



City of Bowie

Regular City Council Meeting

Tuesday, January 20, 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**
- VII. CITY BOARDS AND COMMITTEES**
- A. Appointments/Reappointments/Swearing-in**
- VIII. COUNCIL ANNOUNCEMENTS**
- IX. CITY MANAGER'S REPORT**
- X. CONSENT AGENDA**
 - A.** Approval of January 5, 2026 Council Meeting Minutes
 - B.** Adoption of Resolution R-5-26 Accepting the Right-of-Way Improvements Constructed Under Permit ROW-0002-22 at South Lake Apartments and the Release of Construction Securities
 - C.** Adoption of Resolution R-6-26 Request for 50% Bond Reduction for Permit SDP-0004-21 at South Lake Residential Phase 1A
 - D.** Adoption of Resolution R-7-26 Request for 50% Bond Reduction for Permit SDP-0008-21 at South Lake Residential Phase 1B
 - E.** Adoption of Resolution R-8-26 Request for 50% Bond Reduction for Permit SDP-0009-21 at South Lake Residential Phase 1C
 - F.** Adoption of Resolution R-9-26 Request for 50% Bond Reduction for Permit SDP-0003-23 at South Lake Residential Phase 1D
 - G.** Adoption of Resolution R-10-26 Accepting the Improvement to the Right-of-Way Constructed Under Permit RG-0001-21 for Melford Townhomes and Release of Construction Securities
 - H.** Adoption of Resolution R-11-26 Accepting the Right-of-Way Improvements Constructed Under Permit SDP-0006-21 at Melford Townhomes and the Release of Construction Securities
 - I.** Adoption of Resolution R-12-26 Accepting the Stormwater Management Facility Improvements Constructed Under Permit SWM-009-20 at the Aspen at Melford and the Release of Construction Securities

- J. Adoption of Resolution R-13-26 Accepting the Right-of-Way Improvements Constructed Under Permit ROW-130-18 for Belair Drive SHA Sidewalk Improvements and the Release of Construction Securities
- K. Adoption of Resolution R-14-26 Accepting the Stormwater Management Facility Improvements Constructed Under Permit SWM-0008-20 at Melford Pond Trail and the Release of Construction Securities

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**
- B. Adoption 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 - **Public Hearing/Eligible for Action**

XII. NEW BUSINESS

- A. Department of Community Services "Sweet Bowie" Honey - Staff will present the 2025 Inaugural Harvest from a local beehive to Council.
- B. Financial Advisory Committee — Way Ahead - The Financial Advisory Committee will present on the purpose and function of the Committee.
- C. Arts Committee City of Bowie Poet Laureate - The Arts Committee will present the Poet Laureate proposal to Council - **Eligible for Action**
- D. Friendship Aspire Bowie STEM Public Charter School
- E. Feasability of Repurposing Kenhill Center for Use as a Charter School - **Eligible for Action**
- F. 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**

XIII. ADJOURNMENT

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 1/21/2026 and 1/24/2026 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 - MONDAY, FEBRUARY 2, 2026 - COUNCIL CHAMBERS - 8:00 P.M.



Memorandum

TO: City Council

FROM: Awilda Hernandez, City Clerk

SUBJECT: Committee Appointments/Reappointments/Swearing-in

DATE: 01/15/2026

Committee Appointments:

1. Ms. Nicole Reed was interviewed on January 5, 2026, for appointment to the Administrative Review Board. Council concurred to appoint her to the Board as an Alternate Member for a 2-year term. Please move to appoint her.
2. Ms. Carolyn Murphy was interviewed on January 5, 2026, for appointment to the Green Team Executive 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.
3. Mr. Fernando Castro Gomez was interviewed on January 5, 2026, for appointment to the Diversity Committee. Council concurred to appoint him to the Committee as a Regular Member for a 2-year term. Please have Councilmember Rogers move to appoint him.

ATTACHMENTS: None

REGULAR CITY COUNCIL MEETING MINUTES

MONDAY, JANUARY 5, 2026

CALL MEETING TO ORDER:

The Regular Meeting of the Bowie City Council was held on Monday, January 5, 2026, 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 Brady, Estève, Ndebumadu (arrived 8:07pm), Rogers, Truesdale and Woolfley, City Manager Lott, Assistant City Manager Mears, City Attorney Levan, City Clerk Hernandez and Staff.

AGENDA ADDITIONS/DELETIONS/AMENDMENTS:

Councilmember Brady motioned to move New Business Item (B) Economic Development Discussion to the January 20, 2026 meeting. Mayor Pro Tem Woolfley second the motion. Motion passed 4-2-1 (Nay - Ndebumadu, Rogers; Abstain – Adams).

Mayor Adams motioned to move Old Business Item (A) Adoption of Charter Amendment Resolution CAR-3-25 to the January 20, 2026 meeting. Councilmember Truesdale second the motion. Motion passed 7-0.

Councilmember Ndebumadu motioned to move Consent Agenda Item (F) Adoption of Resolution R-3-26 to New Business for further clarification. Councilmember Brady second the motion. Motion passed 7-0.

CITIZEN PARTICIPATION:

1. Carmen Hubbard – Spoke regarding public safety concerns at Bowie Town Center.
2. Brian Hubbard – Spoke regarding public safety concerns at Bowie Town Center.
3. Dawn Denbow – Copy of comment attached.
4. Diane Polangin – Copy of comment attached.
5. Pauline Markward – Copy of comment attached.
6. Kathy Mason – Chair of Friendship Aspire Charter School, formally requested time on a future Council agenda to present a detailed proposal for the use of Kenhill Center.

PRESENTATIONS:

Council presented a proclamation to H. Byron Matthews, Director of Finance, for 32 years of distinguished service to the City of Bowie. The proclamation acknowledge his leadership, fiscal stewardship, and contributions to maintaining AAA bond ratings and national finance awards and well wishes upon his retirement.

CITY BOARDS AND COMMITTEES:

A. Appointments and Swearing-in:

1. Mayor Pro Tem Woolfley motioned to appoint Valerie Mikles to the Environmental Advisory Committee as a regular member for a 2-year term. Councilmember Brady second the motion. Motion passed unanimously.
2. Councilmember Brady motioned to appoint Sherri Cook to the Public Safety Committee as a regular member for a 2-year term. Mayor Pro Tem Woolfley second the motion. Motion passed unanimously.
3. Councilmember Rogers motioned to appoint Wendy Pohlhaus to the Diversity Committee as a regular member for a 2-year term. Councilmember Brady second the motion. Motion passed unanimously.

Mayor Adams swore in the members to their respective committees.

COUNCIL ANNOUNCEMENTS:

Councilmembers offered remarks, including extensive appreciation and well wishes to H. Byron Matthews for his service and retirement, highlighting professionalism, integrity, fiscal leadership, and the City's strong financial standing.

Councilmember Ndebumadu reported several education-related community engagements and the importance of timely economic development discussions. She requested that Friendship Aspire be scheduled to present at the next meeting.

Mayor Adams asked City Manager Lott for an estimated number that would be needed to get started on creating an Economic Development Corporation. City Manager Lott provided a preliminary estimate of \$500,000 based on professional experience, with broader start-up needs potentially higher.

CITY MANAGER'S REPORT:

City Manager Lott reported the death of a long-term Parks and Grounds employee, William Schomp, who suffered a workplace accident on December 19 while cutting up a tree and later died from injuries. The Council observed a moment of silence and expressed condolences to his family, friends, and coworkers.

The City Manager also reported that departmental budget reviews would begin the following day, starting with Public Works.

CONSENT AGENDA:

Mayor Pro Tem Woolfley motioned to approve Consent Agenda items: 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; 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. Councilmember Rogers second the motion. Motion passed unanimously.

OLD BUSINESS:

None.

NEW BUSINESS:

A. Old Town Bowie Revitalization Update – Councilmember Rogers recused herself from discussion and voting on this agenda item due to a personal conflict of interest.

Mr. Lawrence, with Inncuvate Community Development Partners, updated Council on their progress. They launched a new brand: “Crafted in Bowie”, conducted survey outreach and continued community engagement, focused on implementation and fundraising and coordinating with state partners. Ongoing real estate/ownership constraints and resident skepticism rooted in past stalled efforts; emphasis on showing “something real” through visible projects and property activation.

Councilmember Esteve thanked Mr. Lawrence for the community outreach, partnerships, and moving toward actionable property strategies.

Mayor Pro Tem Woolfley asked for clarification on the shared food kitchen/food hall (“Stove House”) concept. Mr. Lawrence described it as a multipurpose space with small stalls and shared commercial kitchen capacity.

Councilmember Ndebumadu cited statewide economic development funding priorities and asked what core economic outcome the revitalization effort optimizes for jobs, business formation, tax base, destination traffic. Mr. Lawrence responded that the initial emphasis is on tax-based growth through real estate activation and infrastructure, with job and entrepreneur outcomes to be measured as implementation progresses.

Councilmember Brady raised interest in ensuring the redevelopment concept connects to Old Town Bowie’s railroad history.

Mayor Adams thanked Mr. Lawrence for his update.

B. Budget Guidance for FY 2027 – Ms. Lola Ogunremi, Assistant Finance Director, presented an overview of the FY 2027 Budget Guidance Framework, highlighting the City’s current financial position and key policy considerations for the upcoming budget cycle. The City exceeded the General Fund balance policy target of 25% of expenditures; maintained its AAA bond rating from all three credit rating agencies; maintained a constant property tax rate of \$0.40 for the past 16 years. The City continued to deliver robust core services and experienced development growth in areas including South Lake, Melford, and Mill Branch Crossing. Revenues and expenditures have increased over time, with shortfalls supported by use of fund balance. Main framework items for FY2027 budget are to reaffirm core services and set property tax rate for FY2027; evaluate new capital needs, CIP funding strategy, and water/sewer rates; consider debt affordability and long-term operating impacts of capital projects.

Councilmember Rogers discussed the need for clearer Council priorities and referenced “priority-based budgeting,” emphasizing that uncertainty in cost escalation makes prioritization essential and that the Council should be more proactive rather than reactive.

Mayor Pro Tem Wolfley provided budget priorities and concerns including preference to avoid tax increases, while recognizing fiscal realities. He requested an analysis of fiscal benefits from new developments (Melford, Mill Branch, South Lake) and the impacts of the South Lake TIFF. Review whether the 25% fund balance target remains appropriate, including consultation with the Financial Advisory Committee.

Councilmember Brady supported speed camera analysis distinguishing revenue increases due to added cameras vs. increased speeding. He referenced historical fund balance levels that supported major facility investments and emphasized the need for a structured economic development approach, potential corporation establishment, staffing capacity, and review of growth boundaries for commercial/industrial development opportunities. He also noted concerns regarding unfunded mandates and highway user fund diversions, and suggested exploring revenue opportunities such as solar installations, including on City-owned land and the racetrack area.

Councilmember Ndebumadu identified two primary priorities: Homeowner protection, including minimizing residential tax impacts due to economic pressures and job loss. Suggested exploring annexation opportunities, including interest expressed by residents of Fairwood and being more aggressive on economic development.

City Manager Lott asked whether Council consensus was to maintain current service levels and tax rate. Discussion followed regarding the fundamental tradeoff between maintaining services and the need for sufficient revenue, and the importance of identifying creative strategies to address costs.

City Manager Lott stated he would attempt to maintain service levels and the current tax rate; however, if necessary, the proposed budget may include a recommendation to increase the property tax rate to sustain core services.

Mayor Adams requested staff analysis of what millage rate would be required to sustain current services without using fund balance, and the City Manager indicated he would provide that information after departmental reviews and calculations.

C. 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 – Mr. John Henry King, Economic Development Director, explained that the 2023 Old Town Bowie strategic plan recommended engaging a community development corporation to implement the plan; the City subsequently contracted with Inncuvate Community Development Partners. Staff reported that during the prior budget development cycle, TEDCO grant funding became available and the adopted budget included matching funds for the City’s portion. Inncuvate applied for the grant and was successful. The action before Council was the disbursement of the already appropriated matching funds.

Mayor Pro Tem Woolfley motioned to adopt Resolution R-3-26 approving a \$75,000 grant to Inncuvate Community Development Partners as matching funds for a TEDCO grant. Councilmember Rogers second the motion. Motion passed unanimously.

ADJOURNMENT AND MOVE TO CLOSED SESSION:

Mayor Pro Tem Woolfley motioned to adjourn the regular City Council meeting and move to closed session under the authority of 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”. Councilmember Truesdale second the motion. Motion passed unanimously. The meeting adjourned at 10:27 p.m.

Awilda Hernandez, MMC
City Clerk

DRAFT

Good evening, Mr. Mayor, and members of the City Council.

My name is Dawn Denbow, and I reside at 12403 Millstream Dr, Bowie, MD., and I am here tonight as a resident of Bowie. I am not here to speak about the details of leases or finances, but about something much simpler and very important to me as a member of this community.

The Kenhill Center began its life as Foxhill Elementary School. For many families in Bowie, that building represents learning, growth, and opportunity for young children. I would love to see it return to that original purpose.

An elementary school brings energy, families, and a sense of continuity to a neighborhood. It supports children at a formative age and helps strengthen the community around it. Seeing the Kenhill Center used once again as an elementary school feels like a meaningful and positive step for Bowie.

I hope you will consider this opportunity to return the building to its roots and allow it to serve our youngest students once again.

Thank you for your time and for listening.

Good evening, Mr. Mayor, and members of the City Council.

My name is Diane Polangin. I am a former Councilmember, and former Council Liaison to the Education Committee. I reside at 3006 Savoy Lane, Bowie. I appreciate the opportunity to speak with you tonight regarding the Friendship Aspire Public Charter School, serving grades kindergarten through 5th, which has been awarded a charter to locate in the City of Bowie.

As I understand it, Friendship Aspire is interested in entering into a long-term lease with the City for the entire Kenhill Center. I also understand that the Academy has expressed a willingness to make rooms available for after-hours community meetings. This is important, as it reflects a commitment to remaining connected to – and supportive of – the broader Bowie community.

I also understand that the Kenhill Center currently operates at a deficit. Under the proposed arrangement, Friendship Aspire would cover all building improvements, ongoing maintenance, security, groundskeeping, and janitorial services. A lease at market rate would eliminate the existing deficit and provide the City with a reliable and significant source of revenue.

From a fiscal standpoint, this proposal represents a sound and responsible opportunity. It stabilizes an underutilized facility, reduces long-term costs – and benefits Bowie taxpayers without requiring tax increases or reductions in City services.

Beyond the financial considerations, the Kenhill Center has a meaningful history. It originally opened as Foxhill Elementary School, serving the children of Bowie and strengthening our neighborhoods. Education has always been central to this building's purpose.

Approving Friendship Aspire as a kindergarten through fifth grade elementary school allows the Kenhill Center to return to its original use. It brings consistent activity, investment, and care back to the facility, while supporting families and students in our community.

This partnership offers clear benefits for the City, for residents, and for our children. It preserves community access, improves a City facility, and restores an educational mission to a building designed for learning.

I urge you to give this proposal your serious consideration as an investment in Bowie's future.

Thank you for your time and for your continued service to our community.

