visitors.

In Bowie

The two sections of Old Town are bisected by the railroad corridor. While this poses a challenge for connectivity, it heightens the importance of the 9th Street bridge. The bridge acts as the thread to stitch the two districts together.

MD 564 Bridge already features attractive details such as a brick wall, iron railing, decorative lighting, and brick paver sidewalks. However, the portion directly above the railroad corridor is covered with unattractive corrugated metal panels which block views and do not create an attractive entry into OTB. Ideally decorative metal railing would continue throughout the length of the bridge, but if railroad regulations will not allow that treatment, other strategies should be explored.

First the bridge should be pressure washed using appropriate soft wash techniques to remove dirt and grime. Then, public art should be used as a short-term strategy to beautify the metal panels and announce arrival into OTB. One side could feature a message of "Welcome to Old Town Bowie" and the other side could feature "MD 564 Bridge." The combination of traditional, historic architecture and whimsical, creative art can create an interesting juxtaposition. However, the personality of the community may desire a more traditional approach to public art.

Case Studies

In 2018, Network Rail in London commissioned a professional typography artist to install vintage-style mural signage at railway stops throughout various neighborhoods in the city. The simple design of the artwork and traditional style of the typography allowed for the tasteful introduction of bright, vibrant colors palettes.

Learn More

Network Rail Mural Project - London, England

Existing 9th Street bridge

Example murals using traditional typography

Example murals on corrugated metal

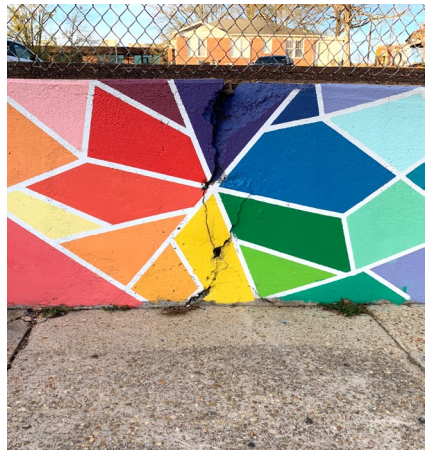
WELCOME TO THE
NEIGHBORHOOD

GREETINGS FROM
Starkville
HOME OF THE BULLDOGS

ALEXANDRIA
Louisiana
@UGLYMUGMARKETING

SHOPPES
AT
SoCo
WHERE YOU CAN FIND EVERYTHING

I ♥
LEX



RUSTON
Louisiana

Welcome to
JACKSON

COLUMBUS CIRCLE
HOLIDAY MARKET

Traffic Calming Strategies

Focus Area 2: Design

Strategy (2.2)

Walkability and connectivity are important components in every downtown. Many downtown areas struggle because one or more of the downtown streets are a state highway managed by the Department of Transportation (DOT). Unfortunately, since the 1950s and 60s many DOTs have prioritized vehicular traffic over pedestrians much the detriment of "Main Street America." The DOTs focus on moving vehicles through an area as quickly as possible has proven to have negative economic impacts on walkable urban areas.

However, many DOTs, like Florida, are beginning to recognize the importance of preserving walkable areas and establishing different design standards for roadways depending on the surrounding neighborhoods. For example, a highway traveling through a rural area should be designed differently than a highway traveling through the middle of a downtown square.

Downtown areas should prioritize creating an environment for people first. This includes narrow streets with slow-moving (but efficient) vehicular traffic; high quality pedestrian infrastructure like sidewalks and crosswalks; streetscapes that include street trees, pedestrian-scale streetlights, benches, outdoor dining, etc.

In Bowie

The Maryland Route 564 corridor is the main thoroughfare through OTB and connects the north and south sides of the district which are bisected by the railroad corridor. Currently the street features an automobile-centric design with sweeping curves and wide travel lanes. The corridor does not include bicycle lanes or crosswalks and is not wide enough to incorporate on-street parking. The low traffic count (7,081 Average Daily Traffic – ADT) makes the corridor an excellent candidate for design interventions.

In the short-term, traffic calming and placemaking strategies should be employed throughout OTB, along the MD Route 564 corridor and other streets within the core. The traffic calming strategies should focus on slowing automobile traffic; creating a safer, more comfortable environment for pedestrians; and incorporating bicycle paths where possible.

Traffic Calming Strategies

Traffic calming strategies could include:

Add basic crosswalks at all controlled intersections and side streets throughout Old Town.

- *9th Street/Lanham Severn Road and 11th Street*
- *11th Street at Chestnut Avenue*
- *Chestnut Avenue at 9th Street (at the bridge crossing)*
- *Chapel Avenue (north and south sides) at 9th Street*

Intersection paintings at non-controlled intersections can calm vehicular traffic and add public art to the OTB district. These projects can engage the local citizens and improve the walkability of streets.

- *9th Street/Lanham Severn Road at Chapel Avenue*
- *9th Street/Lanham Severn Road at Maple Avenue*
- *11th Street at Chestnut Avenue*

Intersections with wide, sweeping curb radii create unsafe conditions for pedestrians as vehicles operate the curves at high speeds. Street paintings can visually narrow the roadway and mimic tighter curb radii until permanent changes can be made.

- *9th Street and 11th Street*
- *9th Street and Chestnut Avenue*

In addition to the mural painting along the 9th Street bridge, additional key locations for public art should be identified. Public art will also help calm traffic and create attractions for visitors.

- *Place three-dimensional art (sculpture) in the Town Green Park to terminate views for north-bound drivers along 9th Avenue and east-bound drivers along Lanham Severn Road. This site can serve as an important visual cue for visitors entering Old Town.*

- *Work with the property owner of the Christopher's Antiques building at the 11th Street and Chestnut Avenue intersection to install a "Welcome to Old Town Bowie" mural on the northern wall. This will create a focal point for visitors traveling south on 9th Street and serve as a gateway into Old Town.*

Source: Planetizen; Study reported by Kea Wilson reporting 50% reduction in crashes following installation of asphalt art.

Learn More

Florida DOT 2023 Context Classification Guide Asheville Street Tweaks – Asheville, North Carolina

Examples of crosswalk, intersection, and street painting as short-term traffic calming measures

Action Team Implementation

downtown strategies

Focus Area 2: Design

Focus Area	Identifier	Strategy	Timeline	Level of Investment	Responsible Party
Design	2.1	The MD 564 bridge should be pressure washed using appropriate soft wash techniques to remove dirt and grime. Then, public art should be used as a short-term strategy to beautify the metal panels and announce arrival into OTB. One side could feature a message of "Welcome to Old Town Bowie" and the other side could feature "MD 564 Bridge."	Years 1-3	$$	CDC
Design	2.2	Traffic calming and placemaking strategies should be employed throughout OTB, along the MD Route 564 corridor and other streets within the core. The traffic calming strategies should focus on slowing automobile traffic; creating a safer, more comfortable environment for pedestrians; and incorporating bicycle paths where possible. • Add basic crosswalks at all controlled intersections and side streets throughout Old Town. • Intersection paintings at non-controlled intersections can calm vehicular traffic and add public art to the OTB district. These projects can engage the local citizens and improve the walkability of streets. • Intersections with wide, sweeping curb radii create unsafe conditions for pedestrians as vehicles operate the curves at high speeds. Street paintings can visually narrow the roadway and mimic tighter curb radii until permanent changes can be made. • In addition to the mural painting along the 9th Street bridge, additional key locations for public art should be identified. Public art will also help calm traffic and create attractions for visitors.	Years 1-5	$$	CDC

downtown strategies

FOCUS AREA 3

Tourism & Promotion

Smart promotion initiatives position your Downtown or commercial district as the center of the community and hub of economic activity, while creating a positive image that showcases a community's unique characteristics.

Wayfinding Signage

Focus Area 3: Tourism & Promotion

Strategy (3.1)

Guiding and directing visitors around the community creates a welcoming experience and educates visitors on the various attractions and destinations. Consistent signage allows visitors to easily navigate the community and find key destinations. Many communities have established a comprehensive wayfinding signage system which includes directional signs, welcome signs, gateway signs, parking signs, and even street signs. Signage systems provide an opportunity for incorporating a clear community brand (logo) and color palette to further create a sense of place.

In Bowie

Bowie State University has implemented a comprehensive wayfinding signage system throughout campus. The system includes a diverse mixture of directional signage, kiosks, pedestrian signage, parking signs, etc. The signs have been designed with a cohesive color palette and unified design style.

In order to strengthen the connection between Bowie and Bowie State University, the community should adopt a complementary wayfinding signage system. This should include directional signs, parking signs, and destination signs. Old Town should also feature custom street signs to delineate the district. Special neighborhoods could also utilize special colors, icons, or other visual standards to identify unique areas.

The existing light blue and black color palette or other scheme or branding strategy adopted by the City could be used as a base while incorporating some of the Bowie State University colors as secondary colors for the signage.

Recommendations

- Enlist the services of a qualified design professional to outline a conceptual design for a comprehensive wayfinding signage system for Bowie.
- Begin with adding custom "Old Town" toppers to street signs and public parking signs throughout the Old Town Bowie district.
- Expand the system to include signage connecting the Bowie Heritage Trail with Old Town.
- Expand the system to include directional signs as resources allow.

Welcome to
Old Town
BOWIE

WHITE
PMS 116
C:0 M:18 Y:100 K:0
R:255 G:206 B:0
#FFCE00
PMS 433
C:79 M:68 Y:58 K:67
R:30 G:37 B:43
#1D252C

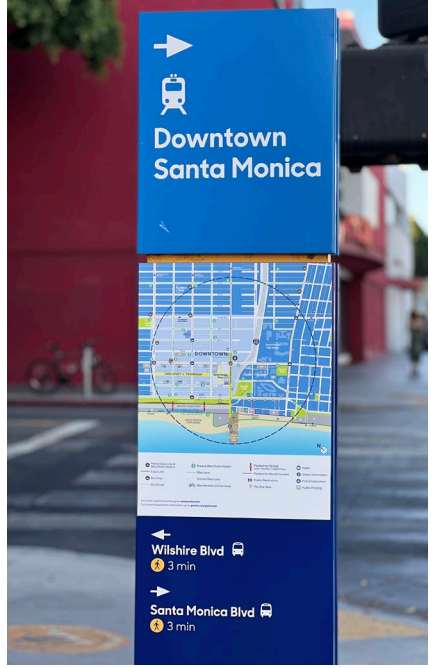
FACULTY/
STAFF
ONLY
Between Signs

MAP
BOWIE
STATE UNIVERSITY
1865

Old Town
Bowie

Old Town
Bowie

Examples of various signage types and styles



Examples of various signage types and styles

Activate Chestnut Avenue

Focus Area 3: Tourism & Promotion

Strategy (3.2)

Short-term strategies for revitalizing downtown districts often begins with identifying existing areas of activity and looking for the current momentum. Where are the destinations? Who are the entrepreneurs and restauranteurs who are doing amazing work? The best strategy often includes finding the current energy and building on it to create momentum for the entire district.

In Bowie

The Old Bowie Town Grille has become one of the primary destinations in Old Town Bowie. From food and drink to live music concerts, the Grille attracts visitors throughout the week. The Grille fronts Chestnut Avenue, which in this area is only a dead-end stubbed street approximately 200' long from the 11th Street intersection. This section of street is used as on-street parking for the restaurant, as access to a small public parking lot, and to access the Old Town Bowie Welcome Center and Bowie Railroad Museum. The pedestrian access to the 9th Street bridge also connects directly to this area.

The Grille used this area of Chestnut Avenue for outdoor events and seating during the COVID-19 pandemic but has moved most activities back indoors presently. To capitalize on the momentum created by the Grille, this space should be the short-term focus of Old Town and used as an outdoor venue for various activities. Starting with regular weekend activities, the space should host exciting street festival type activities. The Grille should be encouraged to use the space for live music and outdoor dining. Old Town should supplement this with complementary activities such as inflatables for children, additional seating, lighting, vendors, etc. This area could also host an Old Town Farmers' Market.

