



Washington

THE FUTURE OF BOSTWICK

Bladensburg, MD

Technical Assistance Panel Report | April 17 –18, 2024

About

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Cover photo: Bostwick House (Town of Bladensburg)

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The ULI TAP panel pictured on the steps of the Bostwick House.

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VIEW OF BOSTWICK LOOKING NORTHWEST, CRICA 1890
COURTESY OF: TOWN OF BLADENSBURG

Executive Summary

Bostwick needs a viable adaptive reuse plan. Located at 3901 48th Street in Bladensburg, MD, Bostwick is an extraordinary historic property with grounds and buildings from the 18th through 20th century. The Town of Bladensburg has engaged in several studies and strategic planning efforts over the last 30 years of ownership to develop a conceptual use and implementation plan for the main house and adjacent Bostwick property. The goal of this Technical Assistance Panel was to better activate the property, protect its character-defining features, and make it more of an asset.

Bladensburg has changed from a deep-water port town platted in 1742 to a dynamic and ethnically diverse community of Prince George's County. Bladensburg's population is 45% African American and 45% Latino. Its residents comprise a workforce of both white- and blue-collar jobs, with occupations as service providers, sales and office workers, and professionals.

Bostwick can become a community anchor through the right use(s) and connections that stretch beyond its fence line. The Town is fortunate to have stewardship partners in the Aman Memorial Trust, University of Maryland, and the Anacostia Watershed Society. The property is a designated historic site on the County's Illustrated Inventory of Historic Sites and Districts and the National Register of Historic Places. The Maryland Historical Trust and M-NCPPC hold preservation easements on the property.

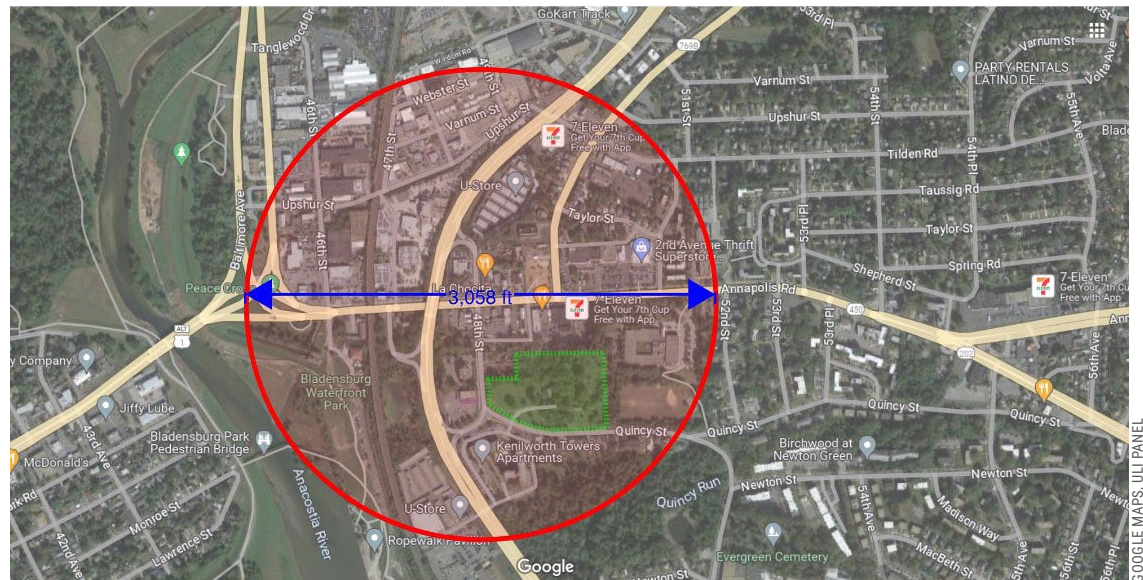
The Town of Bladensburg requested assistance from the Urban Land Institute in the form of a Technical Assistance Panel (TAP) with the goal of finding the most viable use(s) for the house, agricultural outbuildings, and grounds in a concept that encompasses economic vitality, preservation and adaptive reuse, accessibility and connections, open space, meaningful historic interpretation, and placemaking. The Panel deliberated on these issues over the course of two days and presented its recommendations informed by input from community, municipal, and private sector stakeholders.

Key terms

- Bostwick Property: A historic site in Bladensburg, Maryland, with a complex

history involving trade, slavery, and military events. It includes the Bostwick House and surrounding land.

- Preservation Efforts: The property is subject to preservation easements and any changes require approval from state and county agencies.
- Community Involvement: Various stakeholders, including government entities, non-profits, and the local community, are involved in the stewardship and planning for Bostwick's future.
- Adaptive Reuse: The town seeks viable uses for the property that respect its historical significance while serving the community's needs. Past proposals have included urban farming, educational centers, and event spaces.



The study area, shaded in green, as the new center of Bladensburg.

Scope and Background

Bostwick House is one of the most documented sites in the region, though it's an enigma to many of the thousands of Bladensburg residents who pass it every day.

The Bostwick property today ("Parcel B") totals 7.74 acres and is the largest single property owned by the Town of Bladensburg. The best-known structure on the site is an imposing Georgian-style mansion that overlooks a wide lawn sweeping westward. Bostwick House and its accessory structures stretch out across a core site (the former "Parcel A") of 6.5 acres. The remaining 1.24 acres lies to the north on the former "Parcel 4." Bostwick sits on the west flank of Lowndes Hill, which rises 100 feet from the nearly sea-level Anacostia River and today is crowned by Bladensburg Elementary School.

The oldest parts of Bostwick House date to 1746, making it the oldest surviving structure

in Bladensburg. The house was built by merchant Christopher Lowndes, with a commanding view over the busy port, market, and factories of Bladensburg, including Lowndes' rope-making factory. Lowndes also traded in enslaved people and owned 37 enslaved persons by the time of his death in 1785.