Good evening Mayor and Members of the City Council.

My name is Pauline Markward. I am a proud Bowie resident and previously served as Executive Director of the Greater Bowie Chamber of Commerce from 2016 through 2022. I am here this evening to express my support for the City entering into a long-term lease with **Friendship Aspire Public Charter School**, under the leadership of **Kathy Mason**, for use of the **Kenhill Center**.

I believe this proposal represents a responsible and practical opportunity for the City. Leasing the Kenhill Center at market rate allows the facility to be fully utilized while generating steady revenue for Bowie and its residents.

Just as important, the school would assume responsibility for building improvements and daily operations, including maintenance, security, groundskeeping, and janitorial services. This approach protects the City from ongoing costs while ensuring the facility is well cared for over the long term.

There is also a positive economic impact to consider. With a school operating in this space, teachers and staff become part of the daily life of our community. They will eat lunch locally, shop at nearby businesses, and use local services. From my years working with Bowie's business community, I know how valuable consistent weekday activity can be for our local economy.

I respectfully encourage the Mayor and Council to support approval of a long-term lease and to move this opportunity forward for the benefit of the City of Bowie.

Thank you for your time and consideration.

**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: 1-5-26; Time: 10:26 Location: City Hall;
Motion to close meeting made by: Wolfley Seconded by Trueschle;
Members in favor: All Aye; 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) ☒	Property Acquisition	
§3-305(b) ☒	Consult with Counsel	
§3-305(b) ☐		
§3-305(b) ☐		
§3-305(b) ☐		

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

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: 10:33

Place: City Hall

Purpose(s): (3) Property Acquisition (7) Consult with Counsel

Members who voted to meet in closed session: Adams, Rogers, Beatty, Estep, Winkley, Truesdale, Ndehumbi

Persons attending closed session: Adams, Beatty, Estep, Winkley, Truesdale, Ndehumbi, King, Loran, Lott, Law, Mearns

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: _____



Memorandum

TO: City Council

FROM: Alfred Lott, City Manager

SUBJECT: Request for Bond Release – South Lake Apartments - Resolution R-5-26

DATE: 01/15/2026

South Lake Apartments LLC is requesting the release of the bonds associated with permit number ROW-0002-22 for construction to the right-of-way located at South Lake Apartments. The performance bond in the amount of \$44,000.00, and payment bond in the amount of \$17,600.00 were recorded for the purpose of securing the completion of public improvement related to the development and acceptance of improvements to the right-of-way.

All conditions and requirements for which the bond was secured have been completed and approved by the Department of Public Works. The conditions meet the City of Bowie's Standards, Specifications, and City Codes: <https://www.cityofbowie.org/2373/Engineering-Review-Permitting>.

Based on the project's successful completion, the fulfillment of all bond agreement obligations, and the satisfactory final inspection results, the release of the performance and payment bonds in the combined amount of \$61,600.00 is recommended.

I concur with the above recommendation and request your approval of Resolution R-5-26.

ATTACHMENTS: 1. 20260120 - Resolution R-5-26

RESOLUTION
OF THE COUNCIL OF THE CITY OF BOWIE, MARYLAND
ACCEPTING THE RIGHT-OF-WAY IMPROVEMENTS CONSTRUCTED UNDER
PERMIT ROW-0002-22 AT SOUTH LAKE APARTMENTS AND THE RELEASE OF
CONSTRUCTION SECURITIES

WHEREAS, the developer South Lake Apartment LLC provided securities for the permit number ROW-0002-22 for performance bond in the amount of 44,000.00 and the payment bond in the amount of \$17,600.00 to guarantee completion of construction in the right-of-way at South Lake Apartments; and

WHEREAS, the City of Bowie Directors of Public Works and Planning have certified that the work required by the permit has been completed according to the plans and specifications; and

WHEREAS, all requirements of Section 21B-18 of the Bowie City Code, concerning approval and acceptance of work, have been fulfilled; and

WHEREAS, it is in the best interest of the City to accept the right-of-way into the public system.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Bowie, Maryland, that the City does hereby accept the right-of-way improvement at South Lake Apartments and authorizes the release of securities for performance and payment bond in the combined amount of \$61,600.00 provided by South Lake Apartments LLC for permit number ROW-0002-22.

INTRODUCED AND PASSED by the Council of the City of Bowie, Maryland at a meeting on January 20, 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: Request for 50% Bond Reduction - South Lake Residential Phase 1A
Resolution R-6-26

DATE: 01/15/2026

South Lake Partners LLC is requesting a 50% reduction of the bonds associated with permit number SDP-0004-21 for South Lake Residential Phase 1A. A performance bond in the amount of \$786,527.00 was recorded for the purpose of securing the completion of public improvements related to the development and acceptance of improvements to the right-of-way.

All conditions and requirements for which the bond was secured have been partially completed and approved by the Department of Public Works. The conditions meet the City of Bowie's Standards, Specifications, and City Codes: <https://www.cityofbowie.org/2373/Engineering-Review-Permitting>.

Based on the inspection assessment, 50% of this project's work has been completed and meets the standards for bond reduction. It is recommended to reduce the bond by 50% in the amount of \$393,263.50 for the performance bond.

I concur with the above recommendation and request your approval of Resolution R-6-26.

ATTACHMENTS: 1. 20260120 - Resolution R-6-26

RESOLUTION
OF THE COUNCIL OF THE CITY OF BOWIE, MARYLAND
REQUEST FOR 50% BOND REDUCTION FOR PERMIT SDP-0004-21 AT SOUTH
LAKE RESIDENTIAL PHASE 1A

WHEREAS, the developer South Lake Partners LLC provided securities for permit number SDP-0004-21 for a performance bond in the amount of \$786,527.00 to guarantee completion of the right-of-way improvement at South Lake Residential Phase 1A. South Lake Partners LLC is requesting a bond reduction of 50%; and

WHEREAS, the City of Bowie Directors of Public Works and Planning have certified that the work required by the permit has been partially completed according to plans and specifications; and

WHEREAS, all requirements of Section 22-34 of the Bowie City Code, concerning approval and acceptance of work, have been fulfilled for the completed portion; and

WHEREAS, it is in the best interest of the city to keep 50% of the bond until all work is fully completed.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Bowie, Maryland, that the city accepts the partially completed work and reduce the performance bond by 50% for South Lake Residential Phase 1A for permit number SDP-0004-21 in the amount of \$393,263.50

INTRODUCED AND PASSED by the Council of the City of Bowie, Maryland at a meeting on January 20, 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: Request for 50% Bond Reduction - South Lake Residential Phase 1B
Resolution R-7-26

DATE: 01/15/2026

South Lake Partners LLC is requesting a 50% reduction of the bonds associated with permit number SDP-0008-21 for South Lake Residential Phase 1B. A performance bond in the amount of \$335,126.00 was recorded for the purpose of securing the completion of public improvements related to the development and acceptance of improvements to the right-of-way.

All conditions and requirements for which the bond was secured have been partially completed and approved by the Department of Public Works. The conditions meet the City of Bowie's Standards, Specifications, and City Codes: <https://www.cityofbowie.org/2373/Engineering-Review-Permitting>.

Based on the inspection assessment, 50% of this project's work has been completed and meets the standards for bond reduction. It is recommended to reduce the bond by 50% in the amount of \$167,563.00 for the performance bond.

I concur with the above recommendation and request your approval of Resolution R-7-26.

ATTACHMENTS: 1. 20260120 - Resolution R-7-26

RESOLUTION
OF THE COUNCIL OF THE CITY OF BOWIE, MARYLAND
REQUEST FOR 50% BOND REDUCTION FOR PERMIT SDP-0008-21 AT SOUTH
LAKE RESIDENTIAL PHASE 1B

WHEREAS, the developer South Lake Partners LLC provided securities for permit number SDP-0008-21 for a performance bond in the amount of \$335,126.00 to guarantee completion of the right-of-way improvement at South Lake Residential Phase 1B. South Lake Partners LLC is requesting a bond reduction of 50%; and

WHEREAS, the City of Bowie Directors of Public Works and Planning have certified that the work required by the permit has been partially completed according to plans and specifications; and

WHEREAS, all requirements of Section 22-34 of the Bowie City Code, concerning approval and acceptance of work, have been fulfilled for the completed portion; and

WHEREAS, it is in the best interest of the city to keep 50% of the bond until all work is fully completed.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Bowie, Maryland, that the city accepts the partially completed work and reduce the performance bond by 50% for South Lake Residential Phase 1B for permit number SDP-0008-21 in the amount of \$167,563.00

INTRODUCED AND PASSED by the Council of the City of Bowie, Maryland at a meeting on January 20, 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: Request for 50% Bond Reduction - South Lake Residential Phase 1C
Resolution R-8-26

DATE: 01/15/2026

South Lake Partners LLC is requesting a 50% reduction of the bonds associated with permit number SDP-0009-21 for South Lake Residential Phase 1C. A performance bond in the amount of \$1,164,858.00 was recorded for the purpose of securing the completion of public improvements related to the development and acceptance of improvements to the right-of-way.

All conditions and requirements for which the bond was secured have been partially completed and approved by the Department of Public Works. The conditions meet the City of Bowie's Standards, Specifications, and City Codes: <https://www.cityofbowie.org/2373/Engineering-Review-Permitting>.

Based on the inspection assessment, 50% of this project's work has been completed and meets the standards for bond reduction. It is recommended to reduce the bond by 50% in the amount of \$582,429.00 for the performance bond.

I concur with the above recommendation and request your approval of Resolution R-8-26.

ATTACHMENTS: 1. 20260120 - Resolution R-8-26

RESOLUTION
OF THE COUNCIL OF THE CITY OF BOWIE, MARYLAND
REQUEST FOR 50% BOND REDUCTION FOR PERMIT SDP-0009-21 AT SOUTH
LAKE RESIDENTIAL PHASE 1C

WHEREAS, the developer South Lake Partners LLC provided securities for permit number SDP-0009-21 for a performance bond in the amount of \$1,164,858.00 to guarantee completion of the right-of-way improvement at South Lake Residential Phase 1C. South Lake Partners LLC is requesting a bond reduction of 50%; and

WHEREAS, the City of Bowie Directors of Public Works and Planning have certified that the work required by the permit has been partially completed according to plans and specifications; and

WHEREAS, all requirements of Section 22-34 of the Bowie City Code, concerning approval and acceptance of work, have been fulfilled for the completed portion; and

WHEREAS, it is in the best interest of the city to keep 50% of the bond until all work is fully completed.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Bowie, Maryland, that the city accepts the partially completed work and reduce the performance bond by 50% for South Lake Residential Phase 1C for permit number SDP-0009-21 in the amount of \$582,429.00

INTRODUCED AND PASSED by the Council of the City of Bowie, Maryland at a meeting on January 20, 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: Request for 50% Bond Reduction - South Lake Residential Phase 1D
Resolution R-9-26

DATE: 01/15/2026

South Lake Partners LLC is requesting a 50% reduction of the bonds associated with permit number SDP-0003-23 for South Lake Residential Phase 1D. A performance bond in the amount of \$59,153.00 was recorded for the purpose of securing the completion of public improvements related to the development and acceptance of improvements to the right-of-way.

All conditions and requirements for which the bond was secured have been partially completed and approved by the Department of Public Works. The conditions meet the City of Bowie's Standards, Specifications, and City Codes: <https://www.cityofbowie.org/2373/Engineering-Review-Permitting>.

Based on the inspection assessment, 50% of this project's work has been completed and meets the standards for bond reduction. It is recommended to reduce the bond by 50% in the amount of \$29,576.50 for the performance bond.

I concur with the above recommendation and request your approval of Resolution R-9-26.

ATTACHMENTS: 1. 20260120 - Resolution R-9-26

RESOLUTION
OF THE COUNCIL OF THE CITY OF BOWIE, MARYLAND
REQUEST FOR 50% BOND REDUCTION FOR PERMIT SDP-0003-23 AT SOUTH
LAKE RESIDENTIAL PHASE 1D

WHEREAS, the developer South Lake Partners LLC provided securities for permit number SDP-0003-23 for a performance bond in the amount of \$59,153.00 to guarantee completion of the right-of-way improvement at South Lake Residential Phase 1D. South Lake Partners LLC is requesting a bond reduction of 50%; and

WHEREAS, the City of Bowie Directors of Public Works and Planning have certified that the work required by the permit has been partially completed according to plans and specifications; and

WHEREAS, all requirements of Section 22-34 of the Bowie City Code, concerning approval and acceptance of work, have been fulfilled for the completed portion; and

WHEREAS, it is in the best interest of the city to keep 50% of the bond until all work is fully completed.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Bowie, Maryland, that the city accepts the partially completed work and reduce the performance bond by 50% for South Lake Residential Phase 1D for permit number SDP-0003-23 in the amount of \$29,576.50.

INTRODUCED AND PASSED by the Council of the City of Bowie, Maryland at a meeting on January 20, 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: Request for Bond Release – Melford Townhomes – Resolution R-10-26

DATE: 01/15/2026

St. John Properties is requesting the release of the bonds associated with permit number RG-0001-21 for construction to the right-of-way located at Melford Townhomes. The performance bond in the amount of \$45,649.00, was recorded for the purpose of securing the completion of public improvement related to the development and acceptance of improvements to the right-of-way.

All conditions and requirements for which the bond was secured have been completed and approved by the Department of Public Works. The conditions meet the City of Bowie's Standards, Specifications, and City Codes: <https://www.cityofbowie.org/2373/Engineering-Review-Permitting>.

Based on the project's successful completion, the fulfillment of all bond agreement obligations, and the satisfactory final inspection results, the release of the performance bond in the amount of \$45,649.00 is recommended.

I concur with the above recommendation and request your approval of Resolution R-10-26.

ATTACHMENTS: 1. 20260120 - Resolution R-10-26

RESOLUTION
OF THE COUNCIL OF THE CITY OF BOWIE, MARYLAND
ACCEPTING THE IMPROVEMENT TO THE RIGHT-OF-WAY CONSTRUCTED
UNDER PERMIT RG-0001-21 FOR MELFORD TOWNHOMES AND RELEASE OF
CONSTRUCTION SECURITIES

WHEREAS, the developer St. John Properties provided securities for the permit number RG-0001-21 for performance bond in the amount of \$45,649.00 to guarantee completion of construction in the right-of-way at Melford Townhomes; and

WHEREAS, the City of Bowie Directors of Public Works and Planning have certified that the work required by the permit has been completed according to the plans and specifications; and

WHEREAS, all requirements of Section 21B-18 of the Bowie City Code, concerning approval and acceptance of work, have been fulfilled; and

WHEREAS, it is in the best interest of the City to accept the right-of-way into the public system.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Bowie, Maryland, that the City does hereby accept the right-of-way improvement at Melford Townhomes and authorizes the release of securities for performance bond in the amount of \$45,649.00 provided by St. John Properties for permit number RG-0001-21.