Eventually this space could be converted into a shared street concept with brick paver stamped asphalt, additional lighting, and other amenities. In the short-term strategies should be employed to bring activity and life into this area. This could include encouraging the Grille to use the space on certain days/nights; hosting other festivals and events in the space; and adding streetscape enhancements over time.

Activate Chestnut Avenue

Activating the space on Chestnut Avenue south of the railroad tracks is important. Events and festivals are important as they will attract visitors from the region, but attracting and engaging locals is the short-term priority. Hosting events for the local neighborhoods and Bowie State University students should be the 5-year focus. Events such as homecomings, pep rallies, cookouts, live music, farmers' market, etc. are key in engaging the local citizens. Engage local neighborhood groups to identify opportunities for neighborhood activities.

Recommendations

- Continue to host events at Town Green Park.
- Add bollards to Chestnut Avenue at the 11th Street intersection.
- Encourage food trucks to utilize a portion of the public parking on Mondays when the Grille is closed.
- Explore utilizing the space between the Old Bowie Town Grille and the Old Town Bowie Welcome Center as an outdoor dining space. Activate the space with dining tables, potted plants, and overhead string lights.
- Work with the utility provider to examine opportunities for adding overhead string lights to the area.
- Choose a season (spring, summer, fall, winter) and develop a seasonal series of events for the area. This could be a regular concert series, a mixture of smaller events, or culinary events. (Examples: First Fridays, Third Thursdays, Sounds of Summer, Ales on the Ave, Art on the Avenue, etc.)
- Host regular events in the space. These could be events coordinated with the Grille or stand-alone events. They should be a mixture of visitor-focused promotions and neighborhood-focused activities.

Old Town Outdoor Market

Focus Area 3: Tourism & Promotion

Strategy (3.3)

Farmers markets allow consumers to have access to locally grown, farm fresh produce, enables farmers the opportunity to develop a personal relationship with their customers, and cultivate consumer loyalty with the farmers who grows the produce.

Great markets offer more than simply an opportunity to purchase local produce. Great markets serve as a hub for social gatherings, include opportunities for local artisans and craftspeople, and serve as business incubators for entrepreneurs. Obviously produce and food are the central focus, but markets can also incorporate art, crafts, culinary demonstrations, children's art activities, and local plant sales are all ways to grow your market into a true community hub.

Markets positioned properly can serve as business incubators, allowing bakers, artisans, and other makers to test the market for their products and offerings. These budding entrepreneurs can develop loyal followings at the weekly or bi-weekly markets, which affords them greater chances of success and growing into a brick-and-mortar space.

In Bowie

Attracting visitors and locals into OTB is the biggest need currently. Regular events, promotions, and activities provide reasons for people to come to the district. Outdoor markets are an excellent strategy for attracting visitors on a regular basis and engaging the local neighborhoods.

Currently the Bowie Farmers' Market is located in the Bowie High School parking lot and operates on Sundays from 8:00 a.m. to noon May through October. While this location is likely convenient for visitors and vendors since it is located adjacent to a major corridor, there is no connection to Old Town Bowie.

Organizing an Old Town Outdoor Market could serve as a catalyst for the district as an activity generator during the week or on Saturdays. Explore partnerships with the existing market to determine the feasibility of a second market or relocation of the existing market into OTB. The market would be a great activation of the Chestnut Avenue area adjacent to the Old Bowie Town Grille.

Connecting with Bowie State

Focus Area 3: Tourism & Promotion

Strategy (3.4)

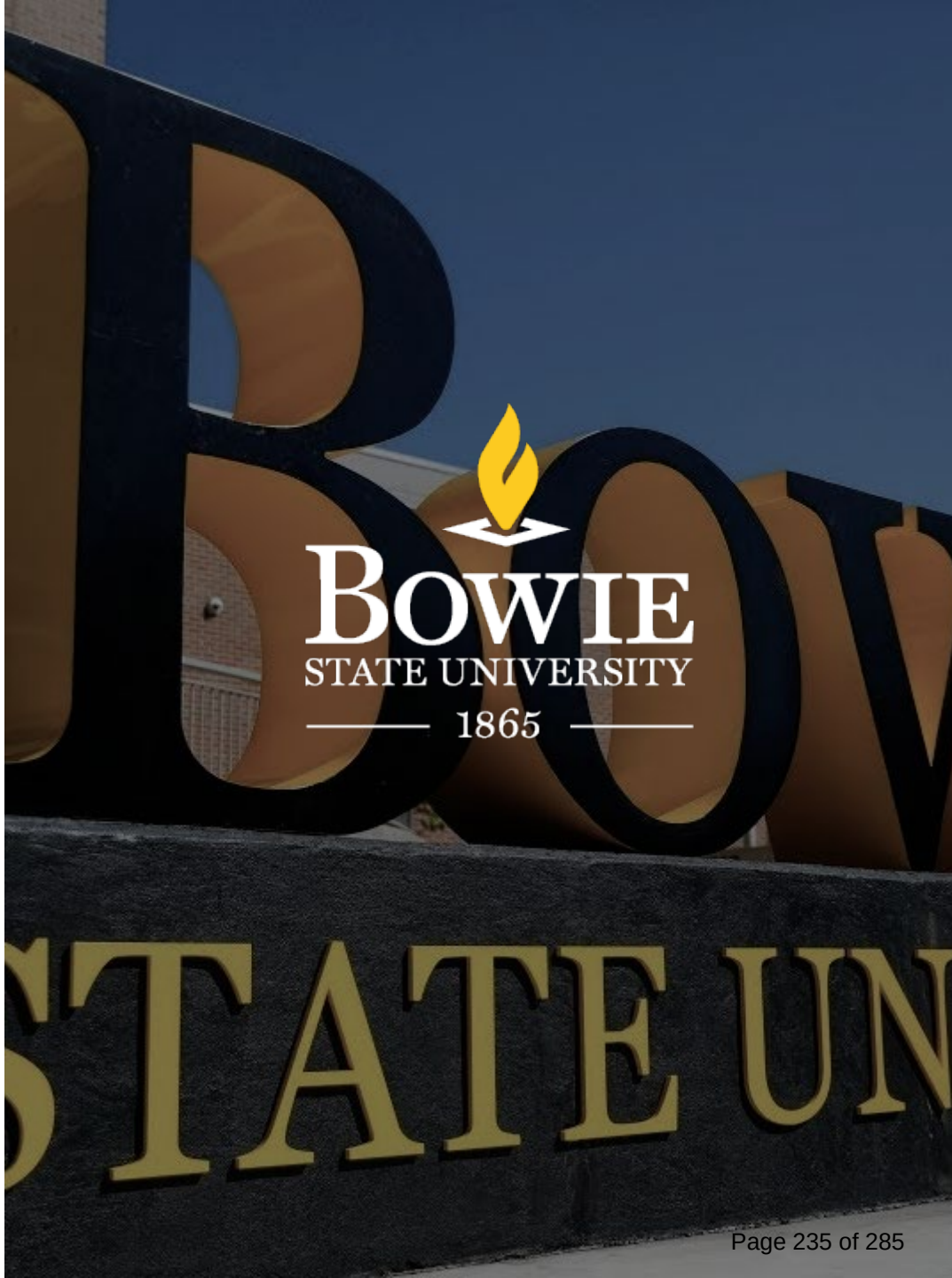
In college towns, it is important to provide connections between the downtown and the students. Regardless of size, it is important that the downtown area is part of the students' college experience. Creating an emotional attachment with the downtown is key to establishing a long-term relationship with the students as they transition from a college student to alumni to successful adult. It is important to connect them to the downtown area and local businesses through physical connections such as sidewalks and paths; programmatic connections through events and activities; and visual connections such as signage and promotions.

In Bowie

The Bowie State University campus is located approximately 2-miles from OTB via Race Track Road. While creating physical connections is challenging, Bowie has plans to connect OTB with Bowie State University with future phases of the Bowie Heritage Trail. Currently the ten-foot-wide hiker/biker trail extends approximately 900-feet through OTB. Future phases will extend to the campus providing an important physical connection between OTB and the university.

In addition to physical connections, there must be other opportunities to connect with students. Events, promotions, and activities must be created that focus on attracting students into the OTB district. This could also involve working with local businesses to help them understand how to connect to the college students.

Another potential opportunity is engaging the university in revitalization efforts. Are there opportunities to partner with the university to host various events in OTB throughout the year? Homecomings, pep rallies, orientations, and other events could be hosted in OTB to connect students with the district. The city currently partners with the Bowie State Entrepreneurship Innovation Center. The city and university should explore opportunities for a more formal partnership and establishing a presence for the e-center in OTB. Creating physical, promotional, and programmatic connections between OTB and the university should be a priority.



Action Team Implementation

downtown strategies

Focus Area 3: Tourism & Promotion

Focus Area	Identifier	Strategy	Timeline	Level of Investment	Responsible Party
Tourism & Promotion	3.1	Adopt a complementary wayfinding signage system to strengthen the connection between Bowie and Bowie State University. • Enlist the services of a qualified design professional to outline a conceptual design for a comprehensive wayfinding signage system for Bowie. • Begin with adding custom "Old Town" toppers to street signs and public parking signs throughout the Old Town Bowie district. • Expand the system to include signage connecting the Bowie Heritage Trail with Old Town. • Expand the system to include directional signs as resources allow.	Years 1-3	$$	City
Tourism & Promotion	3.2	To capitalize on the momentum created by the Grille, Chestnut Avenue south of the railroad tracks should be the short-term focus of OTB and used as an outdoor venue for various activities. • Continue to host events at Town Green Park. • Add bollards to Chestnut Avenue at the 11th Street intersection. • Encourage food trucks to utilize a portion of the public parking on Mondays when the Grille is closed. • Explore utilizing the space between the Old Bowie Town Grille and the Old Town Bowie Welcome Center as an outdoor dining space. Activate the space with dining tables, potted plants, and overhead string lights. • Work with the utility provider to examine opportunities for adding overhead string lights to the area. • Choose a season (spring, summer, fall, winter) and develop a seasonal series of events for the area. This could be a regular concert series, a mixture of smaller events, or culinary events. (Examples: First Fridays, Third Thursdays, Sounds of Summer, Ales on the Ave, Art on the Avenue, etc.) • Host regular events in the space. These could be events coordinated with the Grille or stand-alone events. They should be a mixture of visitor-focused promotions and neighborhood-focused activities.	NOW	$	City
Tourism & Promotion	3.3	Organize an Old Town Outdoor Market that could serve as a catalyst for the district as an activity generator during the week or on Saturdays. Explore partnerships with the existing market to determine the feasibility of a second market or relocation of the existing market into OTB. The market would be a great activation of the Chestnut Avenue area adjacent to the Old Bowie Town Grille.	Years 1-3	$	City; CDC
Tourism & Promotion	3.4	The City and Bowie State University should create a more formal partnership, establishing a physical presence for the e-center in OTB. Creating physical, promotional, and programmatic connections between OTB and the university should be a priority.	NOW, Years 3-5	- $$$	City; University

downtown strategies

FOCUS AREA 4

Economic Vitality

Economic Vitality focuses on capital, incentives, and other economic and financial tools to assist new and existing businesses, catalyze property development, and create a supportive environment for entrepreneurs and innovators that drive local economies.