The house continued to change over the next two and a half decades, with many changes well-documented, while others have been deduced by architectural historians and archaeologists over decades of study. The second owners of the house, Benjamin and Rebecca Stoddert, added the north kitchen wing and south buttress to stabilize the failing exterior wall. The fourth owners, the Stephen/Dieudonne family, added dormers to the attic story as well as art on the panels in the South Parlor. The fifth owners, the Kyner/Cristofane family, built the western porch,

installed a new window on the east, and re-oriented the house to present a public face to the west, including terraces with retaining walls. The Kyner family also demolished several outbuildings, which led to a repurposing of the freestanding buildings that remained on the property.

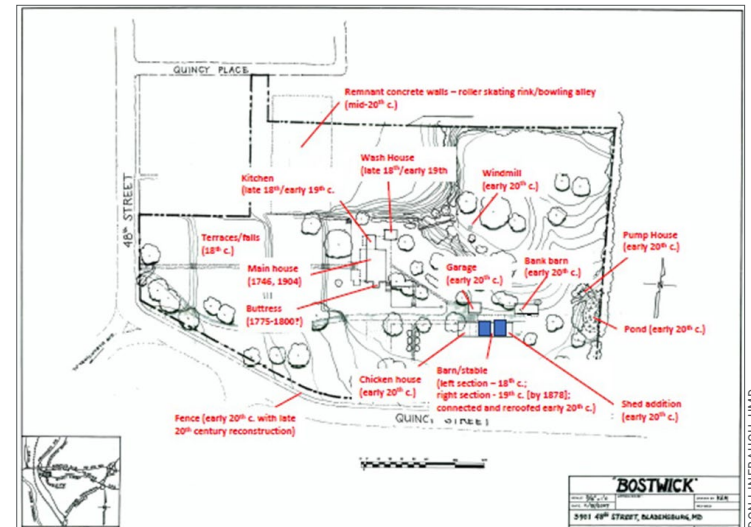
Bostwick is one of many historical sites in the Town of Bladensburg, which include the Hilleary-Magruder House, the Market Master House, the Peace Cross, and the nearby hot air balloon and Dueling Grounds historic markers.

Bostwick Under Town Ownership

The Town of Bladensburg bought Bostwick, including the house, grounds, and outbuildings, in 1997. Since then, dozens of studies have been performed on the property, including through a partnership with the Aman Memorial Trust, ongoing work to determine the best path



Parcel 4 highlighted on an aerial view of the Bostwick property



Periods of construction of the various elements on the Bostwick site

forward. Bostwick is the largest site the Town owns, and the deteriorating buildings incur large costs to the Town to maintain, which have predominantly been covered by grants.

For years, proposals to use the Bostwick house as a museum or event space have cycled in and out, but none have shown a clear path forward that would be economically sustainable, operationally viable, and link the cultural vitality of the house and property to the community. Parcel 4 represents an opportunity to develop a portion of the Bostwick site with supporting and/or supplementary uses to unlock this potential.

One of the primary resources the Panel examined Information on Bladensburg's economics was the [Bladensburg Market Feasibility and Economic Analysis](#), May 2022 (Maryland-National Capital Park and Planning Commission, Prince George's County Planning Department).

The Panel made note of several key market conditions highlighted in this report:

- In Prince George's County there is still an abundance of development opportunities around Metro stations. Redevelopment in Bladensburg must compete with existing and future transit-oriented projects.
- Renters seeking housing in Bladensburg have similar options with similar amenities and options in a 5- to 10-mile drive—the Residential Primary Trade Area

(or Residential Market Area). Many are accessible by Metro.

- The Town of Bladensburg has a lower median per capita income than the average within Prince George's County at \$46,049 (source: Prince George's County Planning Department). Multifamily housing is also more abundant in Bladensburg than the County average, with a far greater share of buildings containing 2-19 units.
- The study area can support a rental residential project of 133–158 units with an average rent of \$1,905 per month or \$2.50 per leasable square foot.

- The study area is well-positioned for convenience-oriented retail. The Retail Trade Area's high population density and MD 450 (Annapolis Road) traffic volume make it a logical location. The retail, however, will likely be discount-oriented, given trade area demographics.
- If a future mixed-use redevelopment project can leverage public subsidy there may be an opportunity to target a portion of the commercial space to local independent stores at below-market rents. Such an initiative would help to reinforce Bladensburg's brand as a dynamic and diverse community.

The Panel examined several other reports regarding Bladensburg's economic vitality more generally, outlined in the table below:

Name of Report	Year	Organization	Purpose	Link
Bladensburg Town Center Sector Plan	2007	M-NCPPC, Prince George's Planning	Planning Recommendations for central area of Bladensburg	Bladensburg Town Center Sector Plan MNCPPC, MD
Port Towns Sector Plan	2009	MNCPPC, Prince George's Planning	Planning Recommendations for Bladensburg, Colmar Manor, Cottage City, and Edmonston	Port Towns Sector Plan 2009
Port Towns Sector Plan Update and SMA (updating of 2009 Sector Plan)	2023-2025	M-NCPPC, PG Planning	Sector Plan and SMA Bladensburg and other Port Towns	Port Towns Sector Plan Existing Conditions 2023

Many previous planning efforts have explored various aspects of repurposing Bostwick. The reports the Panel examined most closely are summarized in this table at the bottom of this page.

The Assignment

The Town brought in ULI Washington to conduct a Technical Assistance Panel to break out of this pattern and create an actionable plan to use and maintain the Bostwick House and grounds.

The Panel's task was four-fold:

1. Illustrate the Pros & Cons of viable adaptive reuse strategies for Bostwick
2. Identify and enhance the most meaningful physical and cultural connections to the Town
3. Develop financial incentives to make Bostwick attractive for development
4. Balance Historic Preservation goals with the need to serve the present community

Questions

The Panel addressed four specific questions about the reuse of Bostwick:

- The first question revolved around finding an **Economically Viable Adaptive Reuse Strategy**:
 - What is the most viable use for the property that serves the community and adheres to Historic Preservation standards?
- The second dealt with the property's **Historic Relevance**:
 - How can the site's history be relevant to the Bladensburg community of today?
- Third, the Panel was asked to consider **Critical Connections**:
 - What are the ways to most effectively connect the property to adjacent and nearby cultural and recreational assets?
- The fourth question asked the Panel to ideate on **Financial Incentives**:
 - What financial incentives will ensure a viable long-term use of the property for reuse and ongoing maintenance?