INTRODUCED AND PASSED by the Council of the City of Bowie, Maryland at a meeting on January 20, 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: Request for Bond Release – Melford Townhomes – Resolution R-11-26

DATE: 01/15/2026

St. John Properties is requesting the release of the bonds associated with permit number SDP-0006-21 for construction to the right-of-way located at Melford Townhomes. The performance bond in the amount of \$449,585.00, and payment bond in the amount of \$179,834.00 were recorded for the purpose of securing the completion of public improvement related to the development and acceptance of improvements to the right-of-way.

All conditions and requirements for which the bond was secured have been completed and approved by the Department of Public Works. The conditions meet the City of Bowie's Standards, Specifications, and City Codes: <https://www.cityofbowie.org/2373/Engineering-Review-Permitting>.

Based on the project's successful completion, the fulfillment of all bond agreement obligations, and the satisfactory final inspection results, the release of the performance and payment bonds in the combined amount of \$629,419.00 is recommended.

I concur with the above recommendation and request your approval of Resolution R-11-26.

ATTACHMENTS: 1. 20260120 - Resolution R-11-26

RESOLUTION
OF THE COUNCIL OF THE CITY OF BOWIE, MARYLAND
ACCEPTING THE RIGHT-OF-WAY IMPROVEMENTS CONSTRUCTED UNDER
PERMIT SDP-0006-21 AT MELFORD TOWNHOMES AND THE RELEASE OF
CONSTRUCTION SECURITIES

WHEREAS, the developer St. John Properties provided securities for the permit number SDP-0006-21 for performance bond in the amount of \$449,585.00 and the payment bond in the amount of \$179,834.00 to guarantee completion of construction in the right-of-way at Melford Townhomes; and

WHEREAS, the City of Bowie Directors of Public Works and Planning have certified that the work required by the permit has been completed according to the plans and specifications; and

WHEREAS, all requirements of Section 21B-18 of the Bowie City Code, concerning approval and acceptance of work, have been fulfilled; and

WHEREAS, it is in the best interest of the City to accept the right-of-way into the public system.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Bowie, Maryland, that the City does hereby accept the right-of-way improvement at Melford Townhomes and authorizes the release of securities for performance and payment bond in the combined amount of \$629,419.00 provided by St. John Properties for permit number SDP-0006-21.

INTRODUCED AND PASSED by the Council of the City of Bowie, Maryland at a meeting on January 20, 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: Request for Bond Release - The Aspen at Melford - Resolution R-12-26

DATE: 01/15/2026

St. John Properties is requesting the release of the bonds associated with permit number SWM-009-20 for construction to the right-of-way located at The Aspen at Melford. The performance bond in the amount of \$489,375.00, and payment bond in the amount of \$195,750.00 were recorded for the purpose of securing the completion of public improvement related to the development and acceptance of improvements to the right-of-way.

All conditions and requirements for which the bond was secured have been completed and approved by the Department of Public Works. The conditions meet the City of Bowie's Standards, Specifications, and City Codes: <https://www.cityofbowie.org/2373/Engineering-Review-Permitting>.

Based on the project's successful completion, the fulfillment of all bond agreement obligations, and the satisfactory final inspection results, the release of the performance and payment bonds in the combined amount of \$685,125.00 is recommended.

I concur with the above recommendation and request your approval of Resolution R-12-26.

ATTACHMENTS: 1. 20260120 - Resolution R-12-26

RESOLUTION
OF THE COUNCIL OF THE CITY OF BOWIE, MARYLAND
ACCEPTING THE STORMWATER MANAGEMENT FACILITY IMPROVEMENTS
CONSTRUCTED UNDER PERMIT SWM-009-20 AT THE ASPEN AT MELFORD
AND THE RELEASE OF CONSTRUCTION SECURITIES

WHEREAS, the developer St. John Properties provided securities for the permit number SWM-009-20 for performance bond in the amount of \$489,375.00 and the payment bond in the amount of \$195,750.00 to guarantee completion of construction to the stormwater management facility at The Aspen at Melford; and

WHEREAS, the City of Bowie Directors of Public Works and Planning have certified that the work required by the permit has been completed according to the plans and specifications; and

WHEREAS, all requirements of Section 21B-18 of the Bowie City Code, concerning approval and acceptance of work, have been fulfilled; and

WHEREAS, it is in the best interest of the City to accept the right-of-way into the public system.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Bowie, Maryland, that the City does hereby accept the stormwater management facility improvement at The Aspen at Melford and authorizes the release of securities for performance and payment bond in the combined amount of \$685,125.00 provided by St. John Properties for permit number SWM-009-20.

INTRODUCED AND PASSED by the Council of the City of Bowie, Maryland at a meeting on January 20, 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: Request for Bond Release – Belair Drive SHA Sidewalk Improvements
Resolution R-13-26

DATE: 01/15/2026

St. John Properties is requesting the release of the bonds associated with permit number ROW-130-18 for construction to the right-of-way located at Belair Drive. The performance bond in the amount of \$20,000.00, and payment bond in the amount of \$8,000.00 were recorded for the purpose of securing the completion of public improvement related to the development and acceptance of improvements to the right-of-way.

All conditions and requirements for which the bond was secured have been completed and approved by the Department of Public Works. The conditions meet the City of Bowie's Standards, Specifications, and City Codes: <https://www.cityofbowie.org/2373/Engineering-Review-Permitting>.

Based on the project's successful completion, the fulfillment of all bond agreement obligations, and the satisfactory final inspection results, the release of the performance and payment bonds in the combined amount of \$28,000.00 is recommended.

I concur with the above recommendation and request your approval of Resolution R-13-26.

ATTACHMENTS: 1. 20260120 - Resolution R-13-26

RESOLUTION
OF THE COUNCIL OF THE CITY OF BOWIE, MARYLAND
ACCEPTING THE RIGHT-OF-WAY IMPROVEMENTS CONSTRUCTED UNDER
PERMIT ROW-130-18 FOR BELAIR DRIVE SHA SIDEWALK IMPROVEMENTS
AND THE RELEASE OF CONSTRUCTION SECURITIES

WHEREAS, the developer St. John Properties provided securities for the permit number ROW-130-18 for performance bond in the amount of \$20,000.00 and the payment bond in the amount of \$8,000.00 to guarantee completion of construction in the right-of-way at Belair Drive; and

WHEREAS, the City of Bowie Directors of Public Works and Planning have certified that the work required by the permit has been completed according to the plans and specifications; and

WHEREAS, all requirements of Section 21B-18 of the Bowie City Code, concerning approval and acceptance of work, have been fulfilled; and

WHEREAS, it is in the best interest of the City to accept the right-of-way into the public system.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Bowie, Maryland, that the City does hereby accept the right-of-way improvement for Belair Drive SHA Sidewalk Improvements and authorizes the release of securities for performance and payment bond in the combined amount of \$28,000.00 provided by St. John Properties for permit number ROW-130-18

INTRODUCED AND PASSED by the Council of the City of Bowie, Maryland at a meeting on January 20, 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: Request for Bond Release – Melford Pond Trail – Resolution R-14-26

DATE: 01/15/2026

St. John Properties is requesting the release of the bonds associated with permit number SWM-0008-20 for construction to the right-of-way located at Melford Pond Trail. The performance bond in the amount of \$91,250.00, and payment bond in the amount of \$36,500.00 were recorded for the purpose of securing the completion of public improvement related to the development and acceptance of improvements to the right-of-way.

All conditions and requirements for which the bond was secured have been completed and approved by the Department of Public Works. The conditions meet the City of Bowie's Standards, Specifications, and City Codes: <https://www.cityofbowie.org/2373/Engineering-Review-Permitting>.

Based on the project's successful completion, the fulfillment of all bond agreement obligations, and the satisfactory final inspection results, the release of the performance and payment bonds in the combined amount of \$127,750.00 is recommended.

I concur with the above recommendation and request your approval of Resolution R-14-26.

ATTACHMENTS: 1. 20260120 - Resolution R-14-26

RESOLUTION
OF THE COUNCIL OF THE CITY OF BOWIE, MARYLAND
ACCEPTING THE STORMWATER MANAGEMENT FACILITY IMPROVEMENTS
CONSTRUCTED UNDER PERMIT SWM-0008-20 AT MELFORD POND TRAIL
AND THE RELEASE OF CONSTRUCTION SECURITIES

WHEREAS, the developer St. John Properties provided securities for the permit number SWM-0008-20 for performance bond in the amount of \$91,250.00 and the payment bond in the amount of \$36,500.00 to guarantee completion of construction to the stormwater management facility at Melford Pond Trail; and

WHEREAS, the City of Bowie Directors of Public Works and Planning have certified that the work required by the permit has been completed according to the plans and specifications; and

WHEREAS, all requirements of Section 21B-18 of the Bowie City Code, concerning approval and acceptance of work, have been fulfilled; and

WHEREAS, it is in the best interest of the City to accept the right-of-way into the public system.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Bowie, Maryland, that the City does hereby accept the stormwater management facility improvements at Melford Pond Trail and authorizes the release of securities for performance and payment bond in the combined amount of \$127,750.00 provided by St. John Properties for permit number SWM-0008-20.

INTRODUCED AND PASSED by the Council of the City of Bowie, Maryland at a meeting on January 20, 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: Elections Charter Amendments — Charter Amendment Resolution CAR-3-25

DATE: 01/15/2026

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 20, 2026. Proposed amendments to Chapter 6, "Elections," of the City Code will also be presented to Council in January 2026.

ATTACHMENTS: 1. 20260120 - 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,

BOLD UNDERLINED SMALL CAPITALS:

Boldfaced brackets []:

***** Asterisks:**

Indicate new language that is being added to the City Charter.

Indicate text that is deleted from the City Charter.

Indicate language contained in the Bowie City Charter that remains unchanged.

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

BOLD UNDERLINED SMALL CAPITALS:

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Indicate text that is deleted from the City Charter.

Indicate language contained in the Bowie City Charter that remains unchanged.



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: 01/15/2026

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

<u>Revenues</u>			
01	48005	Appropriated Fund Balance	47,900
Total Revenues			<u>\$ 47,900</u>

Expenditure Appropriation

01920	59015	Equipment Acquisition and Replacement Fund	47,900
Total Appropriations			<u>\$ 47,900</u>

Equipment Acquisition and Replacement Fund

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

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

ATTACHMENTS: 1. 20260120 - 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:

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

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: Department of Community Services Presents "Sweet Bowie" Honey

DATE: 01/15/2026

The Department of Community Services will present Council with jars of Sweet Bowie Honey's 2025 Inaugural Harvest from the City's beehive.

ATTACHMENTS: 1. 20260120 - Sweet Bowie Honey Presentation



EST. 2025



SWEET BOWIE HONEY

Department of Community Services

January 20, 2026



What is Sweet Bowie Honey?

Introduction & Sustainability



Harvesting Process

From Hive to Honey



From Bees to Hive

Education



More Than Just Honey

Final Product & Experience



Why Do We Have Bee Hives?

- Leadership learned that we had a professional beekeeper on staff: **Charlie Blevins, Park Operations Supervisor.**
- The City brought in rescued bees from Baltimore and set up two hives in Whitemarsh Park.
- Bowie's green spaces make it ideal for bees.
- Staff will educate youth on the importance of honey bees as a part of the Parks and Pals Jr. Park Ranger program.



Purpose

- **Sustainability**

- Maryland is home to over 400 native bee species
- Protecting honey bees in the City of Bowie supports local ecosystems while advancing sustainability and environmental stewardship.

- **Education and Community Engagement**

- **Community Garden Program** empowers residents to grow pollinator-friendly plants.
- **Parks and Pals Program** teaches youth how beehives function, the roles of different bees, and why pollinators are essential to ecosystems, food production, and sustainability.



Midwood Lane Stormwater
Pond Pollinator Habitat

Native Pollinator Plants of Maryland

Black-Eyed Susan

Maryland State flower



Aster

Bright purple flowers in the fall



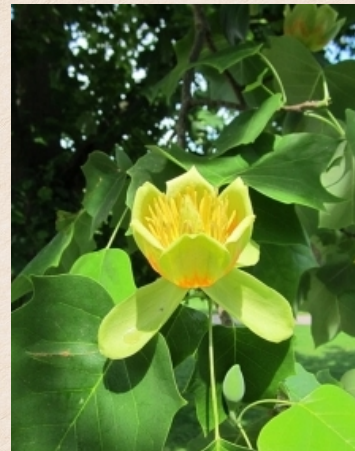
Milkweed

Host plant for the Monarch butterfly (see caterpillars)



Tulip Poplar

Produces nectar-rich flowers



Bee Facts

Antenne

Allows bees to taste and detect sounds and scents.

Waggle dancing

Bees communicate through body movements.

Bee bread

Combined with honey and pollen to nourish the young.

Stinger

Bees don't usually sting unless they feel threatened.





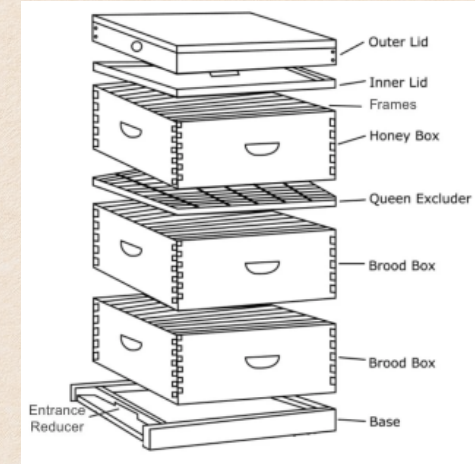
All About Bees

- **Structure of a hive**
 - **Queen:** Her sole role is to lay eggs.
 - **Workers:** All female; live about six weeks.
 - Weeks 1–2: Nurse bees that feed the young
 - Weeks 2–4: Guard bees that protect the hive
 - Weeks 4–6: Foragers that collect nectar and pollen
 - **Drones:** All male, slightly larger, no stinger; their sole purpose is to mate.



About the Hive

- **Sections of a Hive**
 - **Brood Section:** Nursery for young bees
 - **Honey Section:** Food storage
- **Parts of a Hive**
 - **Frame:** Structure where bees build their combs
 - **Bottom Board:** Hive entrance
- **Scout (Forager) Bees:** Search for food-rich areas and return to the hive to perform a waggle dance, showing the location of the food source



The Harvesting Process



Harvesting

- Beekeepers carefully remove honey frames.
- Use of smokers to keep bees calm (no harm to bees).
- Only excess honey is taken, bees keep what they need.



Extracting

- Honey is uncapped and spun in an extractor.
- Strained (not heavily filtered) to keep pollen and nutrients.



Bottling

- Bottled raw, unheated, and unaltered.
- Honey crystallizes naturally, but storing it in glass jars and gently warming it preserves nutrients while returning it to liquid.



From Sweet Bowie to You

- **Local Flavor:** Bees collect nectar from local flowers, with tulip poplar as a prominent source; honey was extracted on September 9.