Real Estate Analysis

Focus Area 4: Economic Vitality

13031 9th Street Bowie, MD 20720

Parcel No. (APN)	14-1692466	**Year Built**	1954
Land Use	COMMERCIAL STORES, RETAIL OUTLET	**Owner (Assessor)**	KELLER, MICHAEL J & LISA M
Buildings	1 Building	**Owner Address (Assessor)**	6307 MAIN ST LANHAM, MD 20706
Building Area	1,800 SF | 1 Units	**Last Market Sale**	12/10/97 for $110,000
Lot Area	5,671 SF (0.13 ACRES	**Total Assd. Value**	$174,200
Adj. Lots Owned	NONE	**Opportunity Zone**	No
		Hazards	0/4 Present

Property Analysis

- The Keller Antiques Building is a key property in the revitalization strategy for Old Town Bowie.
- At 1,800 square feet, the property is an approachable size for a multitude of small business entrepreneurs.
- In the building's current form, the corner entryway, which is built up to 9th Street, is designed in a fashion to best utilize maximum visibility from westbound & south eastbound traffic.
- The property is highly visible, with an underutilized patio and awning that wraps the entire structure. Along 9th Street, there is a tiered recessed storefront offering 90 feet of frontage for nearly 9,000 vehicles per day.
- There are 10 dedicated parking spaces, as well as a city-owned lot with direct access to the property.
- This key property would be an excellent opportunity to help address the millions of dollars in annual leakage in the categories of health & personal care, dining, hobby, or clothing stores.
- Not only could this property be filled by one tenant, but its construction also likely allows for it to be demised into two 1,000 square feet or fewer spaces, which could present two approachable opportunities for potential small business owners.
- Trying to recruit businesses such as coffee shops, limited-service restaurants, or cocktail bars that could serve patrons during events in the park or festivals in the adjacent parking lot would likely be an economic boost for Old Town.

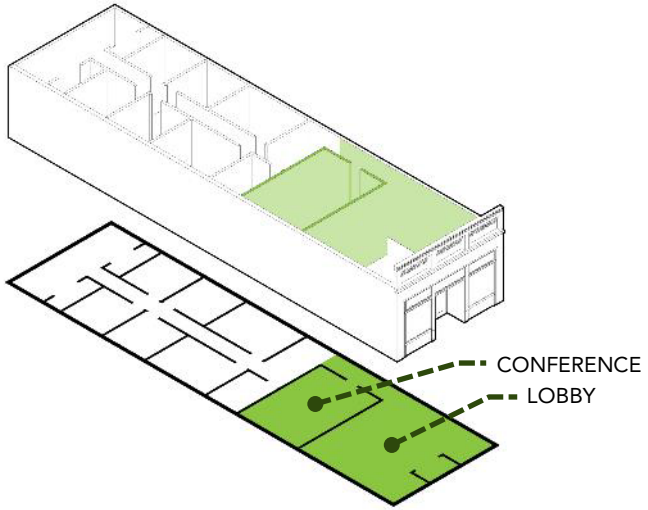
Deep Dive: Demising Walls

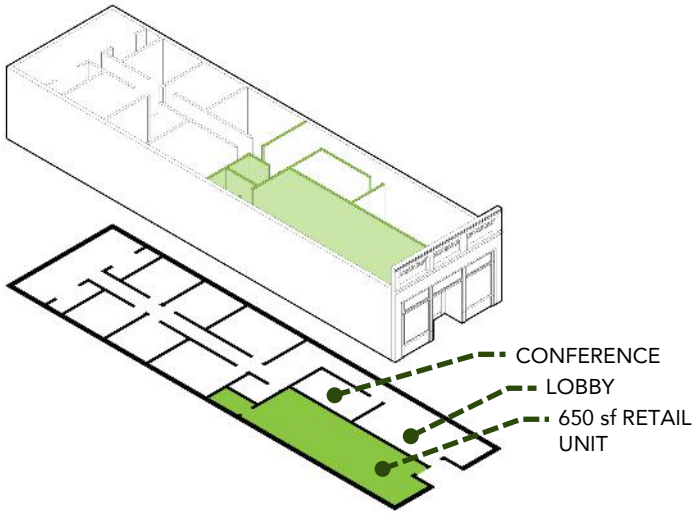
downtown strategies

The graphic below illustrates how a demising wall can be used to modify existing building footprints. Two scenarios are shown. **Scenario 1** is an existing office building that occupies the entire building footprint including the storefront. By modifying the underutilized lobby and conference room area with a demising wall, an additional small footprint retail space is created. This additional unit provides revenue for the property owner, offers much needed retail space, and activates the storefront and sidewalk downtown.

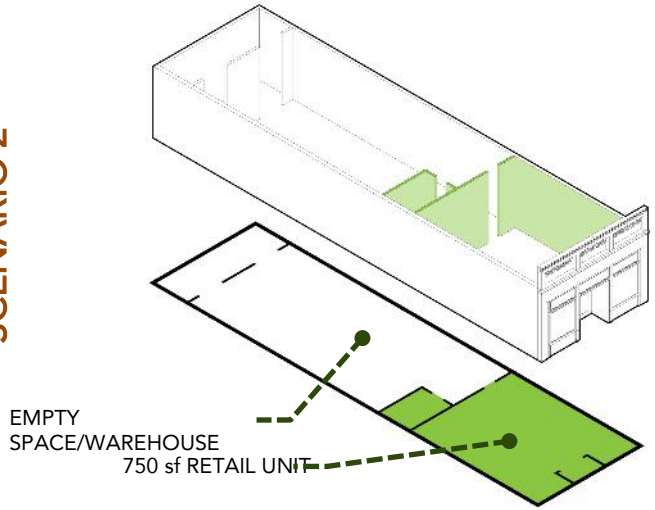
Scenario 2 illustrates how a large, vacant building can be modified into a small storefront unit by adding a demising wall. This provides a more affordable space along the storefront and activates a vacant building. This approach allows property owners to phase renovations rather than renovating the entire building at once.

SCENARIO 1





SCENARIO 2



Original Layout: A typical downtown office space with an underutilized lobby area and conference room provides an opportunity to add additional retail space.

Modified Layout: Adding a demising wall to reduce the size of the lobby and conference room adds an additional retail space to the downtown and provides additional income for the property owner.

Oversized Building: An oversized (2,500+ sf) "shell" of a building which is too large for a start-up retail business. A smaller (<1,000 sf) retail space can be added along the storefront.

Real Estate Analysis

Focus Area 4: Economic Vitality

8521 Chestnut Avenue Bowie, MD 20715

Parcel No. (APN)	14-1630300
Land Use	COMMERCIAL STORES, RETAIL OUTLET
Buildings	1 Building
Building Area	7,200 SF | 1 Units
Lot Area	5,000 SF (0.12 ACRES)
Adj. Lots Owned	NONE
Year Built	1940
Owner (Assessor)	KELLER, CHRISTOPHER
Owner Address (Assessor)	10138 RIGGS RD ADELPHI, MD 20783
Last Market Sale	3/17/99 for $190,000
Total Assd. Value	$288,900
Opportunity Zone	No
Hazards	0/4 Present

Property Analysis

- The Christopher Antiques building helps define the charm and building character of Old Town. It sits on a major corner, but as an over eighty-year old, multi-story building, it presents inevitable challenges for future use.
- At 5,000 square feet, the property is around 100 feet deep, with a small dedicated area to access the property from its rear.
- The historic storefront is in operable condition and appears to have modern glass and a well-maintained façade.
- There is a city-owned lot across the street that offers ample parking during the hours when not competing with the Old Bowie Town Grille.
- Though there is not a sidewalk built along 11th Street, there is a dedicated curb cut into the property, as well as ample walkability from the adjacent neighborhoods, public parking areas, playgrounds, park, and Heritage Trail.
- Any future user should consider utilizing the multiple feet of patio space before the sidewalk or construct an outdoor element in the front of the space to show customer activity in Old Town.
- If outfitted with a fire suppression system, the upper floor has dedicated exterior access, and presents an opportunity for multiple residences or office space to help improve Old Town vibrancy in future years.
- Consider better utilizing the frontage of the building at Lanham Severn Road & 11th Streets to attract more people into the downtown.
- Work with the owners of the former Fabian House property for items like a shared dumpster, employee parking, and improved access to both properties.
- This could be another key property acquisition for the HCCDC.

CDCs for Redevelopment

Focus Area 4: Economic Vitality

Strategy (4.1)

Community development corporations (CDCs) are 501(c)3 non-profit organizations that are created to support and revitalize communities, especially those that are impoverished or struggling. Oftentimes, CDCs work to create and sustain affordable housing, but CDCs can also be involved in initiatives for education, job training, healthcare, commercial development, and other social programs. CDCs can adjust the scope of programming based on the needs within the surrounding community. While CDCs may work closely with a representative from the local government, they are not a government entity. As nonprofits, CDCs are tax-exempt and may receive funding from private and public sources. Examples in Maryland of CDCs providing value to communities are through providing business loans, operating job search and training programs, and supporting capital improvement projects.

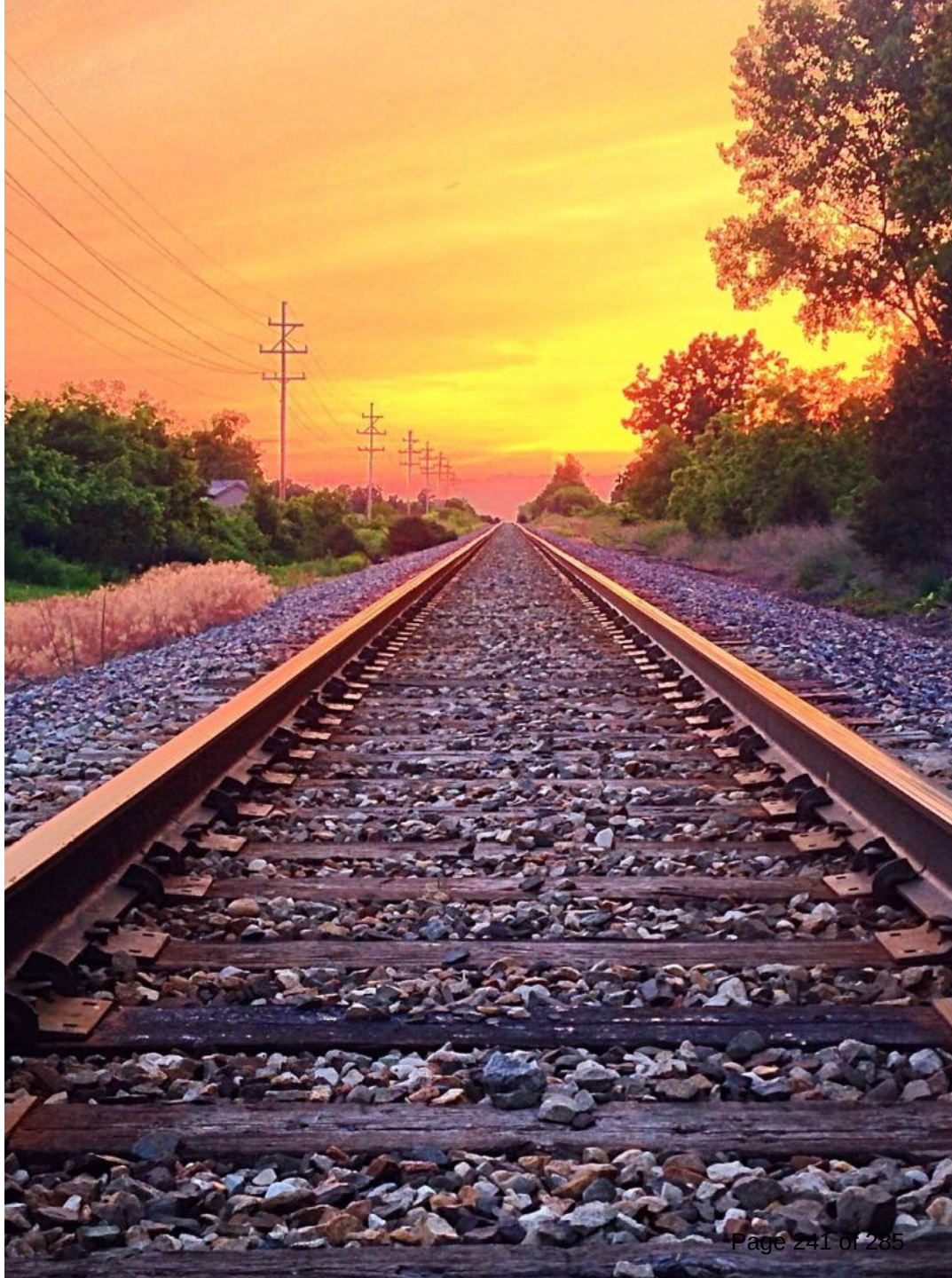
In Bowie

Utilize CDCs as a vehicle for redevelopment. The following steps should be followed:

- Identify the role(s) that a CDC would employ in Bowie, with a specific focus on OTB.
- Following state statute, create a CDC and seat a Board of Directors.
- Adopt a Strategic Plan identifying key initiatives for the CDC, ideally strategies listed in this plan.
- Capitalize the CDC by lobbying the state legislature and other funding sources for specific projects listed in this Strategic Plan.
- The CDC should serve as an Action Team (as defined in this plan) to implement strategies such as painting the bridge, hosting an Outdoor Market, and acquiring key property within Old Town Bowie.