Name of Study	Year	Organization	Purpose	Link
Feasibility Study for the Adaptive Use of the Bostwick House and Property	2002	RHI, Bay Area Economics, John Milner, A. Morton Thomas	Existing Conditions Analysis and Proposing Potential Uses Bostwick	Final Report
Market Square: Bladensburg, Maryland, Volumes I- III: Real Estate Development Proposals, December 2010.)	2010	University of Maryland, Interdisciplinary Graduate Studio Project	Proposing Potential Uses Bostwick	Final Report
Feasibility Study for the Future Use of the Bostwick Study, December 2011	2011	The University of Maryland School of Architecture and Planning and Preservation Graduate Program	Proposing Potential Uses Bostwick	Final Report
Bostwick Final Report	2022	Neighborhood Design Center and Aman Memorial Trust	Future Guidance based on Community Stakeholder Engagement	Final Report

What We Heard

A critical portion of the TAP was the Stakeholder Roundtable Discussion session, where the Panel conducted interviews of those with a vested interest in Bostwick. In this session, the Panel posed questions to stakeholders based on each stakeholder group's perspective and experience with the property, the history thereof, and their knowledge about administrative processes relevant to this project that would inform the Panel's recommendations to the Town. Many varied interests across industries and sectors were represented at this session, and ultimately this feedback helped illuminate the most important strengths, weaknesses, opportunities, and challenges within this assignment.

The Panel summarized the input from stakeholders by highlighting the following major themes:

Bladensburg is Special

- "Bladensburg is the greatest story never told"
- Bostwick and Bladensburg alike should be destinations, not designed to just pass through

Procedure & Management of the Property Must be Intentional

- The process needs to be community-led
- The property needs a good operator

- With the right messaging, partnerships, and vision, historic easements can become less of a barrier

The Use of Bostwick House and Grounds Must Reflect the Community's Needs

- There is a dire need to embrace and represent a Living History of Bostwick, and Bladensburg residents want this as well
- The new use has to be sustainable
- It needs to be a place for "Nurturing Nature & Life"
- Activate the whole site, not just the house
- Needs to be safe and accessible

Stakeholders largely echoed sentiments that the Town holds about the potential for Bostwick, including around the legacy and importance of the property in the Town's portfolio. One stakeholder had this to say, which resonated with the Panel: "It's been so long, so many grants... it's time to get that beautiful property restored so it can be a living, breathing part of our community. We have a responsibility to ensure that their legacy and story live on."

Key Recommendations

The Panel recommended a four-fold approach for Bladensburg, expanding beyond the Bostwick site:

1. Leverage existing Town assets – not just the Bostwick property – including also existing parks, attractions, and the Town Hall properties.
2. Partner with a developer to build workforce housing, for rent and for sale, on Town properties.
3. Relocate the Municipal Center to the Bostwick property, to anchor the historic buildings and to make Bostwick a hub for both indoor and outdoor civic gatherings.
4. Reactivate Bostwick during the development process, to reconnect Bladensburg residents with the site and to establish it as a destination.

Strategic Vision: Bladensburg at Bostwick

The panel's assignment centered on identifying an economically viable adaptive reuse strategy for Bostwick House. The panel identified that Bostwick House must be part of a vision and strategy for all of downtown Bladensburg, going beyond the walls of Bostwick.

For decades, many stakeholders have pinned their hopes on a single private-sector user who could rescue Bostwick in one fell swoop. The Panel asserted that a quick-fix solution has not materialized in the past two decades, and will not materialize in the next two. Instead, the Panel argued that the party that has proven to have the time, patience, and commitment to take on the task of Bostwick is the Town itself – if the Town can grow its own capacity and become the savior that Bostwick needs.

The path forward recommended by the Panel includes:

- Programming the Bostwick grounds as an interim step to reinvigorate the site, integrate the site into the daily life of the Port Towns area, and complement existing parks.
- Knitting together Bladensburg's numerous historic and scenic sites into a Downtown Bladensburg Loop, with improved pedestrian connections to surmount obstacles.
- Reimagining multiple underused Town assets through a public-private redevelopment partnership, notably the



Illustration of the west terraces at Bostwick.

current Town Hall site on Edmonston Road and Parcel 4 north of Bostwick House. The partnership can also incorporate sites facing Annapolis Road, including the town-owned 4719 Annapolis Rd. and the rear parking area for Douglas Development's shopping center at 4813-4907 Annapolis Rd.

- Ultimately, moving the existing Town Hall and associated civic uses to the Bostwick property, perhaps into a new

structure adjacent to but sympathetic to Bostwick House or into a rejuvenated Bostwick House itself.