Stay Connected

For updates on Sweet Bowie Honey, or to learn more about our parks, visit us at www.cityofbowie.org, or contact us through the channels below:

Sweet Bowie Honey Program

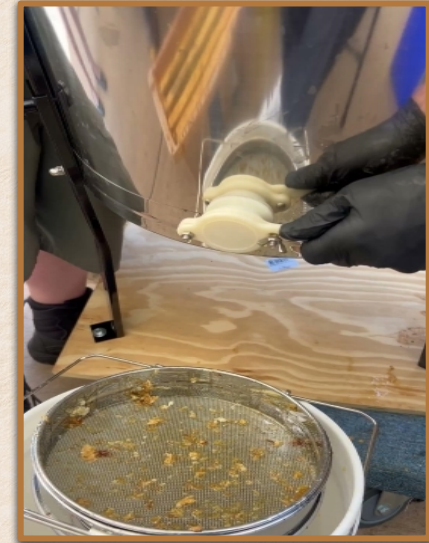
- Charlie Blevins - Park Ranger Supervisor & Beekeeper
 - cblevins@cityofbowie.org

Green Bowie

- Lexie Woolums - Sustainability Planner
 - lwoolums@cityofbowie.org

Follow us on Instagram

- @cityofbowie
- @bowiecommunityservices
- @green_bowie





Memorandum

TO: City Council

FROM: Alfred Lott, City Manager

SUBJECT: Review of the purpose and function of the Financial Advisory Committee

DATE: 01/15/2026

The Financial Advisory Committee will provide an overview of the purpose and function of the committee and discuss recommendations for scope expansion.

ATTACHMENTS: 1. 20260120 - Financial Advisory Committee - Way Ahead Presentation

FINANCIAL ADVISORY COMMITTEE – WAY AHEAD



AGENDA

Resolution 88 (R-88)

Purpose and Function

Conclusion





RESOLUTION 88

R-88-98

- Financial Advisory Committee formed in 1998.
- Established to review and advise the City Council on the City's fiscal condition and related financial matters

R-88-98

RESOLUTION

OF THE COUNCIL OF THE CITY OF BOWIE MARYLAND

CREATING A FINANCIAL ADVISORY COMMITTEE

WHEREAS as part of its fiduciary responsibility the City Council desires to maintain the City's excellent fiscal condition and

WHEREAS the City Council wishes to communicate the mission objectives and performance of City government to its citizens and

WHEREAS the City Council wishes to have guidance from the residents of Bowie in reviewing the City's fiscal condition and...

PURPOSE AND FUNCTION

- Advise and report to the City Council with its recommendations on the following
 - The Proposed Budget and the six year Capital Improvements Program ★
 - Possible methods to increase citizen participation during the Councils review of the Proposed Budget and Capital Improvements Program
 - Workload and Performance Indicators from the Proposed Budget and the direct correlation between the Indicators and budgetary decisions of Council
 - Creation of benchmarks based on cities of comparable size and financial condition delivering comparable services to be used for developing policy decisions
 - The Comprehensive Annual Financial Report including the independent Auditors Report
 - The identification of existing programs and grants ★
 - Further enhancement of the public information plan for distributing financial information to the community
 - The monthly financial reports distributed to the City Council

CONCLUSION

- ❑ Of the 8 bullets aligned under Purpose and Function, this committee has focused (rather effectively) on one and some outreach.
- ❑ Over the years, the Financial Advisory Committee (FAC) has provided valuable feedback to the Council on the City's Annual Proposed Budget.
- ❑ The FAC is asking the Council resolution (R-88-98).
- ❑ The FAC is asking the Council to expand its scope

Recommendations:

Provide input to the Economic Development Committee (i.e. Bowie Town Center Renovation)

Present to the Council on the City's mid yr report



Memorandum

TO: City Council

FROM: Alfred Lott, City Manager

SUBJECT: Arts Committee City of Bowie Poet Laureate

DATE: 01/15/2026

The Arts Committee will present the proposal for City of Bowie Poet Laureate.

ATTACHMENTS: 1. 20260120 - Poet Laureate Presentation



Poet Laureate

City of Bowie Arts Committee

January 20, 2026

City of Bowie Poet Laureate Program Overview

- **Mission:** To support the Arts in Bowie by creating original works and leading innovative community spoken-word projects.
- **Role:** An honorary civic role dedicated to celebrating and promoting poetry, literature, and spoken word within the Bowie community.
- Operates in partnership with the Bowie Arts Committee
- Open to Bowie residents (18+) with demonstrated literary excellence and a history of literary arts advocacy



Duties & Deliverables

Through public readings, youth engagement, and citywide events, the Poet Laureate strengthens Bowie's cultural identity while expanding access to literary arts and inspiring youth participation.

- Readings at major City events (ex: BowieFest, Juneteenth, Art Receptions, etc.)
- Literary programming
- Two original works per fiscal year for Bowie Spotlight
- Poems commemorating major City milestones
- Ongoing coordination with the Arts Committee



Eligibility & Term Details

Applications from Bowie residents will be reviewed by the Bowie Arts Committee, with finalists recommended to the Mayor and City Council, who will make the final appointment.

- **Eligibility:** Bowie resident for at least one year, age 18+, demonstrated literary excellence, and active community arts involvement
- **Term & Commitment:** 15-month term (April 2026 – June 2027) with approximately 2–3 events per month
- **Honorarium:** \$500 per year (prorated for the 15-month term)
 - Approved in Arts Committee Budget
- **Recognition:** Featured on the City website, announced via press release, and formally sworn in by the Mayor and City Council



Application Process

Application will be found on the City of Bowie website. Applicants must submit:

- Completed application form and resume
- Bibliography of select publications or links to unpublished online work
- 3 Writing Samples (<1000 words each)
- Narrative of writing background
- Vision Statement – What you hope to accomplish as Poet Laureate



Additional Questions

For additional questions, please contact the Arts Committee staff liaison:

- **Allyssa Jarrett, Arts + Culture Program Specialist**
 - Email: ajarrett@cityofbowie.org
 - Phone: 240- 695-2643
- **Kathleen Parker, Arts Committee Chair**
 - Email: kmep@verizon.net





Memorandum

TO: City Council

FROM: Alfred Lott, City Manager

SUBJECT: Friendship Aspire Academy Lease Request at Kenhill Center

DATE: 01/15/2026

Ms. Kathy Mason, Chair of Friendship Aspire Academy, will present to Council a proposal for a long-term lease of the Kenhill Center for use as a charter school.

ATTACHMENTS: 1. 20260120 - Friendship Aspire_BowiePPT

FRIENDSHIP ASPIRE BOWIE STEM PUBLIC CHARTER SCHOOL



FRIENDSHIP CHARTER NETWORK

-
- Founded in 1998 in Washington, D.C.
 - One of the largest and longest-operating charter networks in D.C.
 - 15+ campuses serving Pre-K3 through 12th grade
 - Serves approximately 4,000+ students annually
 - Consistently strong graduation outcomes across high schools
 - Supported by Friendship Education Foundation, a national charter organization
 - Demonstrated record of strong academic outcomes across the Friendship network, including high graduation rates and consistent college acceptance at the secondary level

STATE OF THE SCHOOL: A STRONG FOUNDATION

**Strong academic results, performing
above county-level benchmarks**

**Engaged families and community
partners**

**Active Board governance with strong
local, professional, and educational
networks**

**Stable and sustainable financial position,
including a \$1.9 million Charter Schools
Program (CSP) grant award**

Maryland Charter School Expansion Support: CSP Grant Overview

Maryland Alliance of Public Charter Schools (MAPCS) awarded a **competitive** Charter Schools Program (CSP) grant from the U.S. Department of Education

CSP grants help expand high-quality charter schools and increase educational options for families statewide

MAPCS subgrants to eligible charter school applicants for start-up planning, replication, and expansion

CSP funding supports school readiness, technical assistance, and capacity building for new and expanding charter schools

RELOCATION TO BOWIE:

Kenhill Center Request





WHY THE FUTURE IS BRIGHT

- Strong academic mission and community support
- Stable financial foundation
- Experienced charter network support
- Governance and communication issues addressed
- Clear corrective actions underway with accountability

THANK YOU





Memorandum

TO: City Council

FROM: Alfred Lott, City Manager

SUBJECT: Feasability of Repurposing Kenhill Center for Use as a Charter School

DATE: 01/15/2026

Purpose This memorandum provides a definitive analysis demonstrating why repurposing the Kenhill Center as a charter school is **not feasible** under any realistic timeframe, budget, or operational scenario. The assessment addresses:

- Legal constraints imposed by the deed's reversionary clause
- Critical municipal operations and staffing that **cannot be feasibly relocated** without extreme cost and disruption
- Severe operational, public safety, and community service disruptions
- Spatial and capacity limitations at City Hall (including current work modality data requested by Council)
- Prohibitive financial and logistical burdens

The Kenhill Center is **not surplus property**; it is a fully utilized, essential component of the City's municipal operations, public safety infrastructure, continuity-of-government framework, and community support services.

1. Legal and Ownership Constraints – Deed Restrictions and Reversionary Clause

The City of Bowie owns the Kenhill Center. However, the property deed contains a **reversionary clause** requiring ownership to revert immediately to Prince George's County if the facility ceases to be used primarily as a **municipal office building**.

Converting the Kenhill Center to a charter school—an independently operated educational institution authorized by PGCPs—would constitute a fundamental change in primary use. This would **trigger the reversionary clause**, resulting in:

- Loss of City ownership without compensation
- Termination of current leases and forfeiture of all lease revenues
- Complete loss of control over the property

No legally viable mechanism exists to retain City ownership while repurposing the facility for charter school use. This legal barrier alone renders repurposing infeasible.

2. Critical Municipal Functions and Staffing – No Relocation Capacity

The Kenhill Center (**approximately 40,000 square feet**, originally a former elementary school repurposed as a municipal facility) houses approximately **52 City employees** plus a rotating squad of **7 Bowie Police Department officers**. It supports specialized, secure, and infrastructure-dependent functions that cannot be consolidated into existing City facilities.

Key functions currently housed at or supported by the Kenhill Center include:

- Youth and Family Services Bureau
- Bowie Police Department – Community Services Division
- Bowie Police Department – Dispatch Redundancy
- Information Technology Department (critical infrastructure and networking)
- City Communications and Studio Operations
- Historic Properties artifact storage and curatorial operations
- Workplace Training Center (Employ Prince George's partnership)
- Public Works Engineering and Project Management
- General Services storage and building monitoring
- Multi-Purpose Room (heavily utilized for training, public meetings, fitness programs, and events)

Kenhill Center – Approximate Space Utilized for Municipal Services

Function	Approximate Square Feet
Multi-purpose Room	2,400
Information Technology	2,400
Studio	1,500
Storage on Stage	800
General Services Storage	1,700
Youth Services Bureau	5,400
Police Department (Community Services & Dispatch Redundancy)	2,400

Approximately 23,000 sq ft would be required to replace existing Kenhill based municipal services, including space for mechanical, utilities, restrooms, etc.

3. City Hall Utilization, Staffing, and Capacity – Including Council-Requested Work Modality Data

Council specifically requested information on work modality (in-office, hybrid, telework) for departments at City Hall and its implications for space availability.

Note on Baseline Year: FY2010 staffing levels reflect the approximate period when the current City Hall (completed and occupied in 2011) was designed and initially staffed. The subsequent growth in personnel—from 132.9 to 220.4 assigned positions—has filled the building to (and beyond) its original design capacity, as evidenced by the conversion of storage areas, lobbies, and conference rooms into offices over the past 15 years.

Staffing Growth Comparison (FY2010 vs. FY2026)

Department	FY2010	FY2026	City Hall – Status of Space
Police	52	92.5	Beyond capacity
Information Technology	11.7	22	At capacity
Planning	7.1	6.0+1	Beyond capacity. Includes intern. City Manager staff are now in offices within the Planning suite.
Human Resources	3.6	7.0	At capacity
Finance	8.4	12.6	Beyond capacity
City Manager	15.4	30.0	Beyond capacity
Community Services	34.7	51.3	Beyond capacity
Total	132.9	220.4	

City Hall – FY2026 Space Utilization by Department

Department	Total Desks / Offices	Empty Desks	Notes
Community Services	30	0	~44 people supported within suite. Exceeding full capacity.
Human Resources	7	0	No open desks. Full Capacity.
Finance	18	0	No open desks. Two offices in converted storage areas. Beyond full capacity.
City Manager	28	0	No open desks. Two staff in converted storage area. Beyond full capacity.
Planning	8	1	Lobby/storage converted to offices. Two offices from converted planning lobby. There is one front desk space for a receptionist. Beyond full capacity.
Information Technology	20	0	22 employees. No open desks. Full capacity.
Police	36	0	Records storage converted for two additional offices. Beyond full capacity.

City Hall – Work Modality (FY2026)

Department	In-Office	Hybrid	Telework	Notes
Finance	17	0	1 (Temporary)	Effectively full in-office
Information Technology	16	3	3	Limited hybrid/telework; core infrastructure requires on-site presence
Police	37	0	0	100% in-office due to operational needs
Community Services	47.3	4	0	Predominantly in-office. Space over-utilized.
Planning	2	5	0	Hybrid limited
Human Resources	4	3	0	Minimal hybrid
City Manager	13	17	0	Moderate hybrid

Key Observations on Work Modality and Capacity

- An informal space utilization audit confirms **100% occupancy** at City Hall. Storage areas, conference rooms, and department lobbies have been converted into offices over the past five years, eliminating surplus.
- Hybrid and telework arrangements are **minimal** and do **not** create meaningful vacant desks or surplus physical space, as workstations remain assigned.
- Relocating ~52 Kenhill Center employees (plus police officers) and specialized functions is **impossible** without major new construction or external leasing - options that are prohibitively expensive and time-intensive.

4. Community and Nonprofit Impacts Current tenants generate approximately **\$127,700** in annual lease revenue:

- Bowie Boys and Girls Club - \$9,100
- Bowie Food Pantry -\$12,000
- Comcast - \$43,700
- Greater Bowie Chamber of Commerce - \$3,000
- Insurance Solutions Association - \$8,000
- One America Movement - \$24,300
- Taking Effective Action, Inc. - \$8,700

- Unity Center of Light - \$18,900

Vacating the facility would displace these organizations and disrupt critical services, including food distribution to vulnerable residents.

Additional site amenities at risk include:

- Two community gardens (83 plots, 100% utilized in 2025)
- Food waste drop-off site (24 tons diverted since January 2024)
- Pollinator shade garden
- Public EV charging stations
- Grant-funded stormwater infrastructure (MS-4 compliance)

5. Financial and Operational Burdens

Actual Utility Costs for Kenhill Center

Account Description	FY23	FY24	FY25	FY26 to Date
Electricity - BGE	\$7,953.45	\$35,902.62	\$10,808.99	\$5,530.55
Tesla - BGE	\$27,737.80	\$5,623.92	\$18,558.01	\$8,508.28
Gas - Washington Gas	\$3,973.08	\$4,016.34	\$6,256.83	\$1,386.50
Gas - Constellation Newenergy	\$5,447.98	\$3,456.86	\$5,671.51	\$1,132.12
Total	\$45,112.31	\$48,999.74	\$41,295.35	\$16,557.45

These figures reflect real historical and current-year (partial FY26) expenditures. Annual totals typically range from **\$41,000–\$49,000**, consistent with benchmarks for a ~40,000 sq ft municipal/office building in Maryland.