Learn More

Pascagoula, MS Redevelopment Authority



Acquisition of Key Property

Focus Area 4: Economic Vitality

Strategy (4.2)

As vacant properties continue to deteriorate and provide a negative economic impact on downtowns and surrounding properties, cities and CDCs are taking a more proactive approach to redevelopment by acquiring key catalytic properties within a downtown. While many agencies don't want to be "in the real estate business," acquiring key properties puts community leaders in the driver's seat and allows them to stabilize the property and either sell it or use the asset as a development incentive. RFPs can be issued specifying a desired use (such as mixed with retail and residential) and the gifting of the asset can sometimes provide enough gap funding to make a development pro forma "pencil," where it normally would not.

In Bowie

In Bowie, the Keller Antiques building (pictured to right,) across from Town Green Park, stands out as a possible catalyst project because of its proximity to the park and the availability of public parking in the rear, and the consultant team understands that the property will be listed soon. The City or a CDC should consider acquiring the building to have control over the future use. Filling the space with a well-capitalized tenant or owner that provided a desired use for OTB would inject a needed boost of curb appeal and vitality to 9th Street.

Case Study

Wilson Downtown Properties, Inc. in Wilson, NC, is a non-profit 501(c) 3 organization that acts as the redevelopment affiliate of the Wilson Downtown Development Corporation (WDDC). Created to facilitate the adaptive reuse of obsolete properties, the organization purchases (or receives donations of) downtown properties, stabilizes them (seals from water and repairs or replaces roof,) and then sells them to partners who will open viable retail and restaurant establishments. Typically, a residential unit quota is incorporated in the development agreement to ensure that the mix of uses occur that the city envisions. Wilson Downtown Properties was originally capitalized by seed funds from the city and has grown it's capital fund with proceeds from selling stabilized properties. Over 50 properties have been purchased, stabilized, and redeveloped through this format.

Co-working Space

Focus Area 4: Economic Vitality

Strategy (4.3)

Entrepreneurs in rural communities face different challenges than those in urban areas. A less dense population means there may be fewer resources available for startups, including affordable office space, access to mentorship and training, or even connecting with relevant stakeholder or market networks.

In Bowie

Through the Stakeholder Input and Electronic Community Survey, the consultant team heard themes representing a desire for residents that live adjacent to OTB to be able to work downtown. The lifestyle of living downtown, working downtown, and eventually shopping and dining downtown is one that can anchor the downtown for decades to come with committed residents that encourage commerce and vitality. Entrepreneurs and owners of home-based businesses are seeking quality, but small, office space in a downtown setting. The City should be proactive and acquire downtown property that can serve as a business incubator and start-up space. Spaces should be available for monthly rent and present in a variety of forms, such as desks, offices, and suites. Regular downtown employees can provide the stability for coffee shops, smoothie bars, and additional restaurants and boutiques as OTB develops further. Bowie could own and operate the space or acquire the space and seek an operator through an RFP process. The property former Fabian House could be an ideal location for this use. Part of the ground floor could be dedicated for a start-up coffee user with low rent and low barrier to entry.

Case Study

In eastern North Carolina, the City of Wilson partnered with RIoT and Greenlight to create Gig East Exchange, a coworking space in downtown that is also home to a startup accelerator program and other entrepreneurship programming. Entrepreneurs in rural communities face different challenges than those in urban areas. A less dense population means there may be fewer resources available for startups, including affordable office space, access to mentorship and training, or even connecting with relevant stakeholder or market networks. In eastern North Carolina, the City of Wilson partnered with RIoT and Greenlight to create Gig East, a coworking space in downtown that is also home to a startup accelerator program and other entrepreneurship programming.

Action Team Implementation

downtown strategies

Focus Area 4: Economic Vitality

Focus Area	Identifier	Strategy	Timeline	Level of Investment	Responsible Party
Economic Vitality	4.1	Utilize CDCs as a vehicle for redevelopment. The following steps should be followed: • Identify the role(s) that a CDC would employ in Bowie, with a specific focus on OTB. • Following state statute, create a CDC and seat a Board of Directors. • Adopt a Strategic Plan identifying key initiatives for the CDC, ideally strategies listed in this plan. • Capitalize the CDC by lobbying the state legislature and other funding sources for specific projects listed in this Strategic Plan. • The CDC should serve as an Action Team (as defined in this plan) to implement strategies such as painting the bridge, hosting an Outdoor Market, and acquiring key property within Old Town Bowie.	NOW	- $$$	City
Economic Vitality	4.2	The City or CDC should acquire the Keller Antiques building across from Town Green Park to have control over the future use. Filling the space with a well-capitalized tenant or owner that provided a desired use for OTB would inject a needed boost of curb appeal and vitality to 9th Street.	NOW	$$$	City; CDC
Economic Vitality	4.3	The City or CDC should be proactive and acquire downtown property that can serve as a business incubator and start-up space. Spaces should be available for monthly rent and present in a variety of forms, such as desks, offices, and suites. Regular downtown employees can provide the stability for coffee shops, smoothie bars, and additional restaurants and boutiques as OTB develops further. Bowie could own and operate the space or acquire the space and seek an operator through an RFP process. The property former Fabian House could be an ideal location for this use. Part of the ground floor could be dedicated for a start-up coffee user with low rent and low barrier to entry.	Years 3-5	$$$	City; CDC

downtown strategies

Appendix

Types of Plans

	downtown strategies	Traditional Strategic Plan	Master Plan
TIMELINE	6-8 Weeks	18-24 months	18-24+ Months
SCOPE	5-Years	20+ Years	20+ Years
COST	$	$$	$$$
FOCUS	Action, Incremental Change	Vision, Goals, Ideas	Drawings, Visions, Plans
RECS	Tactical, Practical	Big Picture, Visionary	Big Idea, Extensive

About Us

downtown strategies

Who We Are

Downtown Strategies, a division of Retail Strategies, exists to provide realistic, implementable strategies to communities for revitalizing their downtowns. Led by a team of downtown revitalization practitioners and real estate experts, our combination of real-world experience, plus expertise in real estate and retail uniquely qualify us to assist communities with backfilling vacancies increasing tourism, and enhancing the sense of place in their downtowns. Serving rural communities in 24 states, Downtown Strategies is the leading national firm for downtown revitalization planning with an emphasis on real estate and retail.

5-Year Plan

At Downtown Strategies, we belive that action and implementation are more important than a flash 20-year vision. Our process is based on our team's experience as practitioners. Our team members have been in your shoes as community leaders and know what it is like to manage downtown revitalization efforts.

Most communities do not suffer from a lack of ideas, they struggle with knowing where to start when it comes to implementing their ideas. Rather than brainstorming everything that you could ever potentially do in your downtown, we focus on a five-year timeframe. This plan is designed to help you identify where your community should focus its energy and effort in the near-term. Implementing these short-term, doable strategies will incrementally shift the trajectory of your downtown and create the spark that you desire.

Our Team

downtown strategies

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Key Focus Areas: Organization; Resources; Communication

Bowie Economic Development from City Budget

Description

The mission of the Economic Development Office is to increase the employment and non-residential tax base of the City through business retention, expansion and attraction; tourism promotion; community development, redevelopment and revitalization; and other business technical assistance. This office serves as a liaison to the business community and to the City's Economic Development Committee; and supports the local delivery of business assistance programs of various chambers of commerce, regional economic development entities, state offices and departments, and other agencies for economic and community development matters. This office is responsible for the implementation of economic development strategies adopted by the City Council.

Memorandum

TO: City Council

FROM: Alfred Lott, City Manager

SUBJECT: Budget Guidance for FY 2027

DATE: 12/30/2025

The Finance Department will provide trend information and major themes to City Council for the upcoming FY 2027 Budget process.

ATTACHMENTS: 1. 20260105 - Council Budget Guidance FY2027

Council Budget Guidance FY 2027

CITY OF BOWIE

January 5, 2025

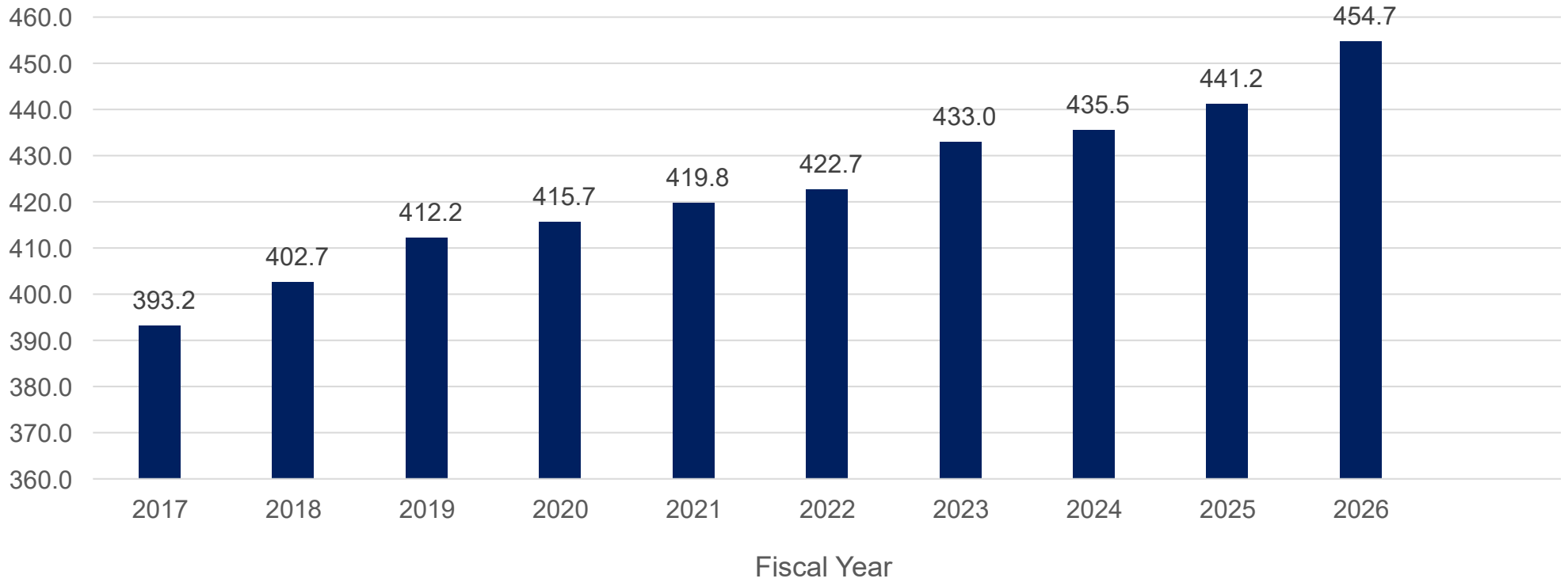
City's Success

- Exceeded fund balance policy of 25 percent of expenditures
- In FY2025 the General Balance decreased by $1,288,706 (unaudited)
- Triple A Rating
- Constant Tax Rate over the last 16 years
- Robust core services
- Development of South Lake, Melford, and Mill Branch Crossing