Character Areas

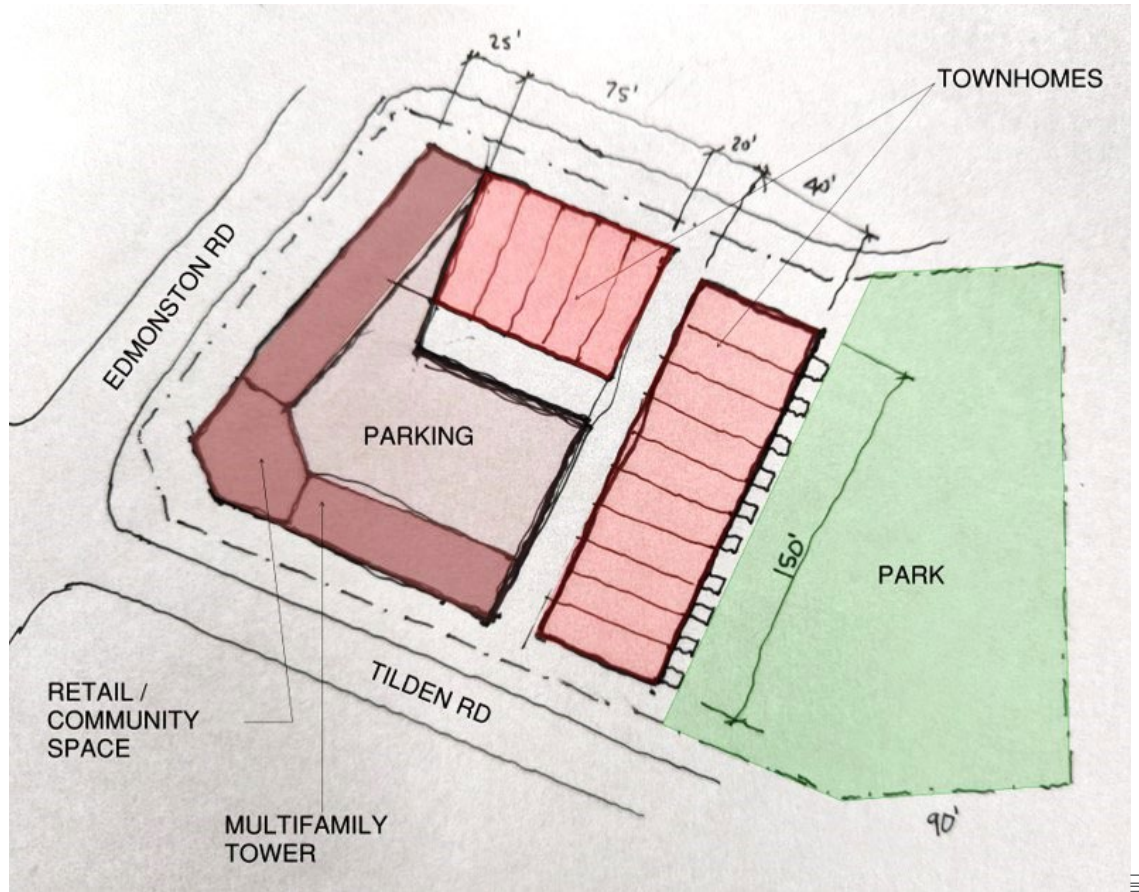
The panel identified three general character areas on the Town-owned Bostwick House property, each of which demands a different approach to historic preservation.

1. **Bostwick House:** the house, along with attached structures like the kitchen,

wash house, and buttress, and the front terraces. This area is of utmost architectural and historical importance. Changes to this area should be done with great care, and only minimally disrupt its formal visual character. This will be the most difficult and costly area to address, and therefore the panel recommended first gaining capital through investments elsewhere.

2. **The Bostwick Grounds:** the grounds south and east of the house, along with farm-related structures located southeast of the house, including a barn, stables, and a garage. This area is important in telling the story of Bostwick and Bladensburg as an agricultural hub – but its history has always been as a working landscape, with evidence of enslaved labor. With attention to historic preservation input and any necessary reviews, this area provides an opportunity to jump-start the process of establishing Bostwick as a public space for the Port Towns.

3. **Parcel 4:** the former commercial site located largely on the Bostwick property north of the house. Although this site has long been part of the Bostwick site, irreversible alterations during the 20th century mean that today, it is functionally and topographically easy to separate from the remainder of Bostwick. Tree cover and a steep slope physically and visually separate it, and it is easiest accessed

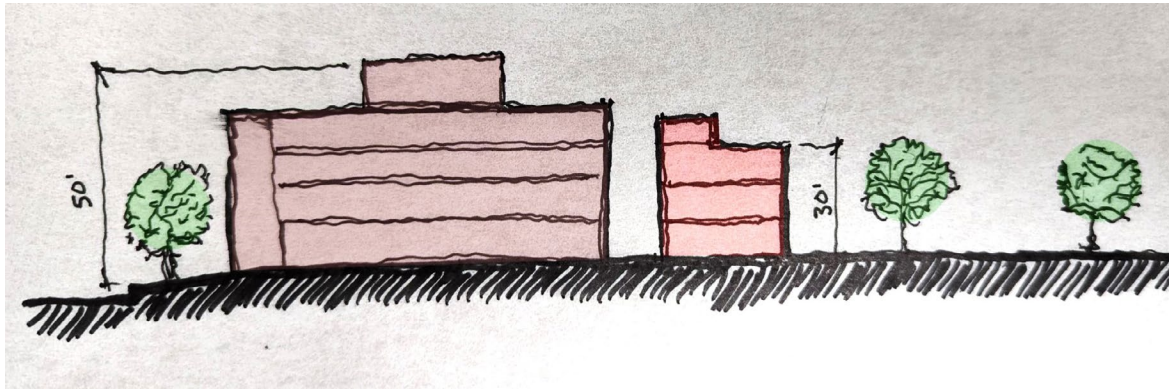


The Panel's proposal for developing 4229 Edmonston Rd.

from Quincy Place to the north rather than from Bostwick to the south. In the post-World War II era, it was developed for a commercial use (a popular roller-skating rink) and today can easily accommodate private uses without visually impacting the remainder of the Bostwick grounds. Indeed, its development would complement these plans by adding another access point to the north.

4229 Edmonston Rd

In addition to these three zones at Bostwick, the Panel suggested that the Town conceptualize a fourth property already in its inventory as part of the revitalization of the Bostwick grounds: the existing Town-owned site at 4229 Edmonston Road, which is currently the site of Town Hall and the compact, but well-loved, Town Park.



Proposed Building Form for mixed-use/multifamily residential development at 4229 Edmonston Road.



An illustration of similar townhouse developments in Alexandria, VA.

4229 Edmonston Road has several key features that would make it a prime development site if the Town Hall functions could move elsewhere. It is well-located just off Kenilworth Avenue, situated within an existing residential neighborhood with a street grid, and adjoining the charming David C. Harrington Community Park. Downtown Bladensburg deserves a larger park for civic events, and the Town of Bladensburg deserves a larger Town Hall. Bostwick should fulfill both of those needs, and in so doing can free up the 4229 Edmonston Road site for other uses.