These utility expenses are **already budgeted and managed** as part of the City's operational costs for an active municipal facility. Repurposing or vacating the site would not eliminate these costs but would instead transfer or increase them elsewhere (e.g., new construction/leasing with startup utility set up, redundancy requirements, or higher rates for replacement space).

- Annual lease revenue: ~\$127,700 (lost if property reverts)
- Estimated capital improvements (FY26–FY30): ~\$220,000
- IT infrastructure relocation alone: **exceeds \$1,000,000** (exclusive of new space acquisition/construction/leasing/utilities setup)
- Total costs for full relocation (construction, leasing, transition, redundancy, utility infrastructure) would likely reach **several million dollars** over multiple years, with ongoing service disruptions and duplicated utility burdens.

Conclusion Repurposing the Kenhill Center as a charter school is **not feasible** due to:

1. Irreversible legal reversion to PGCPs under the deed restrictions **2. Inability to relocate** critical municipal functions given City Hall's **100% occupancy** and limited work modality flexibility **3. Severe disruption** to public safety, community services, nonprofit tenants, and site amenities **4. Prohibitive financial and operational costs** far exceeding any potential benefit

The Kenhill Center remains an essential, fully utilized asset critical to the City's day-to-day operations, resilience, and community support. Staff recommends continuing its current use as a municipal facility.

ATTACHMENTS: 1. 20260120 - Kenhill Center Fact Sheet

KENHILL CENTER FACT SHEET

Repurposing as a Charter School: Feasibility and Alternatives

City of Bowie – Department of Community Services - January 14, 2026

1. Acknowledged Community Desire for a Charter School

- There is recognized interest in expanding high-quality public school options in Bowie, including charter schools.
- Prince George's County families often seek charters for innovative curricula (e.g., STEM, arts, or personalized learning), smaller class sizes, or alternatives to traditional PGCPS schools.
- Existing charters like Friendship Aspire Bowie STEM demonstrate local demand and success.
- A charter could potentially serve local students tuition-free, provide educational choice, and address perceived gaps in countywide options.

2. Legal Barrier – The Primary Obstacle

- The City owns the Kenhill Center (2614 Kenhill Dr, ~40,000 sq ft, former elementary school).
- The deed contains a **reversionary clause**: If the facility ceases to be used primarily as a **municipal office building**, ownership immediately reverts to Prince George's County.
- Converting to a charter school would trigger immediate reversion, resulting in:
 - Complete loss of City ownership (no compensation)
 - Loss of ~\$127,700 in annual lease revenue from current tenants
 - Cancellation of tenant leases.
 - Total loss of control over the property
- **No known legal workaround** exists to retain City ownership while changing the primary use.

3. Current Use – Fully Utilized Municipal Facility

- Houses **52 City employees + 7 rotating Bowie Police officers**.
- Supports critical, specialized functions that cannot be feasibly relocated without extreme cost and disruption:
 - Youth & Family Services
 - Police Community Services & dispatch redundancy

- IT critical infrastructure
- City TV studio/communications
- Historic artifact storage
- Workplace Training Center
- Multi-Purpose room for trainings, meetings, fitness
- **~23,000 sq ft** of dedicated municipal space (including mechanical/utilities) would require replacement.

4. City Hall Capacity – No Room to Absorb Kenhill Functions

- City Hall (opened 2011) was designed to support approximately 133 staff (FY2010 baseline).
- Current staffing is **220+** (FY2026) putting the building beyond **100% occupancy**.
- Storage areas, lobbies, and conference rooms are already converted to offices.
- Relocating Kenhill functions would require major new construction or long-term leasing - **prohibitively expensive** (IT relocation alone is >\$1M; full relocation several million dollars) and highly disruptive.

5. Community & Financial Impacts of Vacating

- Current tenants provide **\$127,700** in annual lease revenue and essential services (e.g., Bowie Food Pantry, Bowie Boys & Girls Club).
- Vacating would displace nonprofits and disrupt:
 - Food distribution for vulnerable residents
 - Youth programs
 - Community gardens (83 plots – 100% utilized)
 - Food waste recycling (24 tons diverted)
 - EV charging & stormwater infrastructure
- Annual utilities (~\$41,000 - \$49,000) would transfer to new/replacement facilities, plus startup costs.

6. Other Options to Consider for Expanding Charter School Access

Since repurposing Kenhill Center is not feasible due to the reversion clause and operational realities, here are realistic alternatives that could support charter growth without sacrificing City assets:

- **New construction or acquisition:** Partner with PGCPs, charter operators, or private developers to build or acquire a new dedicated facility (common approach for charters facing space shortages).
- **Shared use or co-location agreements:** Explore leasing underutilized PGCPs-owned space (e.g., excess classrooms in existing schools) or co-locating a charter within an existing public school building.
- **Renovate or repurpose other vacant commercial properties throughout the City:** Bowie has several large vacant or underutilized commercial sites that could be suitable for charter conversion. Examples include:
 - The former Best Buy property (large retail space with ample parking and infrastructure, potentially adaptable for classrooms and programs)
 - The old Giant supermarket at Collington (big-box retail footprint, good visibility, and existing utilities/mechanical systems that could support school use)
 - Other vacant retail, office, or industrial parcels throughout Bowie (often with zoning flexibility for institutional/educational use)
- **Advocate for policy/funding support:** Work with PGCPs, state legislators, and charter networks to secure capital funding, facility grants or streamlined approval processes for new charters.
- **Hybrid or virtual charter expansion:** Support growth of existing charters through online/hybrid models that require less physical space.

Bottom Line While the desire for additional charter school options in Bowie is valid and understood, repurposing the Kenhill Center is **not feasible** due to the irreversible deed reversion, full operational utilization, lack of relocation capacity at City Hall, significant service delivery disruptions, and prohibitive costs.

Vacant commercial properties like the former Best Buy and old Giant at Collington offer promising, non-City-owned alternatives for charter development.



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: 01/15/2026

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. 20260120 - November 6 2025 R. Ndebumadu Email About Coordinating Bowie's Economic Development Priorities — Proposal for December Presentation
 2. 20260120 - DRAFT EDC 2030 Vision and Strategy Consolidated Rewrite 9-26-2016
 3. 20260120 - 2022 Econ Dev Strategy As received By City Council
 4. 20260120 - Old Town Bowie Strategic Plan Final September 2023
 5. 20260120 - 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 thought-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

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.

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

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

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

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

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

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

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.

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

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



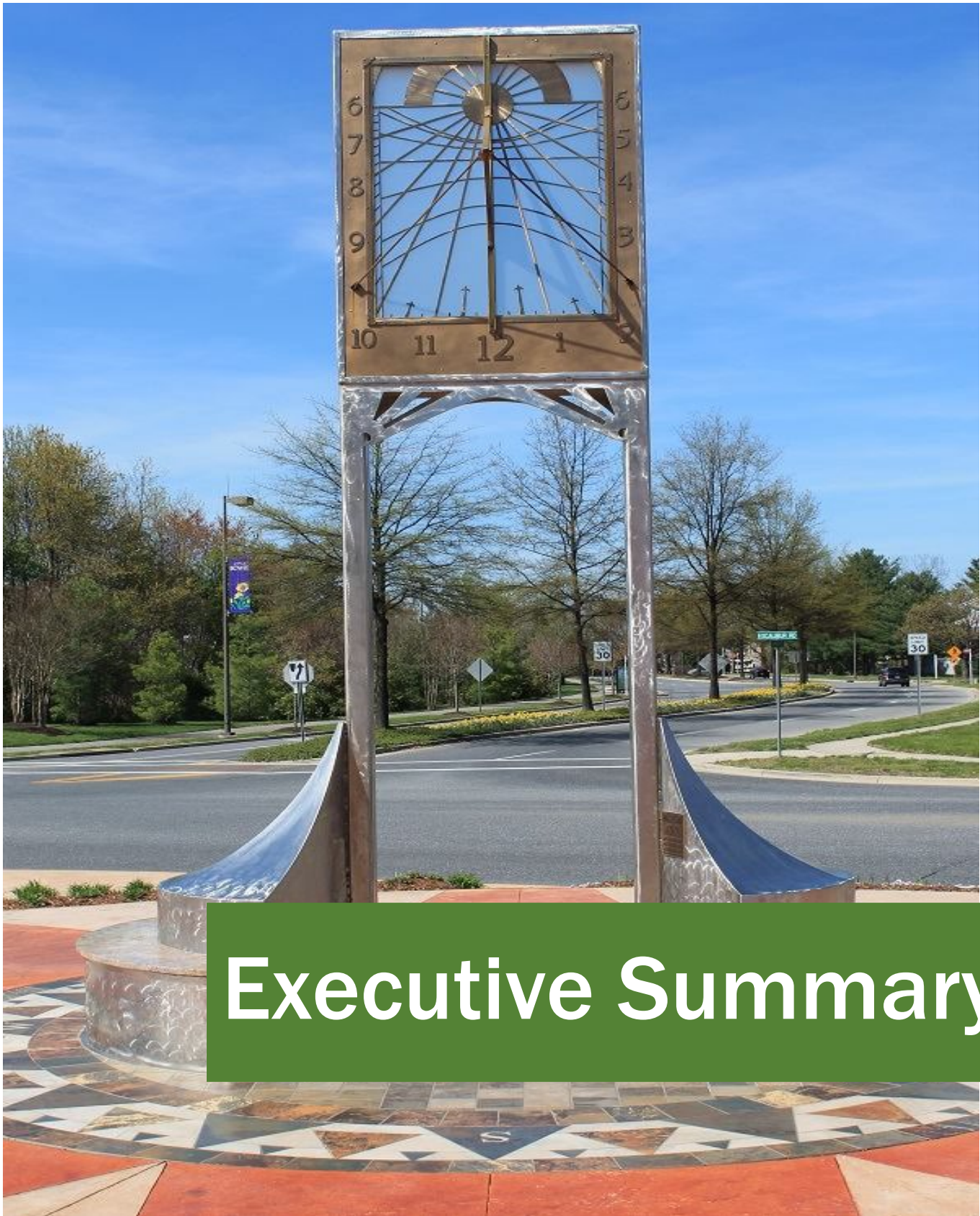
ECONOMIC DEVELOPMENT STRATEGY & ACTION PLAN

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

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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 INITIAL 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 as 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

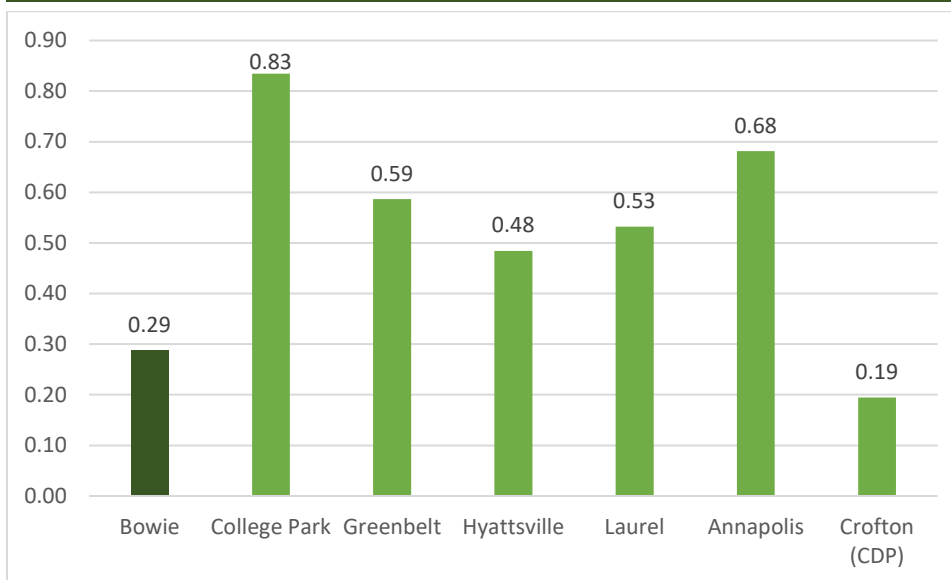


Table 1: Total Employment, All Industries City of Bowie and Peer Municipalities/Places, 2013 -2019

Area	2013	2019	Change 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

Area	2013	2019	Change 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

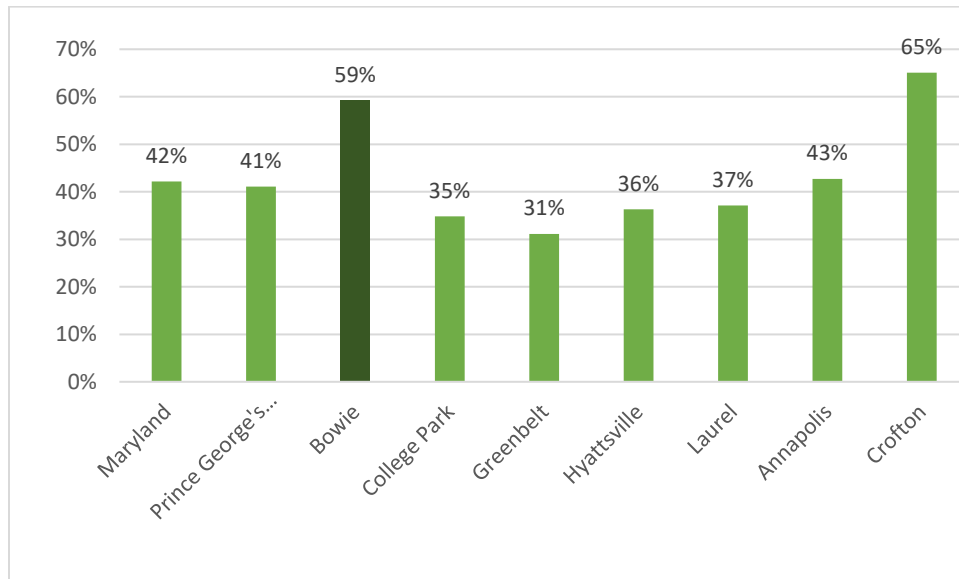
Finding: The City has an affluent population.