Total Personnel

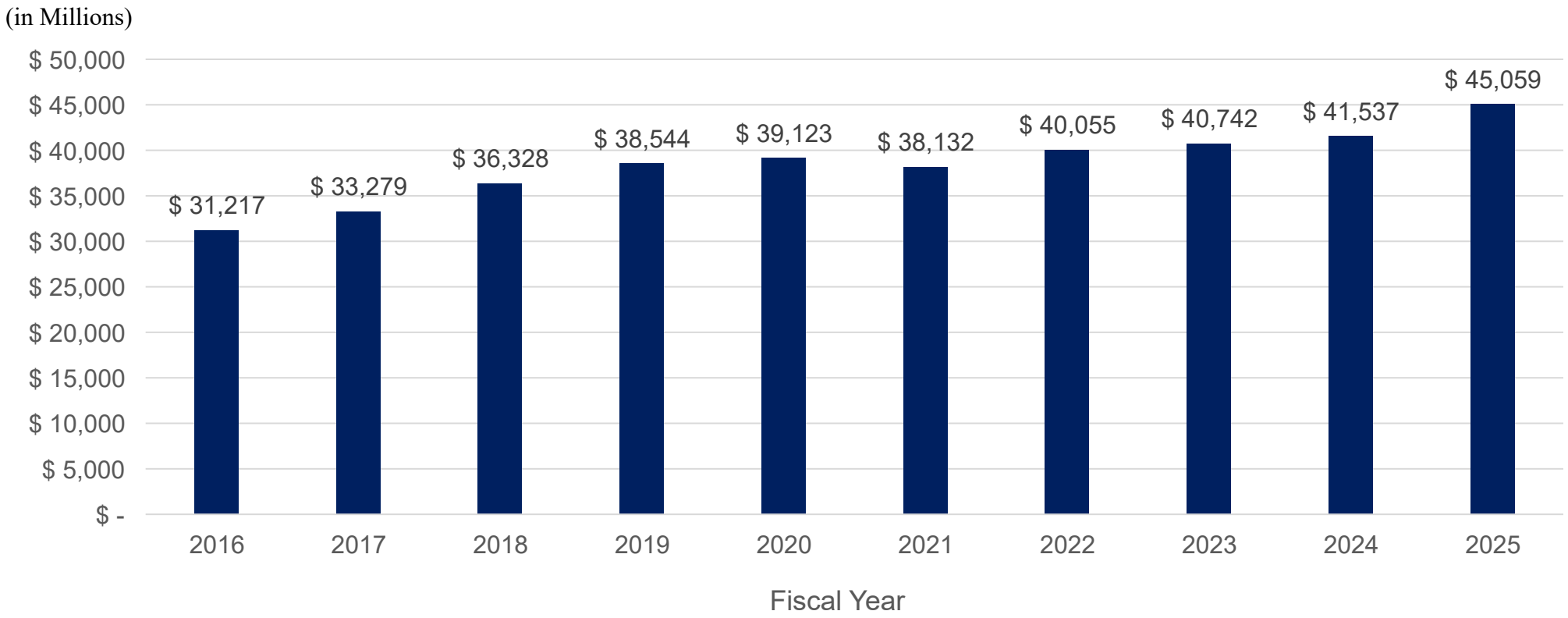
Authorized Full Time Equivalent (FTEs) - Budget Basis

Last Ten Years



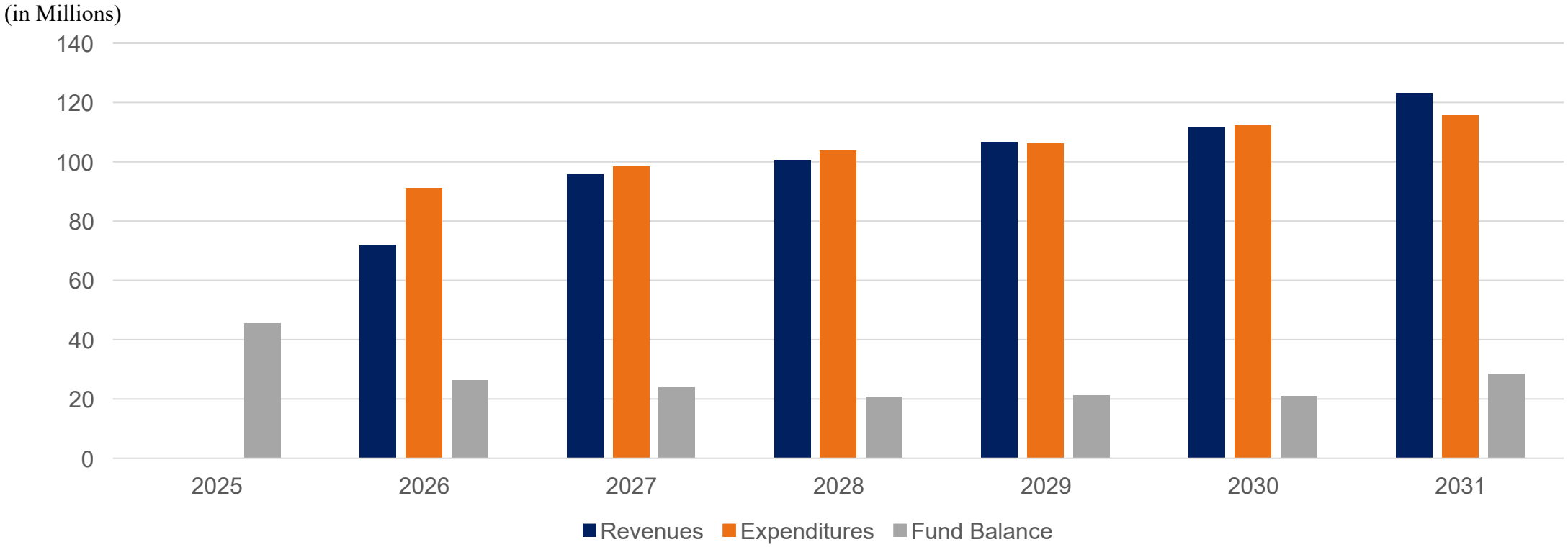
Total Personnel Services Cost

Last Ten Years



Current Trend General Fund Revenue, Expenditures and Fund Balance – With Proposed Tax Increases

FY2026 – FY2031



*No Real Property Tax increase for 16 years

Source: FY2026 Adopted Budget

Council / Management Responsibility

Balance Budget - The budget must be balanced, meaning the total of the anticipated revenues, including fund balance carried over from previous years, must equal or exceed the total of the proposed expenditures.

Meeting Purpose

- Establish a framework for FY2027 Budget
- Set budget priorities and parameters
- Emphasize importance of using the CIP as a strategic financing and project planning tool
- Consideration of long-term recurring operating costs when adding new Capital Projects
- Consideration of debt affordability
- Reevaluate the current property tax rate

Budget Framework

- Re-affirm Core Services.
- Establish the Property Tax Rate for FY2027.
- Examine the need for new Capital Projects.
- Examine the funding strategy for Capital Projects Fund and Equipment Acquisition and Replacement Fund.
- Establish new Water and Sewer Rates.

Current Threats

- Human Capital
- Supply Chain
- Inflation Cost
- Declining Intergovernmental Revenues

Budget Development Schedule

January

Council meets to establish budget priorities. City Manager conveys Council policy to Department Heads.

December–January

Staff begins planning recommendations for the Capital Improvement Program.

January

Staff begins developing goals for the coming year and estimating costs for operating budget recommendations.

January–February

City Manager meets with Department Heads to analyze new projects, evaluate progress on continuing projects, determine operating cost requirements and set priorities.

March

Finance Department makes revenue projections, prepares summaries, edits and assembles the City Manager's Proposed Budget.

April

City Manager submits the Proposed Budget and Capital Improvements Program to City Council between April 10th and April 15th, as required by City Charter.

April–May

City Council holds budget work sessions and one or more public hearings, all of which are televised and open to the public.

FISCAL POLICIES

Fiscal Policies

- Capital Financing
- Debt Management
- Fund Balance
- Revenues and Expenditures
- Capital Projects

Capital Financing

The City will not use long-term borrowing to finance current operations or normal maintenance expenses.

City will maintain a high reliance on pay-as-you-go financing for its capital improvements.

Issue debt for major projects included in the Capital Project Program.

Debt Management

All debt issued will be repaid within a period not to exceed the expected useful life of the improvements financed by debt.

The City will maintain its tax-supported bonded debt at a level not to exceed 0.8 percent of the assessed valuation of taxable property within the City.

The ratio of debt service expenditures as a percent of General Fund revenues shall not exceed 10 percent.

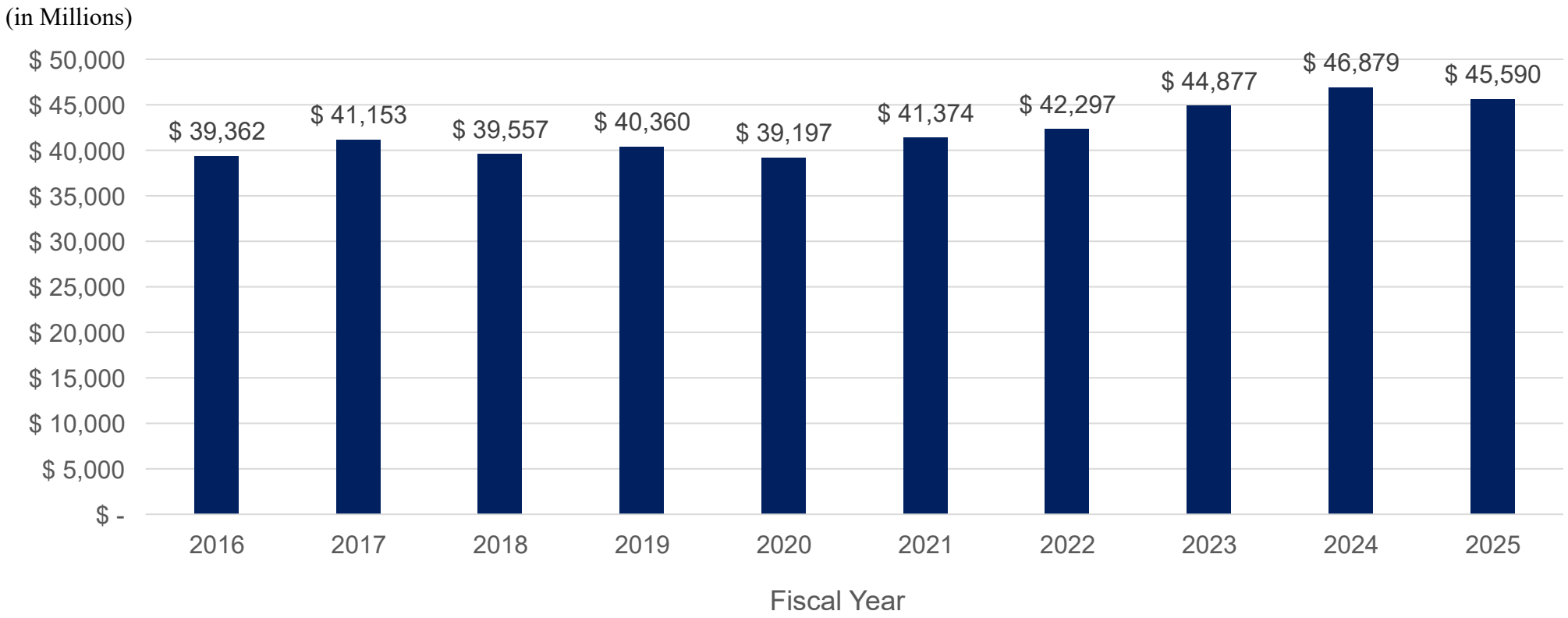
Fund Balance

- The City will maintain a fund balance in the General Fund and the Water and Sewer Fund at a level not less than 25 percent of annual expenditures.

- To the extent that fund balance in the General Fund exceeds the 25 percent level, the City will draw upon the fund balance to provide pay-as-you-go financing for capital projects or for other one-time capital items.