4229 Edmonston Road is particularly well-suited for small-scale multifamily development, offering new and different housing choices to Bladensburg's diverse, mixed-income population:

- Townhouses along the north and east edges of the site could provide a lower-scaled, family-oriented frontage towards Harrington Park and Upshur Street. Townhouses have ready market acceptance in Prince George's County and could provide Bladensburg families with homeownership opportunities that require less maintenance than the detached houses typical of central Bladensburg.

- A mixed-use, 3-5 story building at the corner of Edmonston Road and Tilden Street could provide new apartments over the ground floor combining parking with perhaps a small space for a community center or a retailer. This building would face the commercial and civic uses around it (e.g., the fire department and gas station) and create new, high-quality rental housing appropriate for seniors or younger residents within walking distance of Downtown Bladensburg.

These two new housing types would complement and expand the Town's existing housing options, which currently include few choices aside from detached houses and large apartment complexes.

Bostwick Property: A Civic Campus in Five Zones

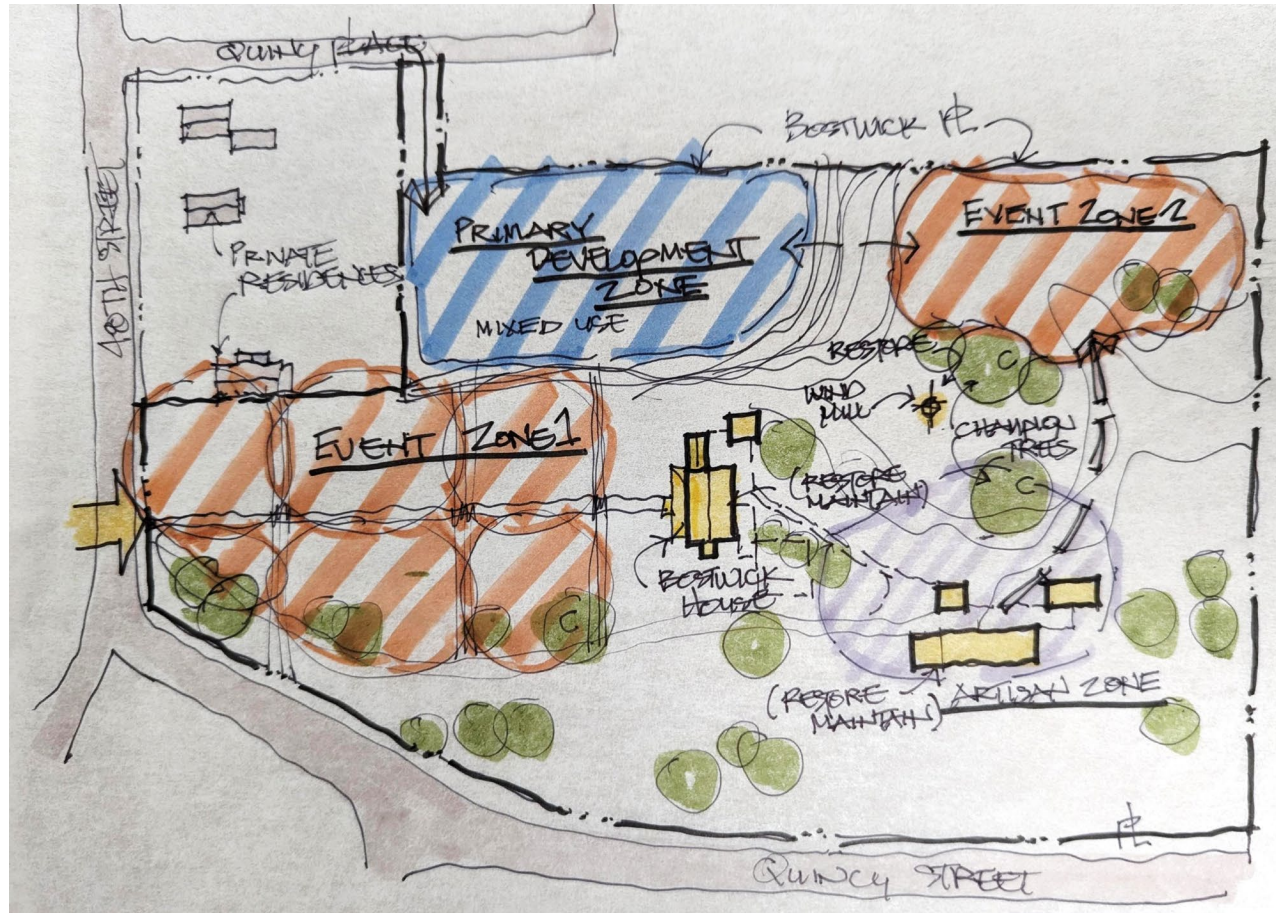
The panel recommended a phased approach that ultimately transforms Bostwick into a civic campus with five distinct zones:

1. Bostwick House: a civic hub
2. Event Zone 1: "The Terraces," a zone for events and more formal gatherings
3. Event Zone 2: "The Orchard," a hilly event area for less formal gatherings adjacent to Bladensburg Elementary School
4. Artisan Zone: anchored by creators' workshops and buildings that provide services for the entire campus
5. Primary Redevelopment Zone: Otherwise known as Parcel 4, where the Panel recommended the development of Town Hall and townhouses

Each of these zones would have to be curated to form a unique identity. Specific recommendations for the phasing of activating each of these zones and the character recommended by the Panel follows here.

Phasing

The ideal process recommended by the Panel would begin with reimagining the Bostwick Grounds character area as a public park for Downtown Bladensburg, connecting both the elementary school to its east, the commercial core to its north, and the waterfront to the west. Opening up the Bostwick Grounds to



Zones within the Bostwick Property as identified by the Panel.

the public presents an opportunity to begin almost immediately to unlock the site's potential. This can be done using relatively small investments in access, services, and programs, and without affecting the site's historic character.

Re-creating the Bostwick Grounds as a public park is key to a "friendraising" process for Bostwick that will carry other plans for the

site forward. As Bostwick becomes part of a broader community, that community will create a constituency that will create demand and bring resources to activate, connect, and ultimately renovate the property. "Friendraising" is not fundraising per se, but it ultimately serves that purpose: getting people onto the site generates revenue and creates funding opportunities because money follows people.