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



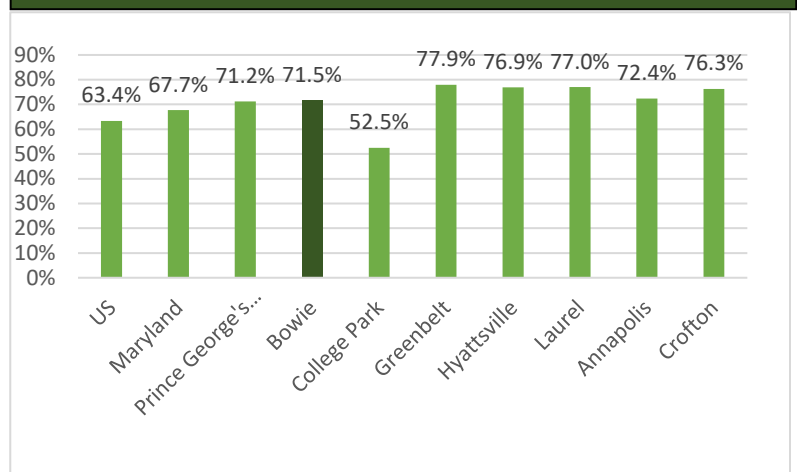
RESIDENT WORKFORCE CHARACTERISTICS

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

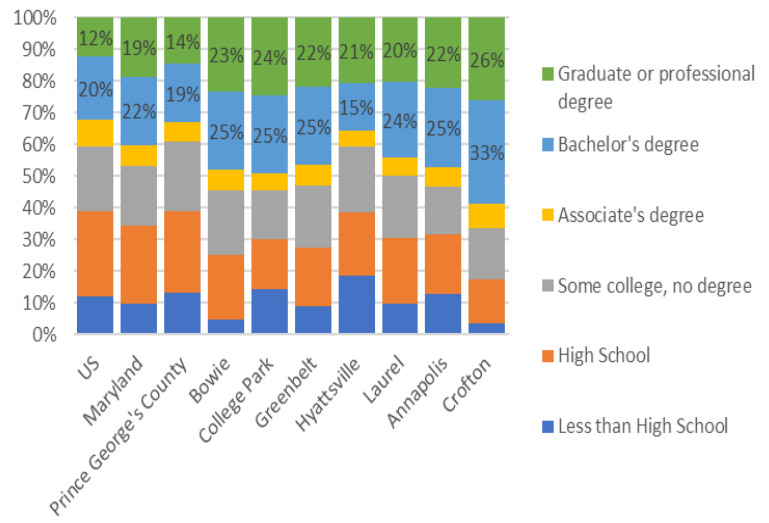


Figure 5: Percent of Workforce Employed by the Federal Government

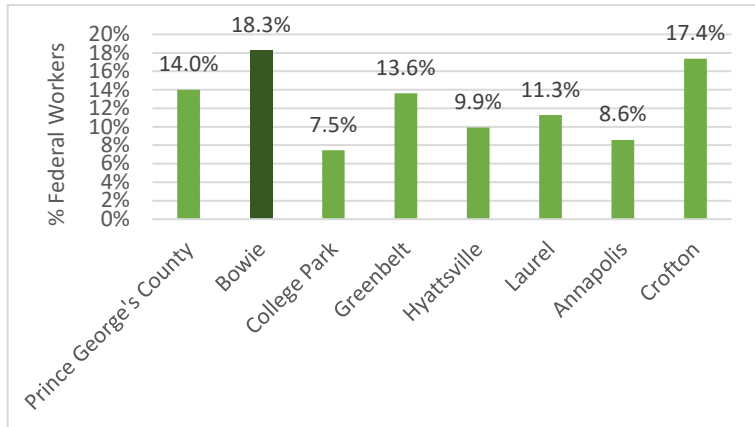
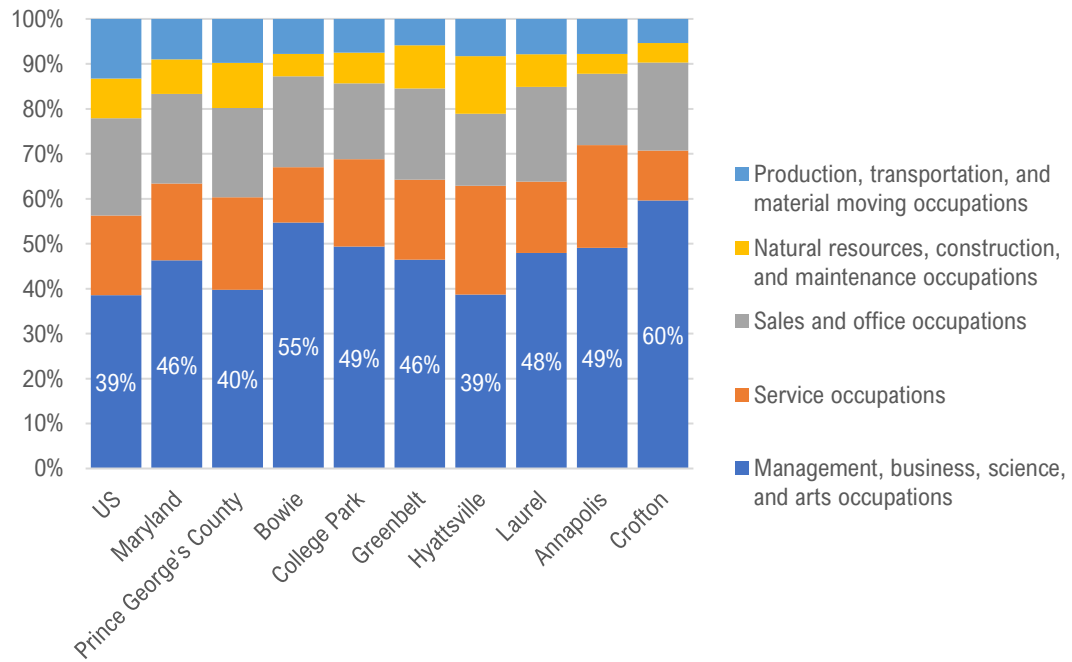


Figure 6: Occupational Employment



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.

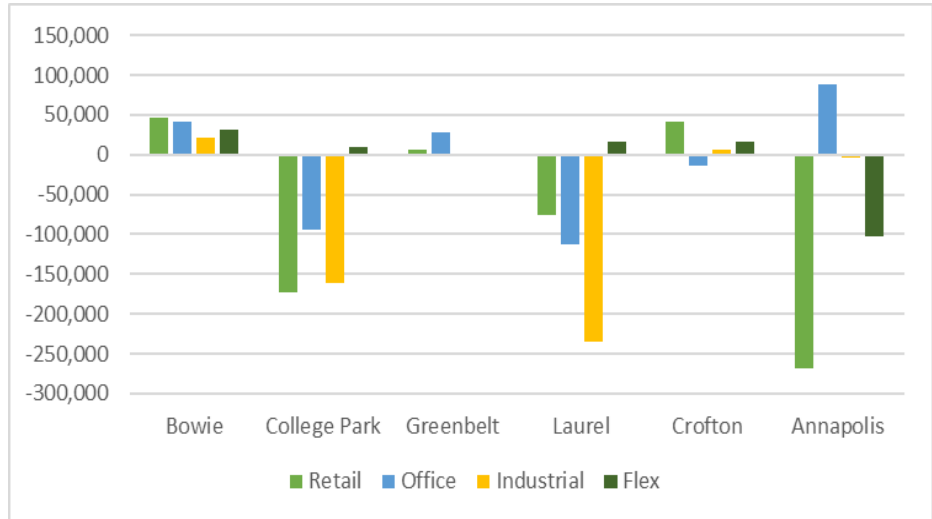
INVENTORY OF COMMERCIAL SPACE AVAILABLE

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.
- 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.

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



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
<u>Inventory of Retail, Industrial and Office Space (in square feet)</u>						
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
<u>Vacancy Rates</u>						
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%
<u>Average Rent</u>						
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 & 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:

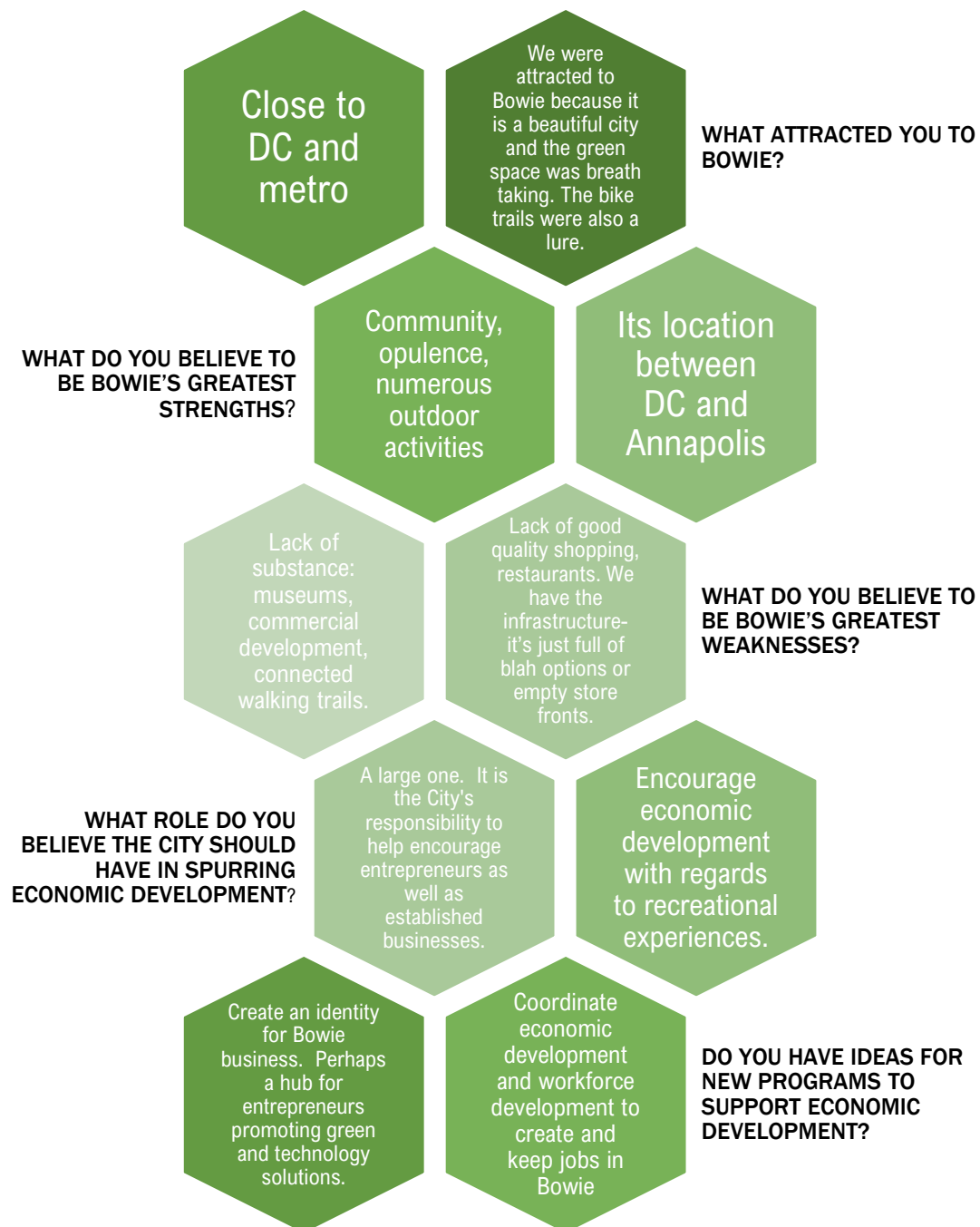
- What attracted you to Bowie?
- What do you believe to be Bowie’s greatest strengths?
- What do you believe to be Bowie’s weaknesses?
- In what ways do you feel supported by the City of Bowie?
- Are there areas of support you wish you had from the City of Bowie?
- What role do you believe the City should 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.



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

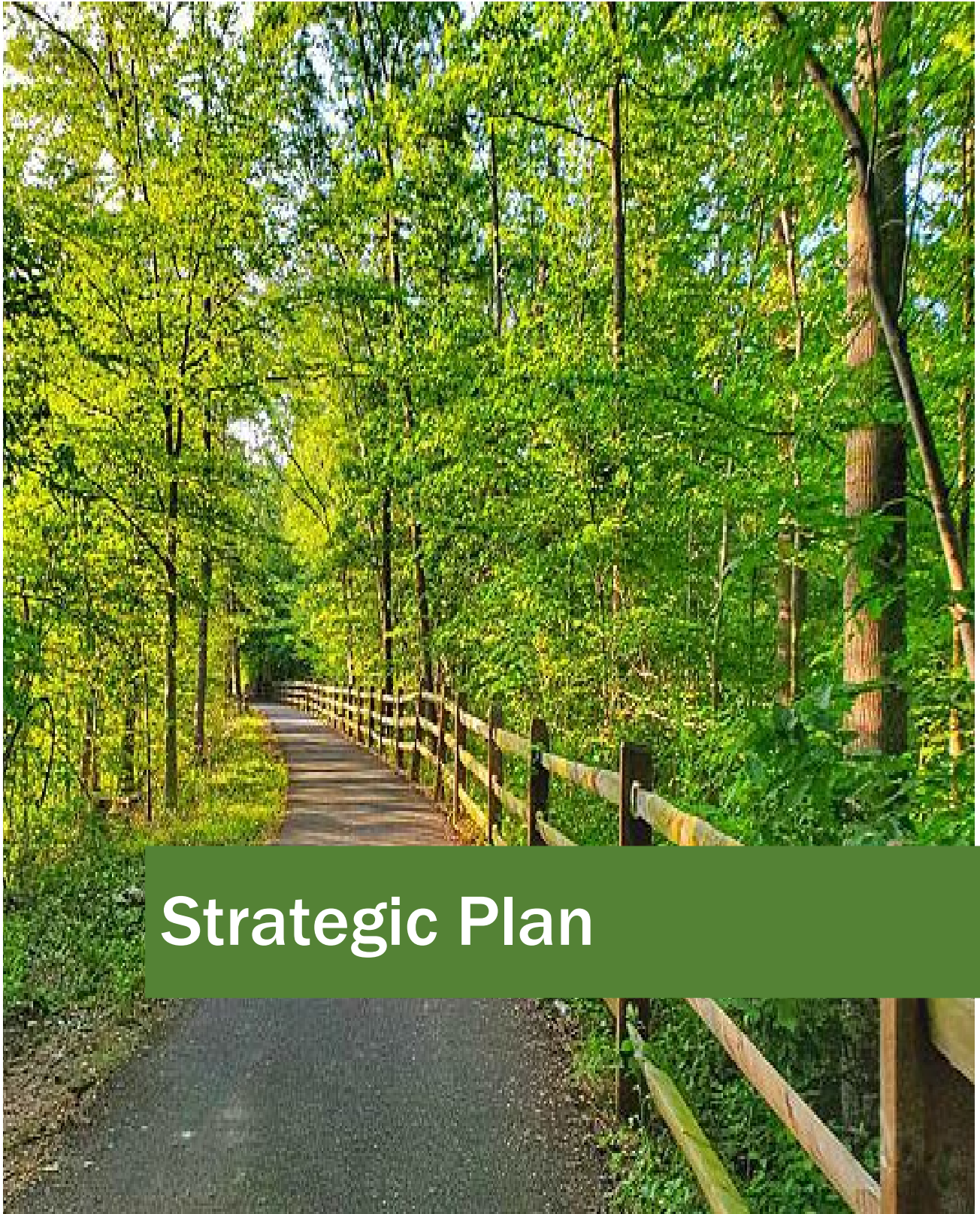
A strengths, weaknesses, opportunities and threats (SWOT) assessment is a commonly used strategic planning technique to begin any sort of analysis of an organization’s current operating conditions and to develop new strategies. A SWOT reviews areas where an organization is excelling, opportunities for 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.



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 it 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:

RECOMMENDED 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 undoubtedly 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.