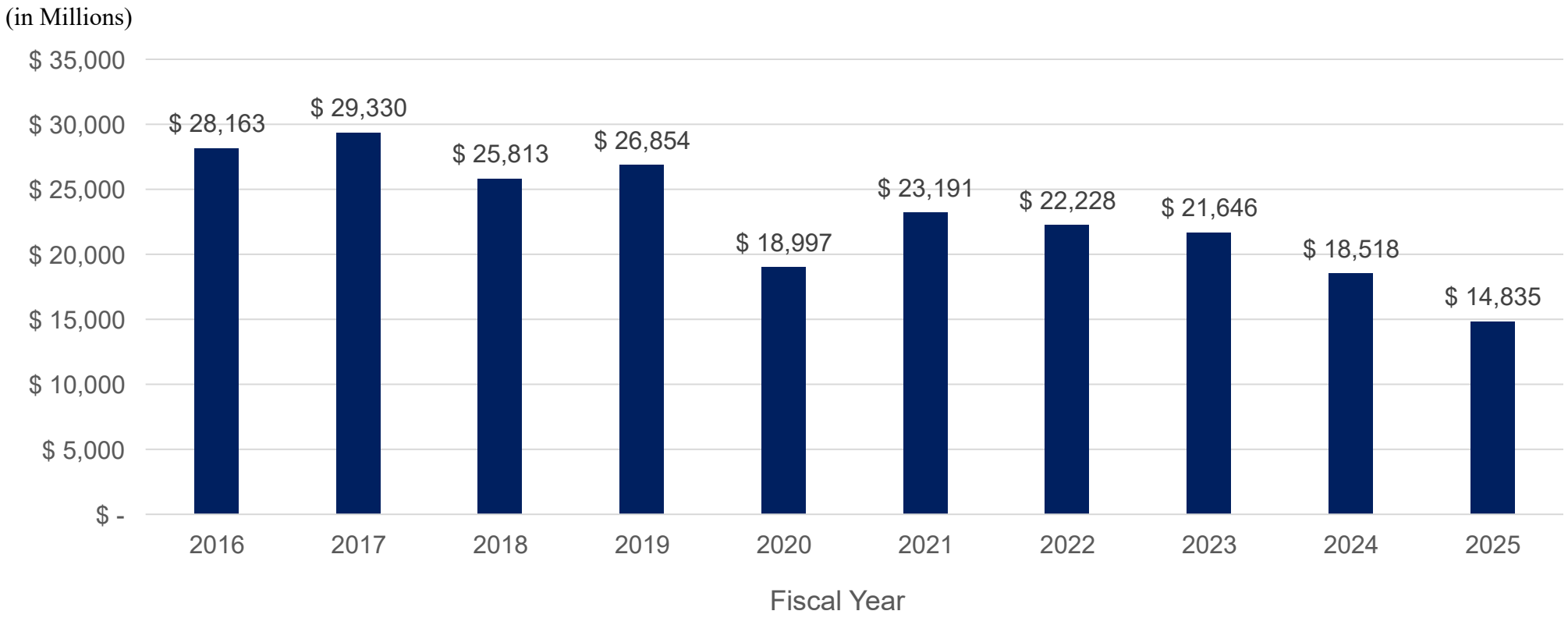
General Fund Balance

Last Ten Years

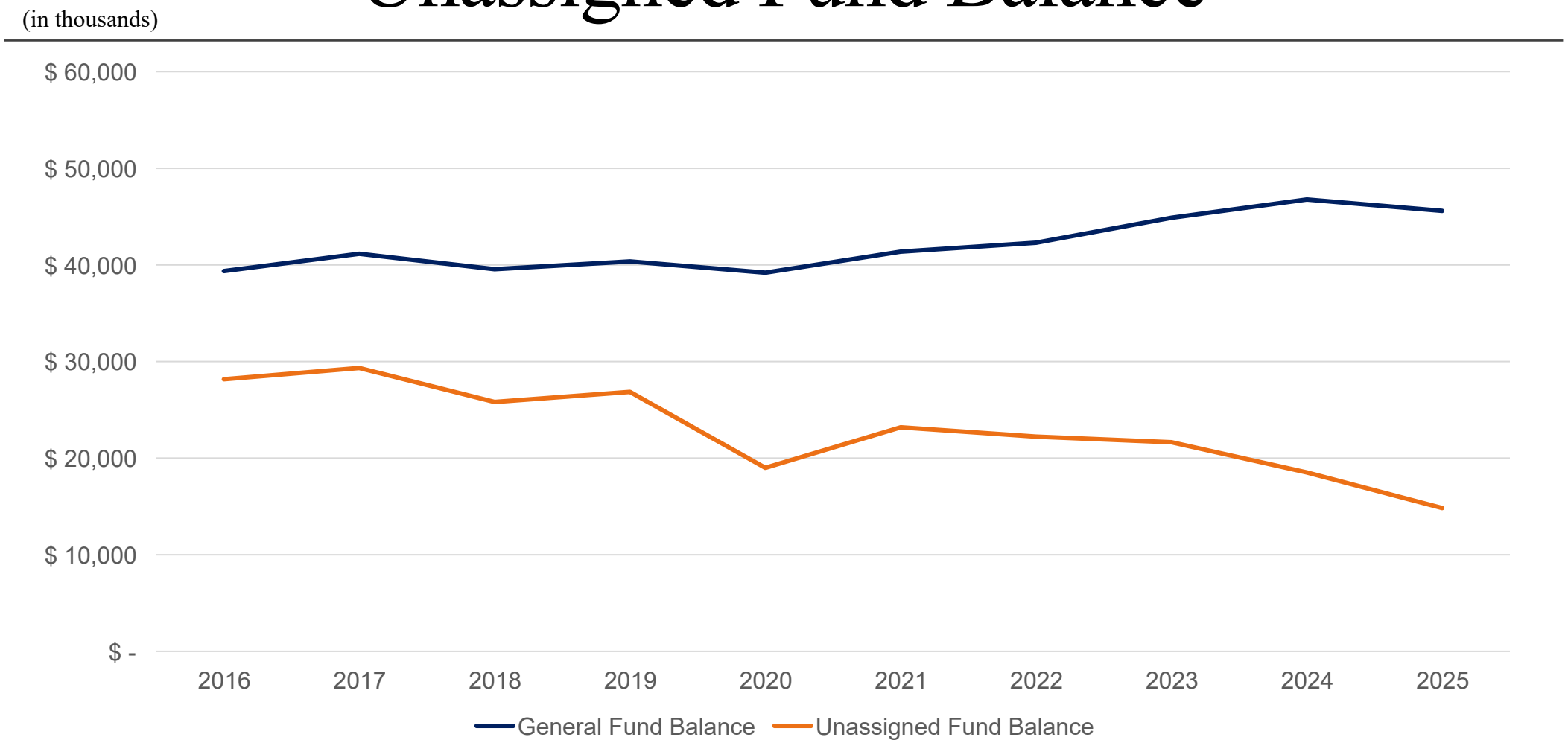


Unassigned Fund Balance

Last Ten Years



General Fund Balance
vs.
Unassigned Fund Balance



Fund Balance Policy

The City council adopted a policy to maintain the General Fund's fund balance at a level no lower than 25 percent of expenditures.

FY2025 General Fund Expenditures totaled $71,867,360

FY2025 Ending Fund Balance totaled $45,589,958

FY2025 Fund Balance percentage of expenditures were 63 percent.

* Unaudited

Revenue and Expenditures

The City will strive to adopt an annual General Fund budget in which recurring expenditures do not exceed recurring revenues.

A five-year projection of revenues and expenditures for the General and Water and Sewer Fund will be prepared each fiscal year to provide a long-range, strategic perspective for the annual budget process.

On an annual basis the City will set rates for the Water and Sewer Fund at levels which provide for self-sufficiency.

One-time nonrecurring revenues shall be used for financing capital projects. Examples of one-time revenues include, but are not limited to: proceeds from the sale of surplus property, capital grants and other infrequent, nonrecurring revenues.

The use of one-time revenues for financing ongoing operating expenditures is strongly discouraged.

Capital Project Hierarchy

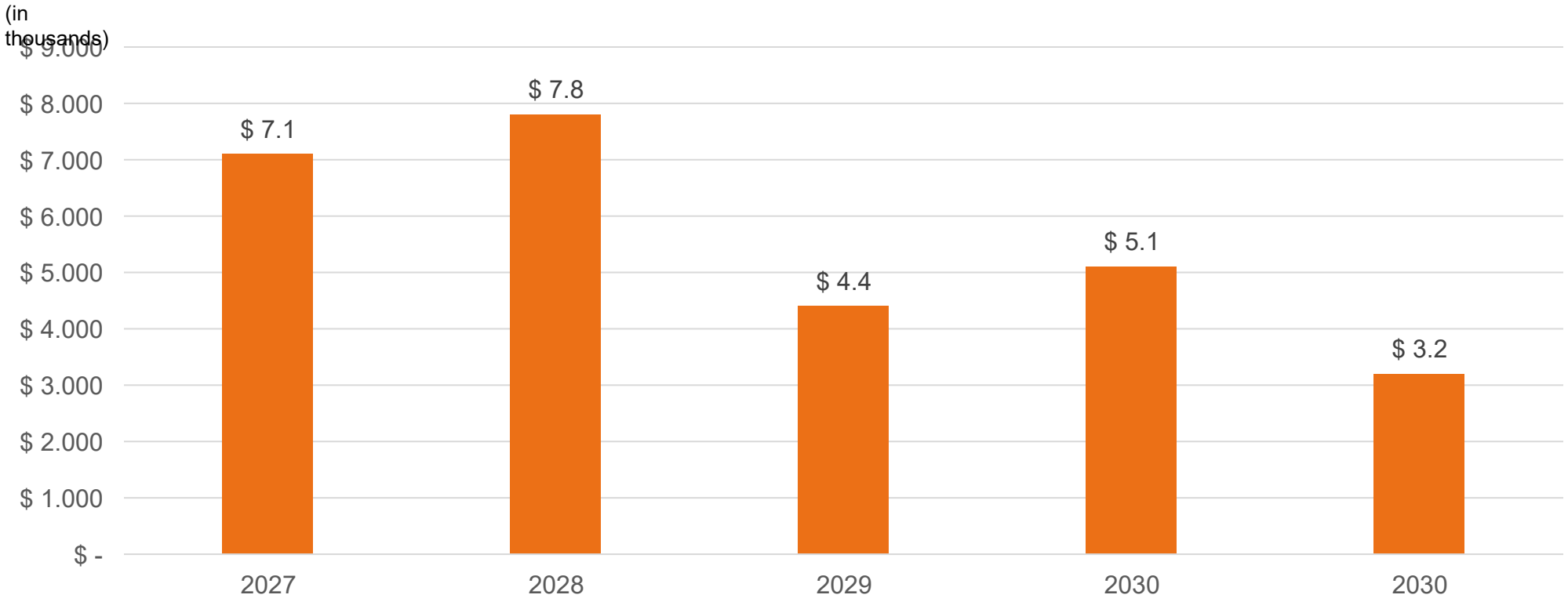
Capital projects will be approved in the following order:

- Mandates from Federal, State, and County governments.
- Improvements to City amenities that promote health and wellness.
- Restoration of aging infrastructure and buildings.
- New Projects.

Capital Project Spending

- **Set Priorities**
  - *EPA – Chesapeake Bay*
  - *Special Taxing Districts*
  - *Water/Sewer Pipe Recapitalization*
  - *Facilities Preventive Maintenance*
  - *Ice Arena/Basketball Courts/Golf Course*
  - *Set Moratorium on new projects*
- **Project Cancelations**
  - *Cost/benefit approach*
- **Funding**
  - *PAYGO (Pay as you go)*
  - *General obligation bonds*
  - *Federal and State Grants*
  - *Transfers from the General Fund*
  - *M-NCPPC*
  - *Prince George's County*

Scheduled CIP Transfers from the General Fund



TRANSFERS FROM THE GENERAL FUND FOR CAPITAL IMPROVEMENT PROJECTS ARE NOT SUSTAINABLE.