Having an active public park on the Bostwick Grounds is critical to generating private interest in developing Parcel 4 as the “Primary Redevelopment Zone,” and ultimately in creating a civic center at the Bostwick House.

Year 1

The very first year of operation can be inaugurated with one small but key investment: toilets. Restroom facilities are necessary to comfortably invite people to the grounds for small and eventually larger events. The **garage** behind the house, which dates to the early 20th century, may be a good location for such restroom facilities. By working with historic preservation review agencies, the garage could be modified, or documented and removed, to be repurposed into public restrooms, including accessible toilets. A composting-toilet system could both eliminate the need for a new sewer connection and provide an environmental education tool. The garage can be selectively deconstructed down to its concrete slab, and repurposed into a public restroom with four stalls, two of which would be accessible. A composting-toilet system could both eliminate the need for a new sewer connection and provide an environmental education tool.

Capital costs can be partially met with grants from the Anacostia Trails Heritage Area or parkland funders, potentially matched by the Aman Memorial Trust or Town funds.

Existing users of the grounds can continue their current operations during this phase, as the grounds would only be opened for select events. The house and its surroundings should be secured, and stabilization activities should continue as needed.

A handful of public programs or festivals, centered around the **landscape**, can begin to bring people to the site to “Discover Bostwick.” These can generate a small amount of revenue to offset the costs of maintenance for the facilities and the grounds – but the Town will continue to need to fund maintenance of the site, as it does today.

Years 2-3

Once the grounds are activated, the Town can begin to expand community events and tourism programming to highlight the site’s multicultural heritage and ecology.

Public programming should be expanded into a regular calendar that brings year-round activity to the site. A sample annual calendar could include four large, family-friendly outdoor events, aiming for an audience from across the Port Towns and beyond:

- Spring: environmental fair in April
- Summer: Independence Day (or Battle of Bladensburg commemoration)
- Fall: Harvest Festival and Founders Celebration

The **terraces**, (shown on the sketch as Event

Zone 1), which are within the Bostwick House character area, can host tents for performances, classes, and public history presentations. The **orchard** area on Lowndes Hill (shown on the sketch as Event Zone 2), with its rolling terrain and natural amphitheater, lends itself well to hands-on family activities and to youth-focused outdoor activities. The “hinge” of the site, connecting the two event lawns, includes the farm buildings – the **barn and stables** (shown on the sketch as the Artisan Zone) – and the garage. The buildings that comprise an “artisan zone” can house demonstrations of historic trades or ecological restoration inside, and the central pathway creates a natural focal point for a “midway” of vendor booths.

Events will require continuing efforts on the Town’s part to reach out to neighbors. The orchard can function as a backyard for Bladensburg Elementary School to the east. The school can collaborate on family centered programs, provide an access point and “front door” on Annapolis Road, and weekend parking. The two churches west across 48th Street – Grace of God Ministries International and Ministry International Cristo El Rey – should also be considered for event parking and outreach.

The Town should seek grants to cover the cost of hiring two, full-time special event coordinators who would arrange these year-round events, with a goal of having those programs break-even within two years – covering their costs as well as maintenance

of the facilities and grounds. Admission should be free in this time period, but nominal fees can be charged for vendors and for demonstration booths, and in later years, group programming could include events that generate revenue for the Town.

It is important to note that fees should be set to cover only operating costs, not capital costs – large public events are not meant to be fundraisers. Instead, a key goal is to use these events to create partnerships with community-based and faith-based groups throughout the Port Towns, and to bring those groups' members to experience Bostwick.

As part of this groundwork phase, the Town should identify research partners, including the University of Maryland and local genealogy research groups. These partners should launch a **research project** to learn more about the Lowndes family's trade in enslaved people, and in particular to identify descendants of enslaved families who lived at Bostwick. Their stories are critical to rounding out the site's history and making the site relevant to and reflective of today's audiences.

By the end of this stage, the Town should be seeing growing event attendance, revenues matching expenses, vendors and exhibitors returning year to year, and much higher awareness of Bostwick as a landmark. The vendors will help to build a business community around the site.

Years 3-4

As outdoor events become established and

grow in popularity, the physical footprint can be expanded. Vendors and exhibits can expand onto the terraces in front of the house. As use of the terraces expands, **selective street closures** during events surrounding Bostwick, particularly of 48th Street to the west and Quincy Street to the south, can expand safe pedestrian circulation space without impeding traffic flow. If events grow to require off-site parking, activity vans or buses can be rented from area churches to provide parking shuttles.

Once the site has been established as a place for a unique kind of commercial and community-oriented activity, the **barn and stables** can be rehabilitated to provide a permanent, year-round space for practicing historic trades. These historic accessory structures can remain as unconditioned space and already have basic utility access, including electricity and new composting toilets. Structural repairs and selective interior reconfiguration would make them viable locations for part-time workshops at a relatively modest cost.

The broader research project on Bostwick's social and public history should begin to bear some fruit by this time, and the events would provide a venue for sharing these findings.

Year 5 and Beyond

Only after the site becomes a locus of year-round activity should the Town begin focusing on the capital-intensive work necessary to rehabilitate Bostwick House and

its additions.

This work, too, can be phased. The immediately adjacent outbuilding in the best condition is the **wash house**, which had been rehabilitated in recent decades to serve as an apartment and, as such, is the only part of the house complex with somewhat modern plumbing and air conditioning. However, it will need accessibility improvements and general restoration before being opened to the public.

This structure would make an apt location for a small field school in historic architecture and building trades, and the University of Maryland may be able to partner with the Town to relocate the existing programs from the house into a more comfortable permanent space. Additional capital assistance may be available from the Maryland Heritage Areas Authority, on a matching-funds basis. Income from renting out this space can offset the cost of grounds maintenance and utilities.

The research project will have generated published findings by this time and can begin to inform additional public interpretive materials on the grounds.