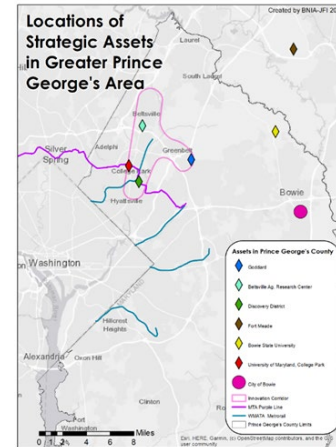
In 2023, the City of Bowie is poised to become the owner of the Bowie Race Track facility as part of a larger restructuring of horse tracks in Maryland. The Bowie Race Track, which has been vacant and unused since the mid-1980s, is a huge opportunity to preserve the community's equine history while turning 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.

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:



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 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:
 - o **\$** - This item is estimated to cost between \$0 and \$25,000 to implement.
 - o **\$\$** - This item is estimated to cost between \$25,00 - \$50,000 to implement.
 - o **\$\$\$** - 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:
 - o **Short-Term** – this action is relatively quick and can be completed either with little prep, typically within 6-12 months from action initiation.
 - o **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.
 - o **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:
 - o 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.
 - o 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.
 - o 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.
 - o 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.

- o 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	-

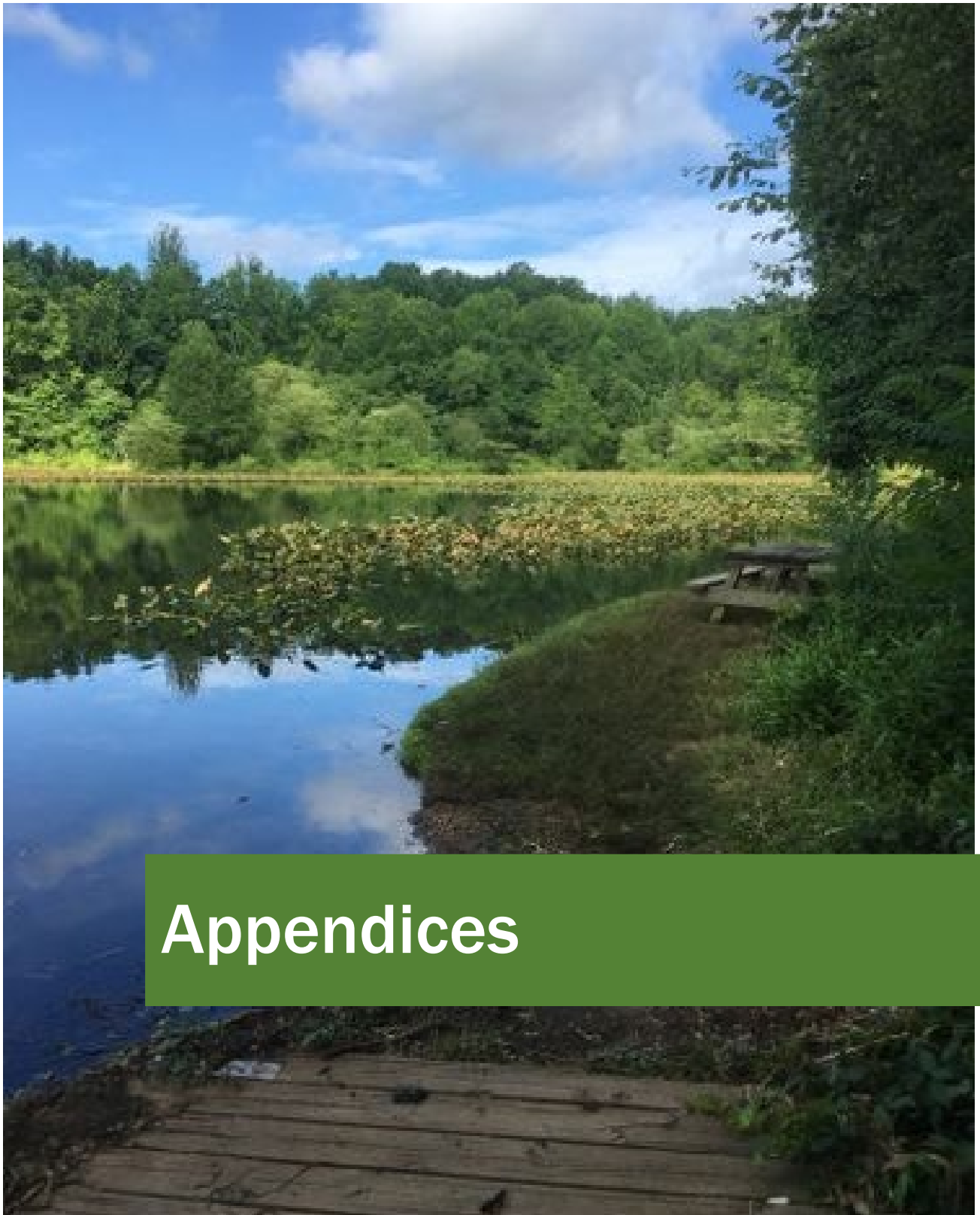
	6.) COMPLETE AN ASSESSMENT OF PROPERTY IN OLD TOWN BOWIE AND CREATE AN AREA DESIGNATED FOR SMALL AND LOCAL BUSINESSES	City Staff	\$	Private Property Owners/ Prince Georges County	Mid-Term	1,3	While the scan may be less costly, acquisition of buildings would require appropriate funding.
Focus Area	Recommended 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.
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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

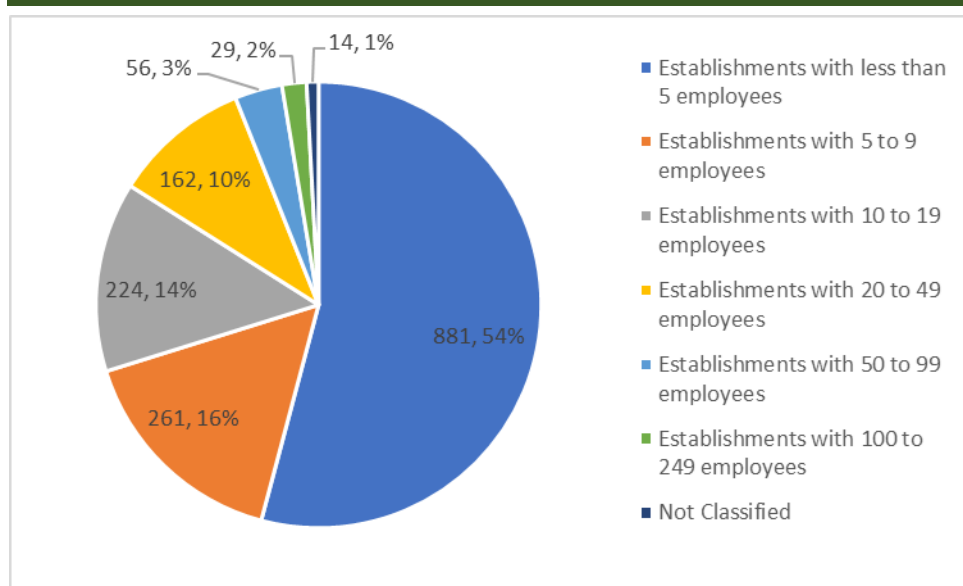
APPENDIX 1: DATA TABLES REFERENCED IN REPORT

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

	2010	2019	Change 2010-19	
			#	%
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

	2010	2019	Change 2010-19	
			#	%
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

	2010	2019	Change 2010-19	
			#	%
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 Rate
	2010	2019	% Change	
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.
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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	
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.
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.



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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.



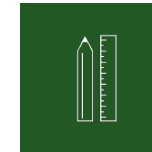
Tourism & Promotion

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

Economic 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.



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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

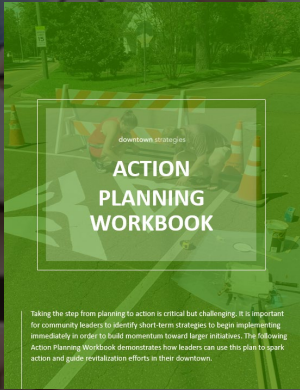
In Bowie, Action Teams should be formed with the mission to rejuvenate OTB, thereby creating a vibrant atmosphere for business and social activities. Action Teams should work in conjunction with City of Bowie, and asset owners in the community to identify areas of need and steps to take to move forward.

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.



Where to Start?

Now that you have received the 5-Year Strategic Vision from Downtown Strategies, it is time to get to work! While transforming ideas to fun, the next achievement comes from **getting started** and making improvements in your downtown. Communities who have had success revitalize their downtowns together by organizing and mobilizing a team of volunteers and empowering them to lead various initiatives. Follow the following steps to organize and mobilize your team!

- 1 FORM ACTION TEAMS** centered around a focus area:
 - City of Bowie
 - Policy & Administration
 - Design
 - Tourism & Promotion
 - Economic Vitality
- 2 Each team member should identify their STRATEGIES** in their chapter of the plan.
 - Develop team goals and objectives that align with the strategies identified in the plan.
 - Assign tasks to team members based on their expertise and interests.
 - Set dates within the document provide a time and date for the team to meet and discuss progress.
- 3 RANK THE STRATEGIES**
 - Rank which strategies are the most critical to the team's success.
 - Prioritize the strategies based on their importance and feasibility.
 - Set dates within the document provide a time and date for the team to meet and discuss progress.
- 4 Each action team should identify a SMART STRATEGY** to implement over the next 90 days.
 - Specific: Focus on a specific goal or objective.
 - Measurable: Set a measurable goal or objective.
 - Achievable: Set a goal or objective that is realistic and achievable.
 - Relevant: Set a goal or objective that is relevant to the team's mission.
 - Time-bound: Set a goal or objective that has a specific deadline.
- 5 MAP THE PROJECT**
 - Set a timeline for the project, including start and end dates.
 - Assign tasks to team members based on their expertise and interests.
 - Set dates within the document provide a time and date for the team to meet and discuss progress.

Taking the step from planning to action is critical but challenging. It is important for community leaders to identify short-term strategies to begin implementing immediately in order to build momentum toward larger initiatives. The following Action Planning Workbook demonstrates how leaders can use this plan to spark action and guide revitalization efforts in their downtown.

Project Mapping Worksheet

Step 1: Identify Resources & Partners

People: You may need to enlist the assistance of other people in the community who have a particular skill that is not available on your current team. For example, you may need a graphic designer to assist with designing a proposal for the City Engineer to assist with a project.

Name	Resources they bring	How they will help

Check Groups & Associations: Check Groups & Associations are **volunteer groups** that work to improve the community in some way. Examples of associations are Boy/Girl Scouts, 4-H, Garden Clubs, and the Rotary Club among others.

Name	Resources they bring	How they will help

Community Institutions: Community institutions are **non-profit and for-profit organizations** that serve the needs of the community. Examples of institutions are the Chamber of Commerce, Main Street organization, Economic Development organization, government agencies, schools, churches, and foundations.

Name	Resources they bring	How they will help

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 Façade 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

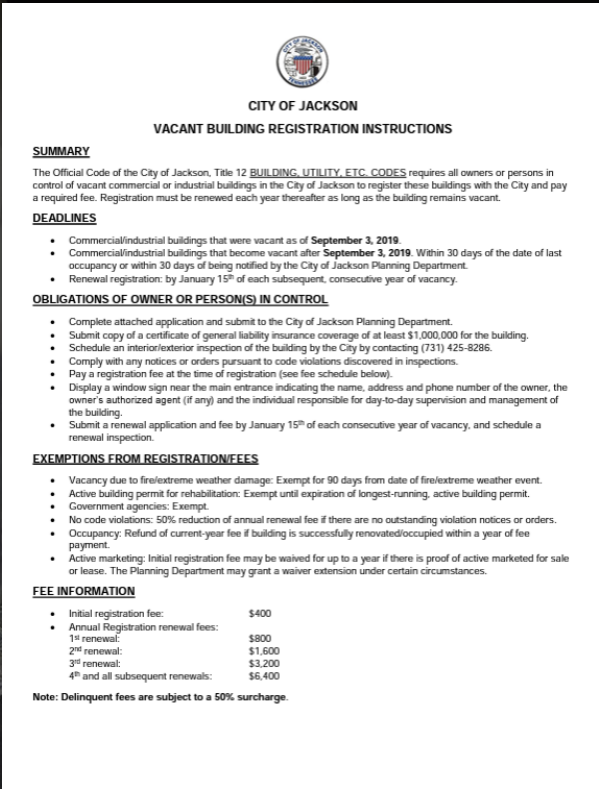
While taxes and fees are never popular policy measures, there is a negative economic impact of vacant downtown properties. Vacancy also gives the appearance of blight and a lack of vibrancy, making improvements to the downtown experience difficult. Though there is not an abundance of vacant property 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](#)



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.

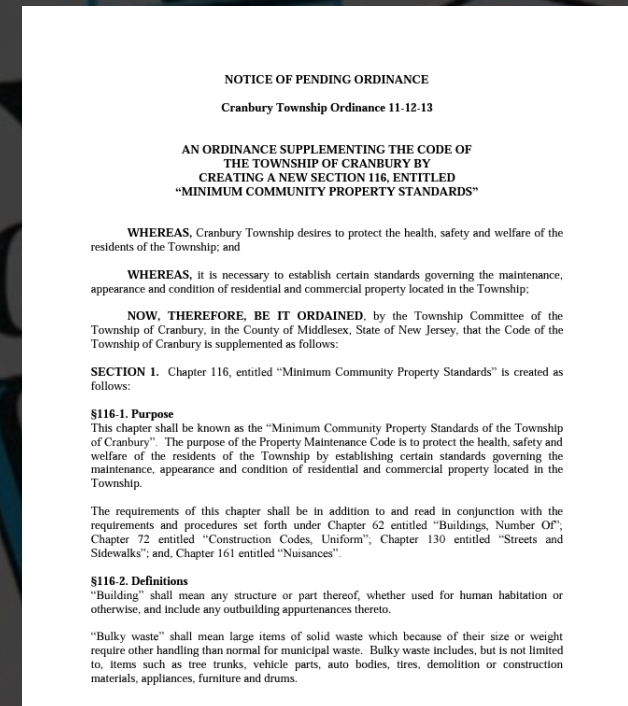
The following are components that could be included in a Minimum Maintenance Requirement Ordinance for commercial properties:

- 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.



Action Team Implementation



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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





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



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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



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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.