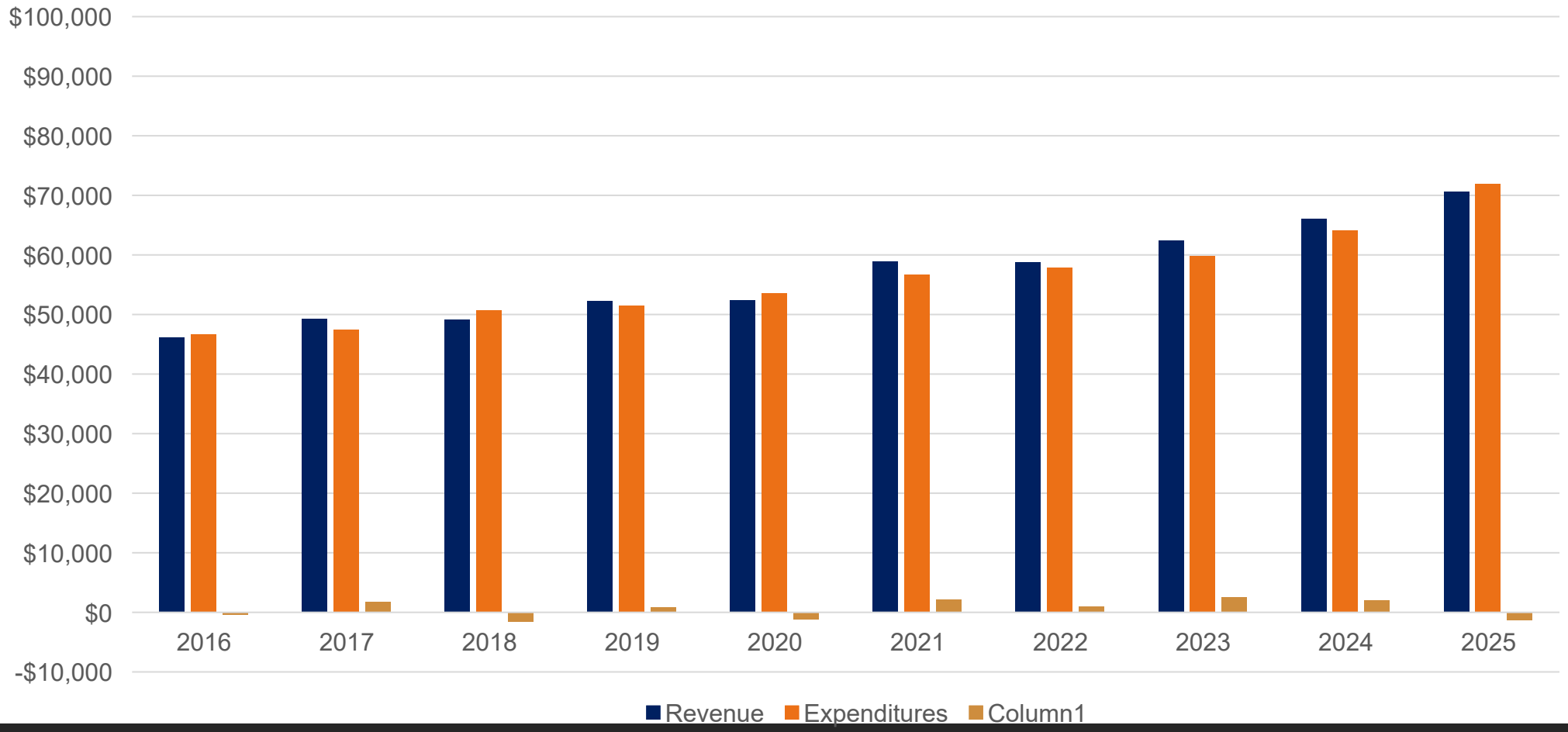
Trends of Major Revenue Sources

(Last Ten Years)

General Fund - Revenues and Expenditures

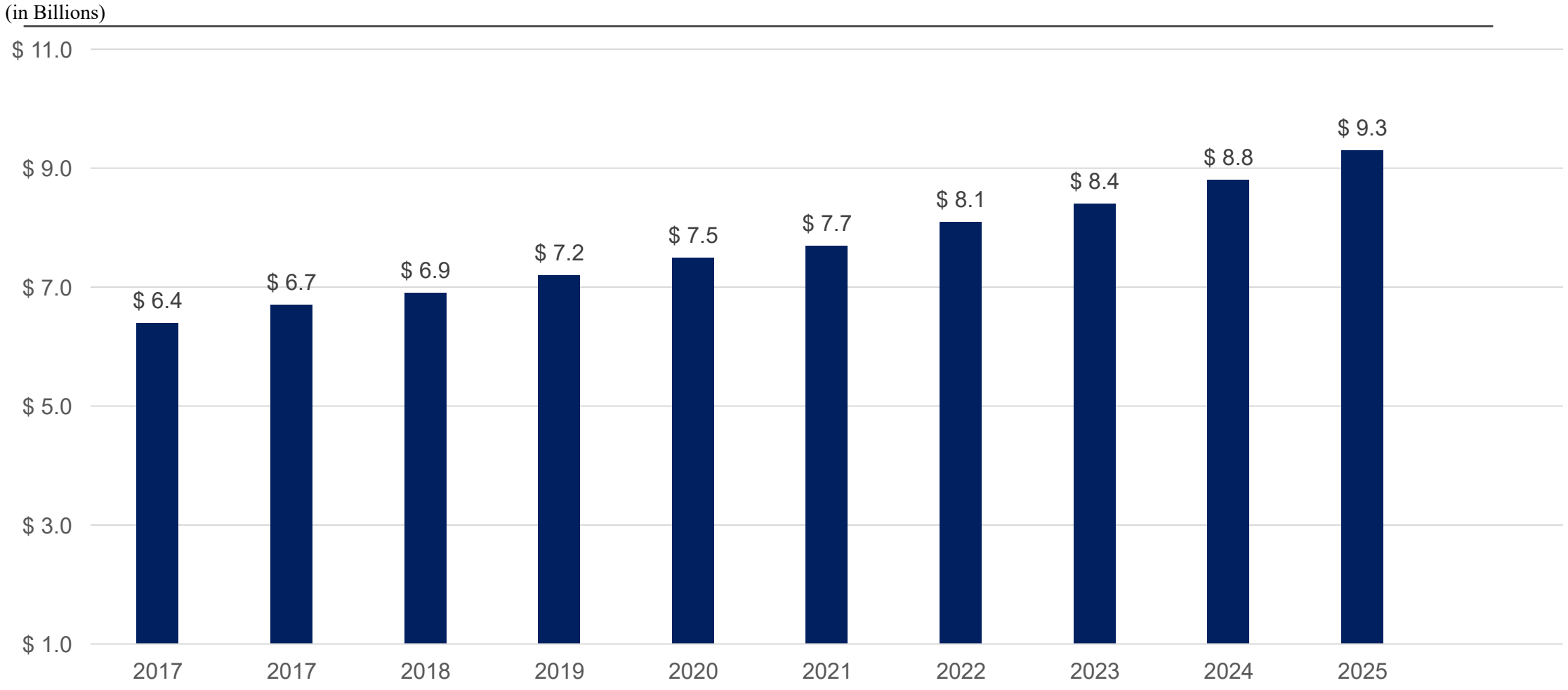
Last Ten Years

(in Millions)