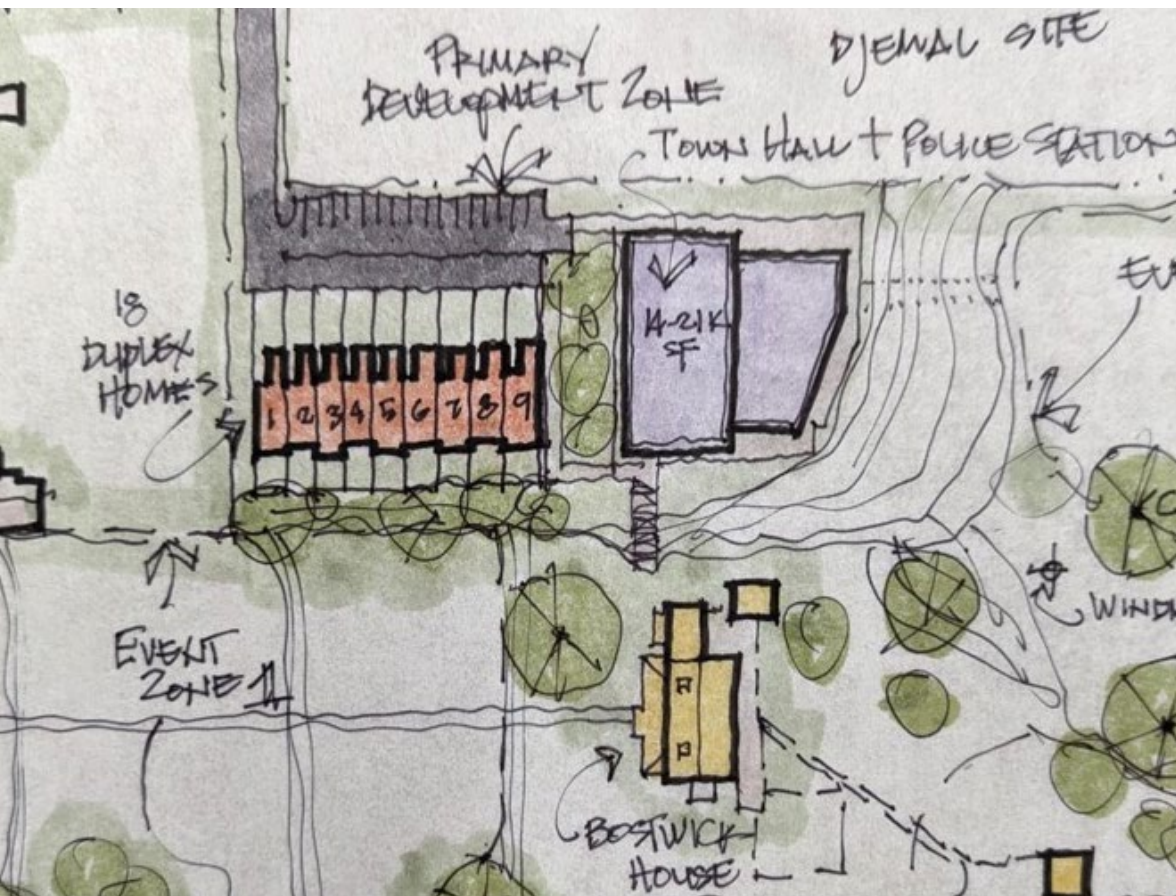
The Core: Primary Development Zone/Parcel 4 and Bostwick House

The Panel's ultimate vision is for the Town to relocate its civic campus to Bostwick – moving the heart of town to its most historic structure and its grounds. The **Bostwick House** itself could serve as a ceremonial adjunct to Town Hall, which would accomplish its day-to-day functions in

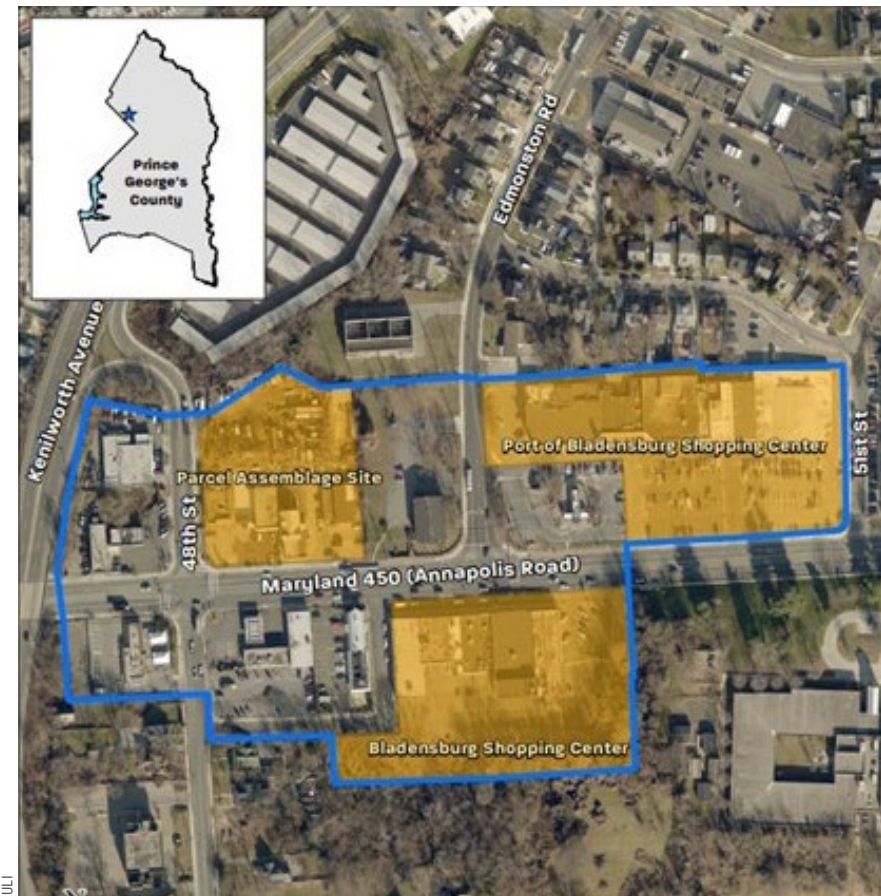
a neighboring, purpose-built building. Modern building codes, especially those regarding accessibility and load bearing walls, make it challenging, but not impossible for Bostwick House to be used for large public assemblies, so uses of the House beyond municipal offices may be limited to smaller group meeting spaces and smaller event spaces. Once the Town has a presence or commitment to occupy the site, the Town will determine the best uses for Bostwick House.