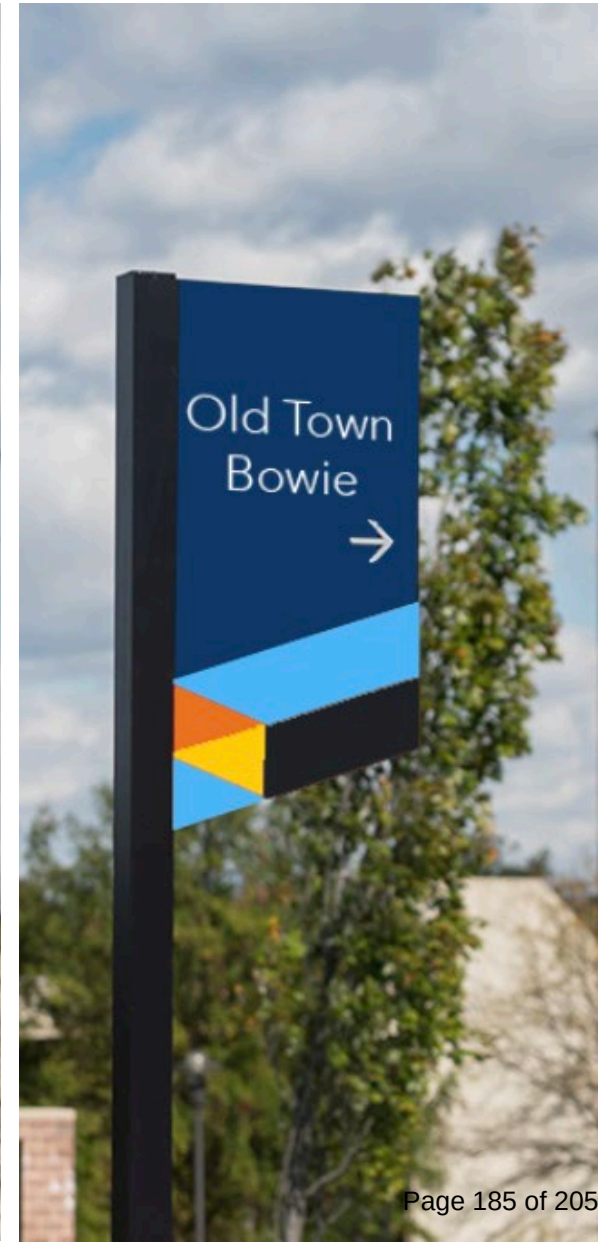
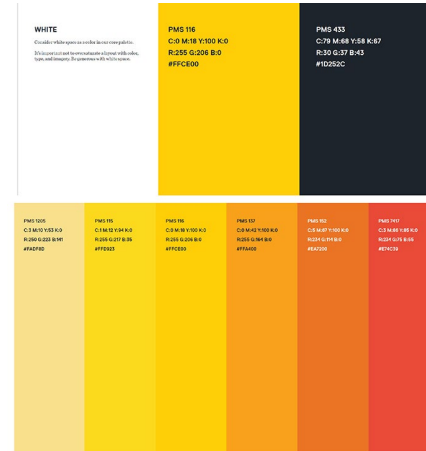
In order to strengthen the connection between Bowie and Bowie State University, the community should adopt a complementary wayfinding signage system. This should include directional signs, parking signs, and destination signs. Old Town should also feature custom street signs to delineate the district. 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

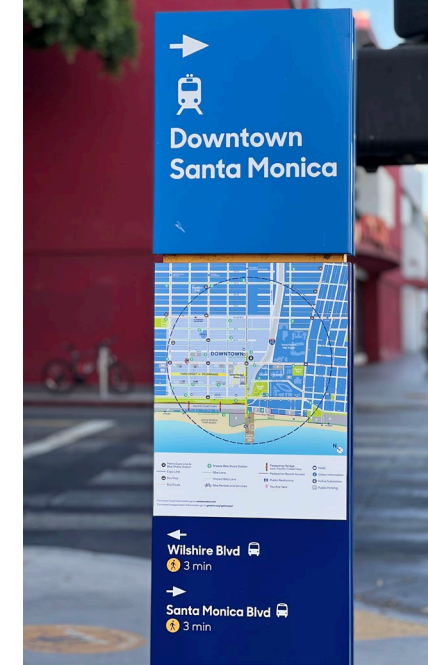
- Enlist the services of a qualified design professional to outline a conceptual design for a comprehensive wayfinding signage system for Bowie.
- Begin with adding custom “Old Town” toppers to street signs and public parking signs throughout the Old Town Bowie district.
- Expand the system to include signage connecting the Bowie Heritage Trail with Old Town.
- Expand the system to include directional signs as resources allow.







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 restaurateurs 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.



02.11.23 MAGNOLIA STATE BANK CHILI COOKOFF 	03.04.23 FIRST STATE BANK LAUREL LEAP DAY 	04.15.23 COMMUNITY BANK CRAWFEST 
Laurel MAIN Street SINCE 2007		
FOR MORE INFO, VISIT LAURELMAINSTREET.COM 	03.24.23 05.12.23 10.20.23 WINE DOWN DOWNTOWN 	FOLLOW US ON FACEBOOK AND INSTAGRAM @LAURELMAINSTREET 
10.07.23 HOWARD INDUSTRIES LOBLOLLY FESTIVAL	04.28.23 09.15.23 11.17.23	12.01.23 CADENCE BANK CHRISTMAS TREE LIGHTING



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

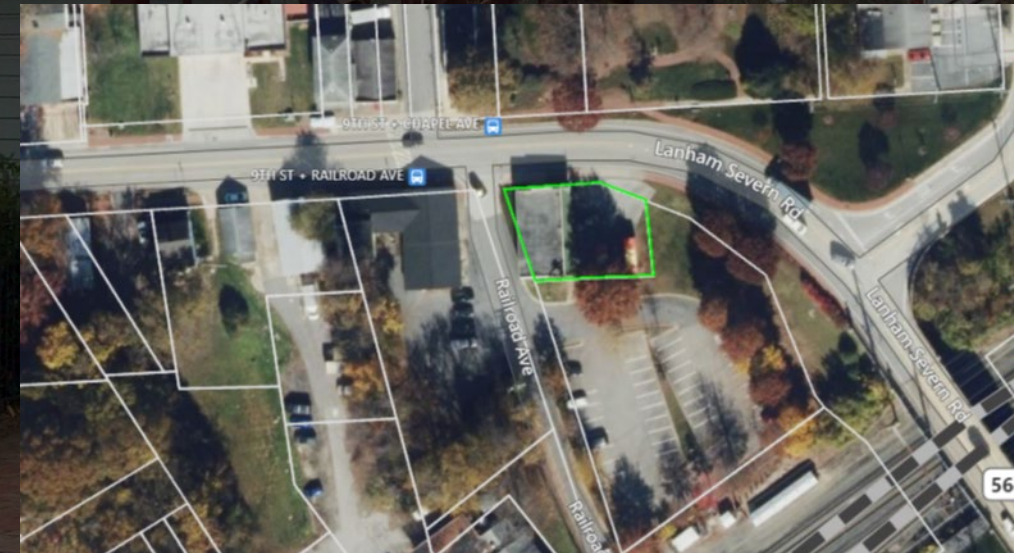
Focus Area 4: Economic Vitality

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

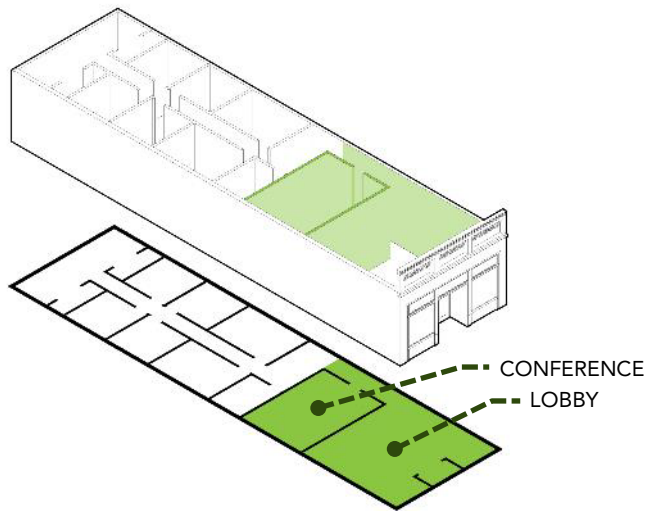


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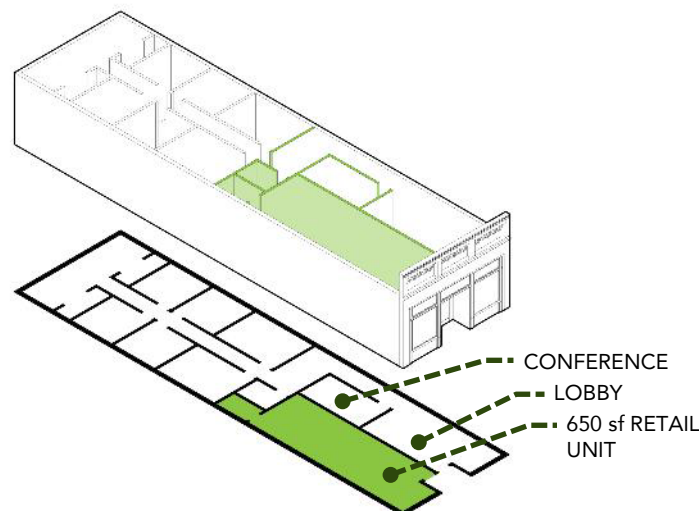
The graphic below illustrates how a demising wall can be used to modify existing building footprints. Two scenarios are shown. **Scenario 1** is an existing office building that occupies the entire building footprint including the storefront. By modifying the underutilized lobby and conference room area 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

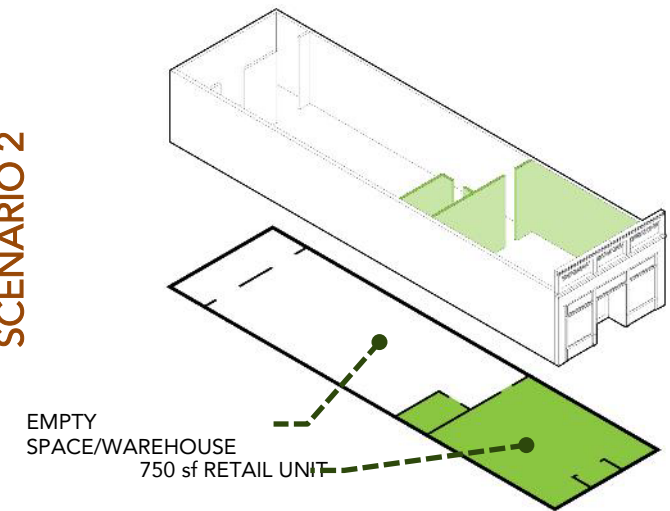


Original Layout: A typical downtown office space with an underutilized lobby area and conference room provides an opportunity to add additional retail space.



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.

SCENARIO 2



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	Year Built	1940
Land Use	COMMERCIAL STORES, RETAIL OUTLET	Owner (Assessor)	KELLER, CHRISTOPHER
Buildings	1 Building	Owner Address (Assessor)	10138 RIGGS RD ADELPHI, MD 20783
Building Area	7,200 SF 1 Units	Last Market Sale	3/17/99 for \$190,000
Lot Area	5,000 SF (0.12 ACRES)	Total Assd. Value	\$288,900
Adj. Lots Owned	NONE	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.

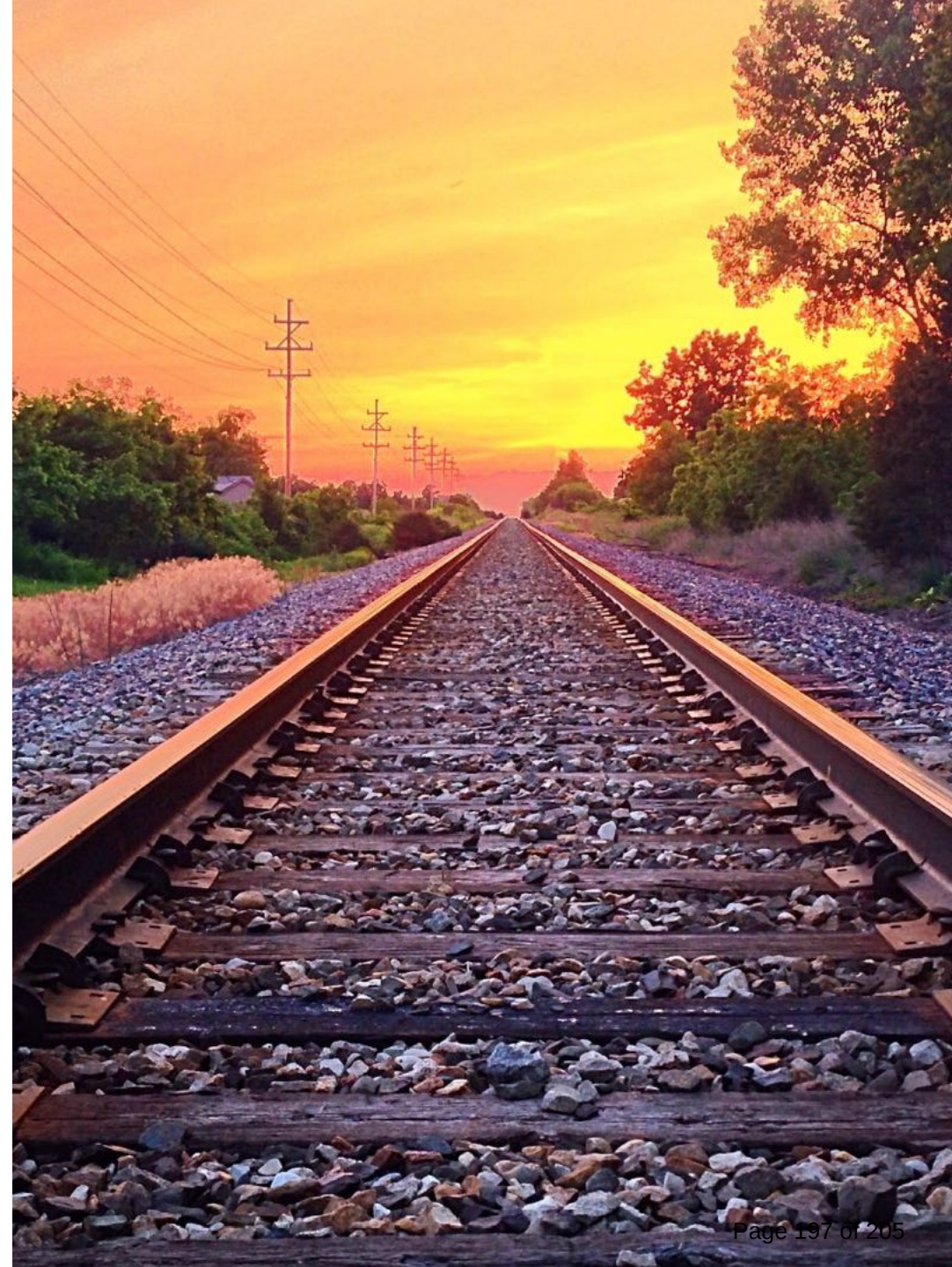
In Bowie

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 its 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



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Appendix

Types of Plans



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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



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 believe 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



Jenn Gregory

President, Downtown Strategies

jgregory@retailstrategies.com

Key Focus Areas: Team Management;
Policy & Administration



Jeremy Murdock

Community Development Specialist,
Downtown Strategies

jmurdock@retailstrategies.com

Key Focus Areas: Design; Tourism &
Promotion



Elliott Cook

Director of Real Estate, Retail Strategies

elliott@retailstrategies.com

Key Focus Areas: Market Analysis;
Economic Vitality



Laura Marinos

Director of Client Services, Downtown
Strategies

laura.marinos@retailstrategies.com

Key Focus Areas: Client Management;
Scheduling



Taylor Turner

Client Services Coordinator, Downtown
Strategies

tturner@retailstrategies.com

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.