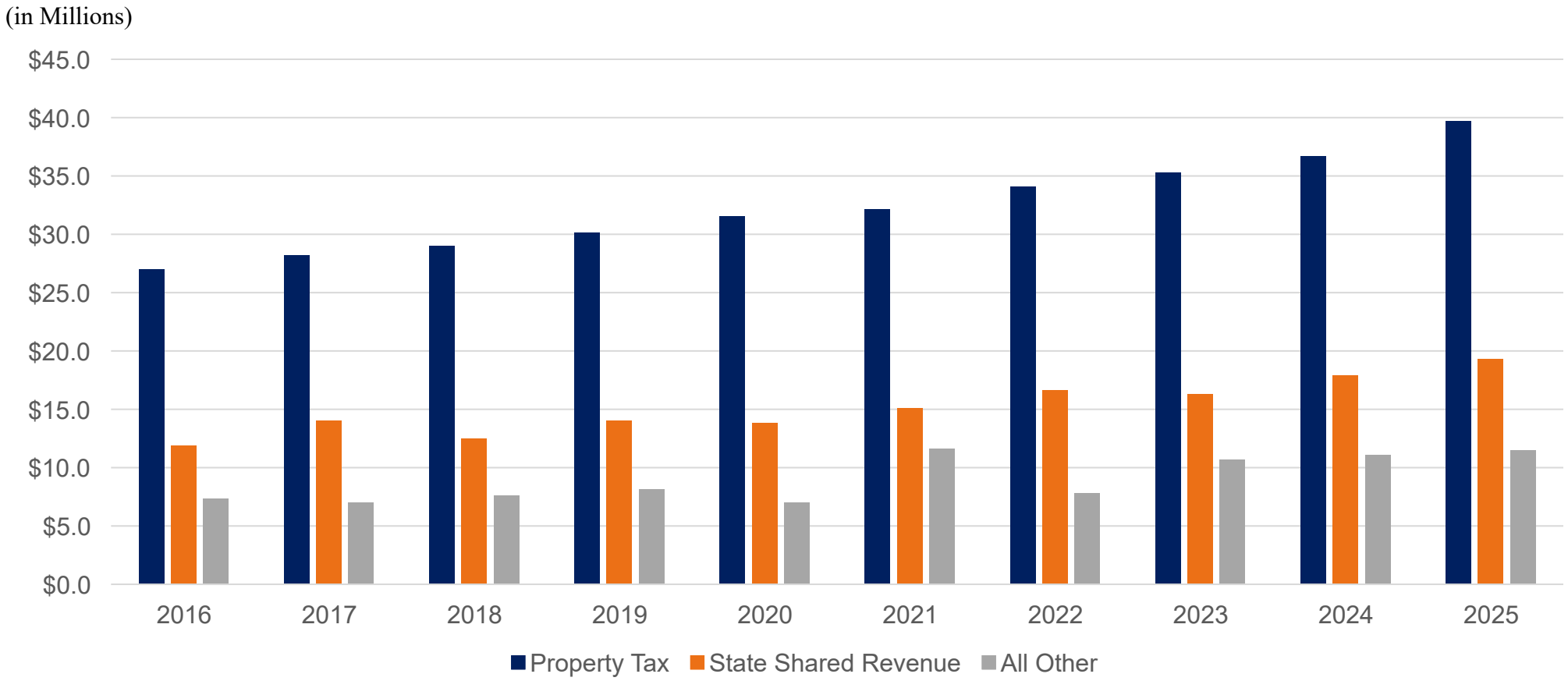


Assessed Value of Taxable Property

Last Ten Years

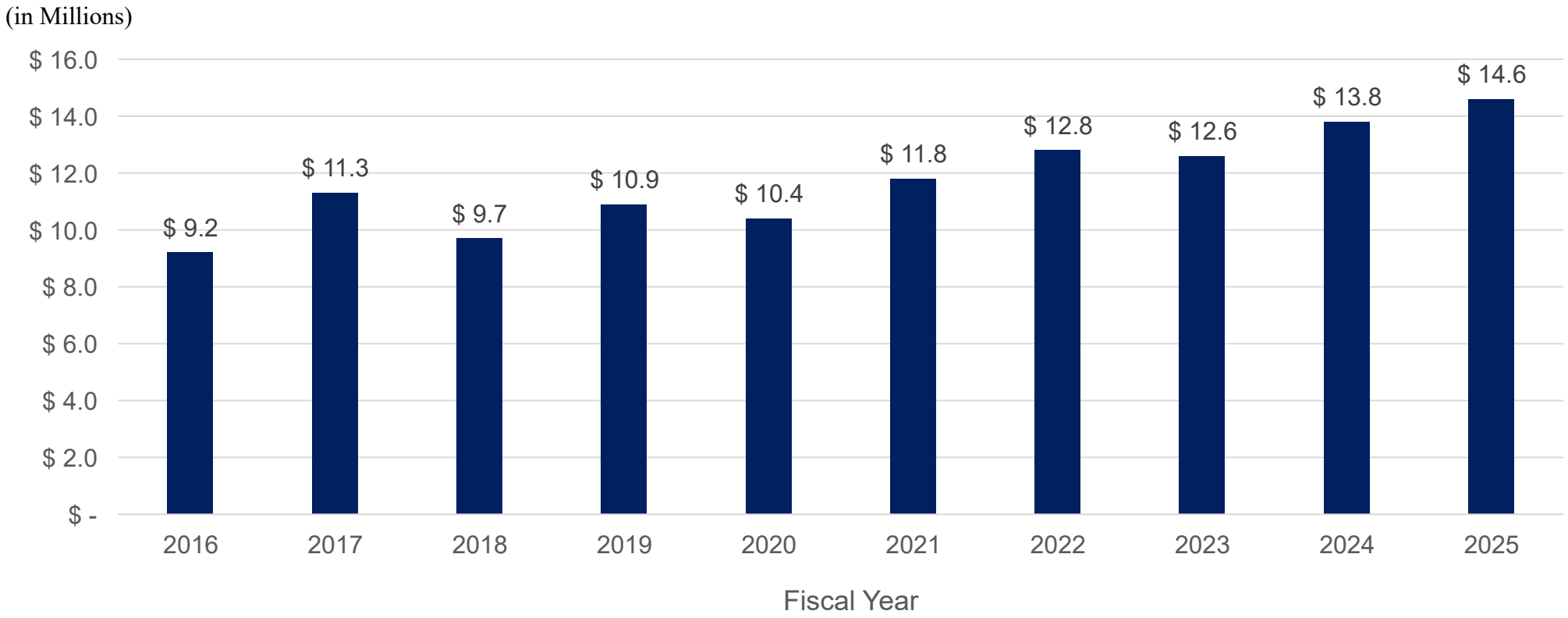


General Fund
Major Revenue Categories



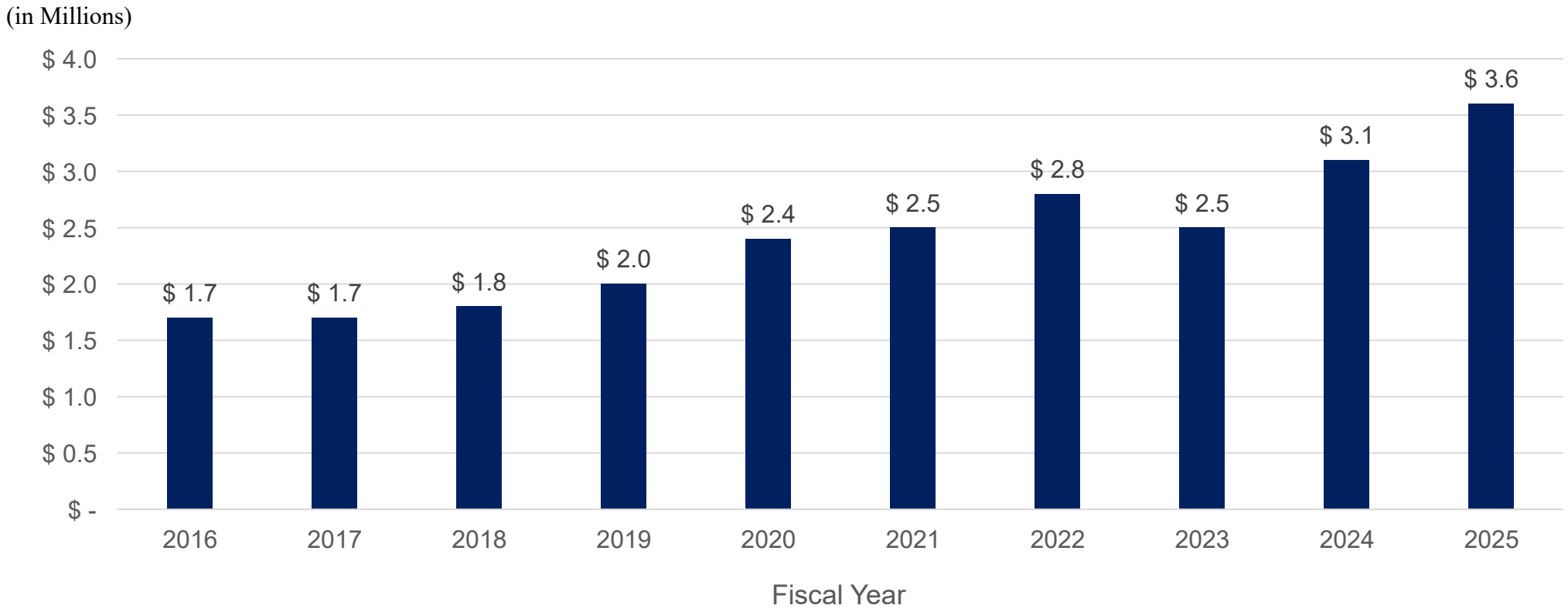
Income Taxes

Last Ten Years



Highway User Revenue

Last Ten Years



Revenue from Speed Camera Infractions

Last Ten Years

Budget Guidance

The City's financial position is strong, as demonstrated by affirmation of the City's Aaa rating from Moody's, AAA Standard and Poor's, and AAA Fitch Ratings. General Fund Balance and Unassigned Fund as a percentage of General Fund Expenditures.

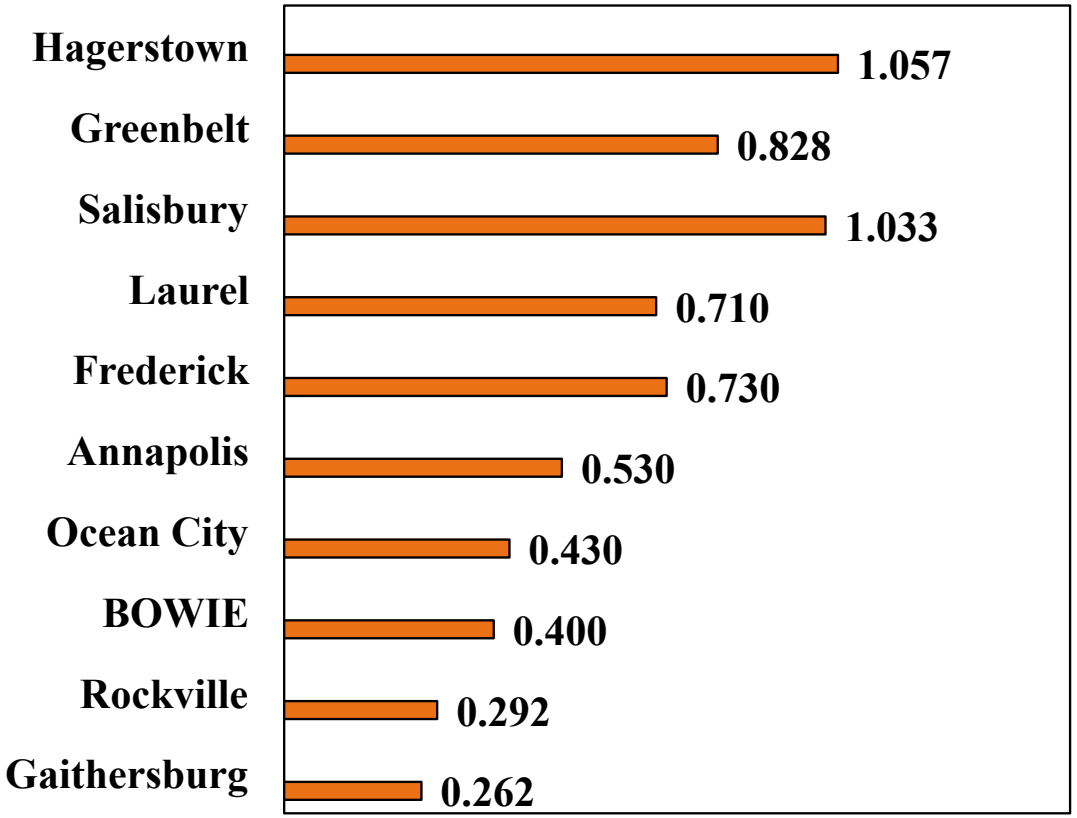
- General Fund - Fund Balance
  $45,525,722 63.3%

- Unassigned Fund Balance
  $14,770,756 20.5%

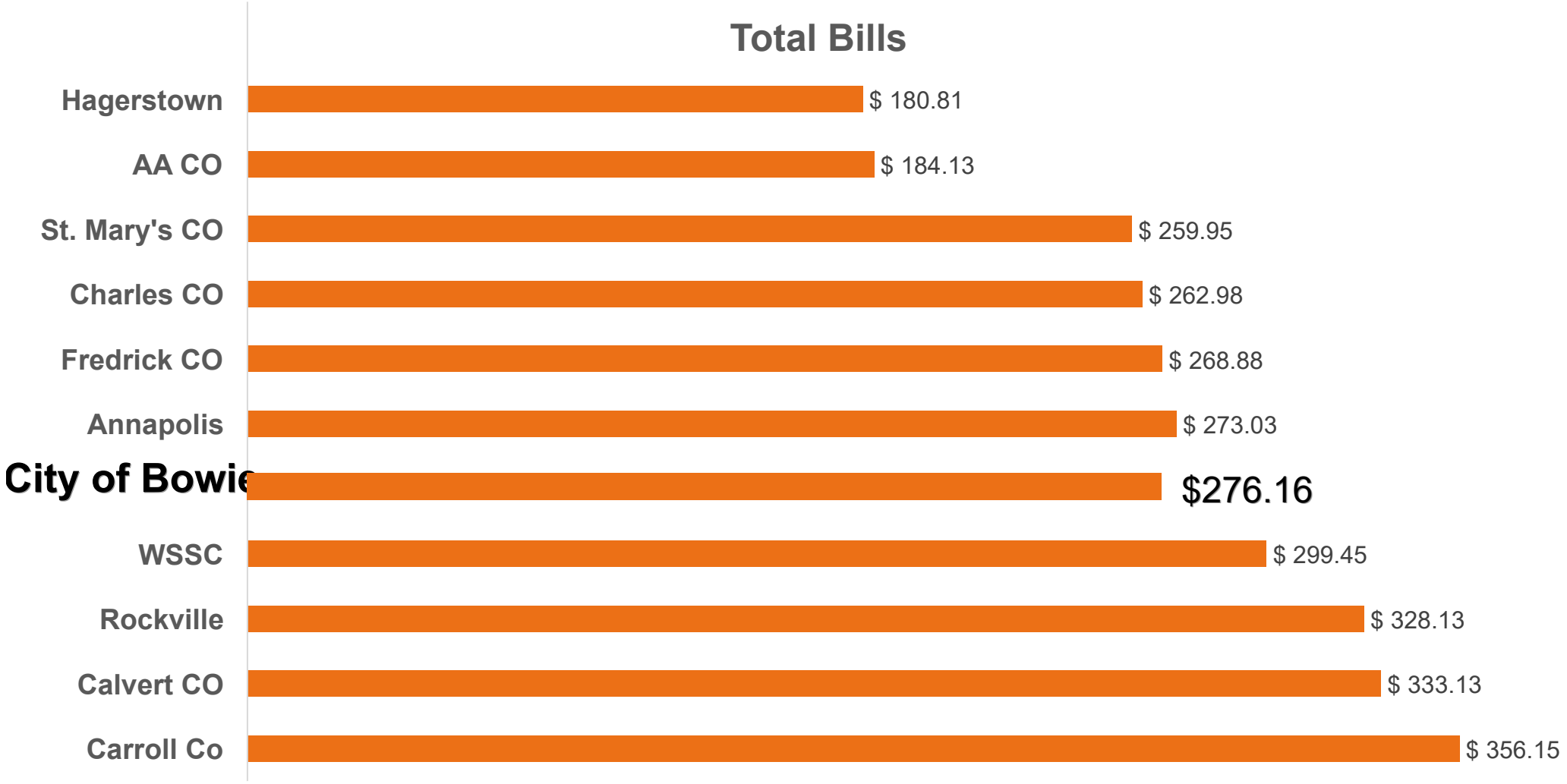
Unaudited financial statement as of June 30, 2025

Percentage of current expenditures

FY2026 Adopted Property Tax Rates



Comparison of Water Company Rates



Questions and Comments