Programming the House and Grounds

The Panel recommended that the new Bladensburg Town Hall have a well-defined program before the RFQ process begins. That program will be defined partly by the Town's needs, as well as by limits set by funding – much of which will be competitive and may require long lead times. The Panel identified that at a minimum, the program of the house



The Panel's proposal for 18 duplex townhouses and a 2-to-3-story municipal building including Town Hall and Police Station on Parcel 4.



Bladensburg Shopping Center.

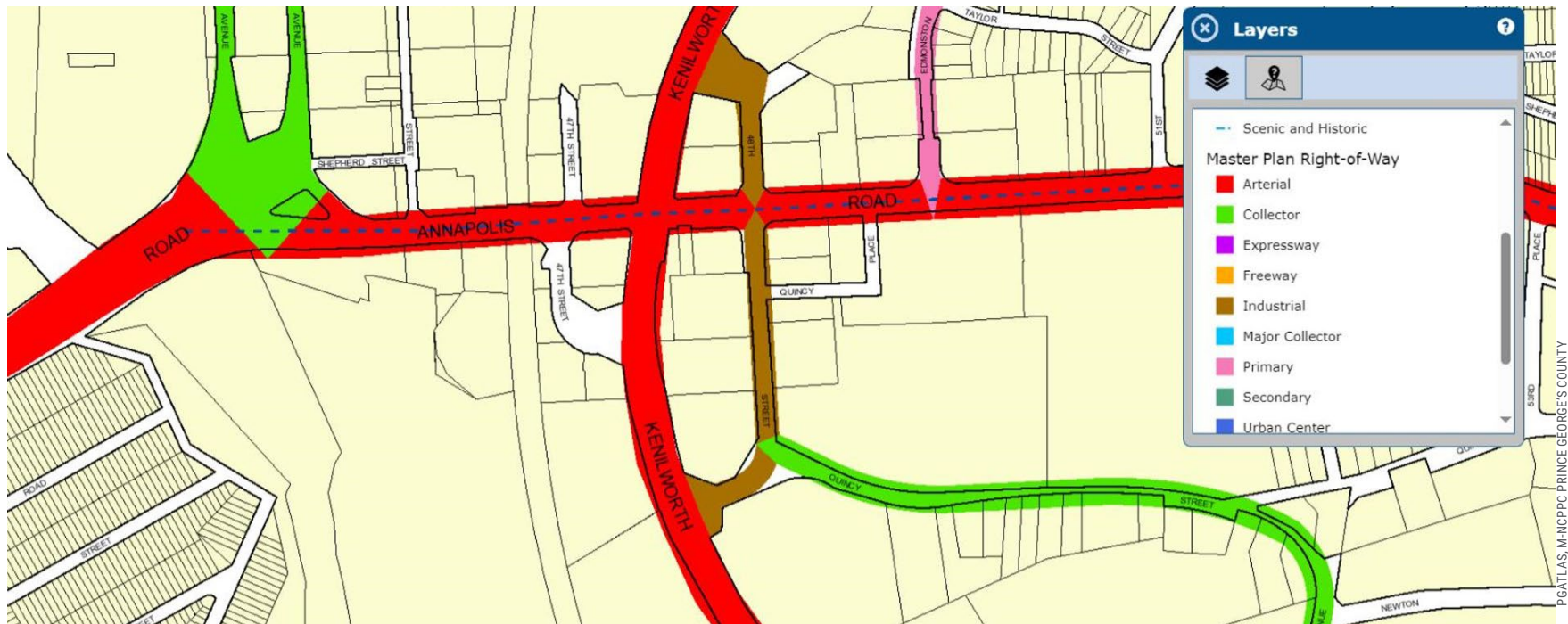
itself will need to be expanded beyond the conceptions laid out previously, such as a wedding venue or event center. The Panel's recommended vision – and any sustainable long-term use of the rehabilitation and maintenance of the property – would become viable if the house and grounds were home to municipal-backed uses which could include the coordination of group meetings, gatherings, and events on the property. As part of defining this program, the Town should first identify and outline the project's critical path – the tasks that are necessary to complete the project. It should evaluate and compare the requirements set by different funding sources, as well as their differing

timelines, and set those as milestone dates.

The value of **Parcel 4** as a development site also will have become more apparent after the site surrounding it has been activated. It offers the closest road entrance to Bostwick House, effectively creating a "side door" entrance to the house and to the orchard. It is large enough (having once accommodated a roller-skating rink) for institutional-scale development. Its topography means that new buildings on the site will be almost invisible from Bostwick. It had previously been developed.

The panel recommended that the Town not fix the ultimate set of uses on Parcel 4 at this time, but rather that those uses should emerge through the public-private redevelopment process.

The panel illustrated how Parcel 4 could fit a new Town of Bladensburg civic building (combining both Town Hall offices with the police station), townhouse-scale residential, and structured or at-grade parking serving the entire site. The residences could neatly fit behind the existing tree line, facing the Bostwick terrace from the side and having front doors facing the lawn. In this concept, they would be family-sized, for-sale, stacked townhouse units, offering a townhouse scale but at a higher density.



Existing roadway hierarchy connecting to the study area

The shopping center between Parcel 4 and Annapolis Road may present a redevelopment opportunity complementing Parcel 4, but full redevelopment is not necessary to unlock Bostwick's potential. An arrangement that shares parking and road access would benefit all parties.

The Town should keep in mind throughout this process that no single user of Bostwick House will bring with it the capital needed to restore the house. No such use has emerged during the past few decades of plans. Instead, both the capital and the future uses will emerge through the Town's continued exploration of many different funding sources, as well as private sector and community partners, towards the goal of activating the house and grounds. Instead,

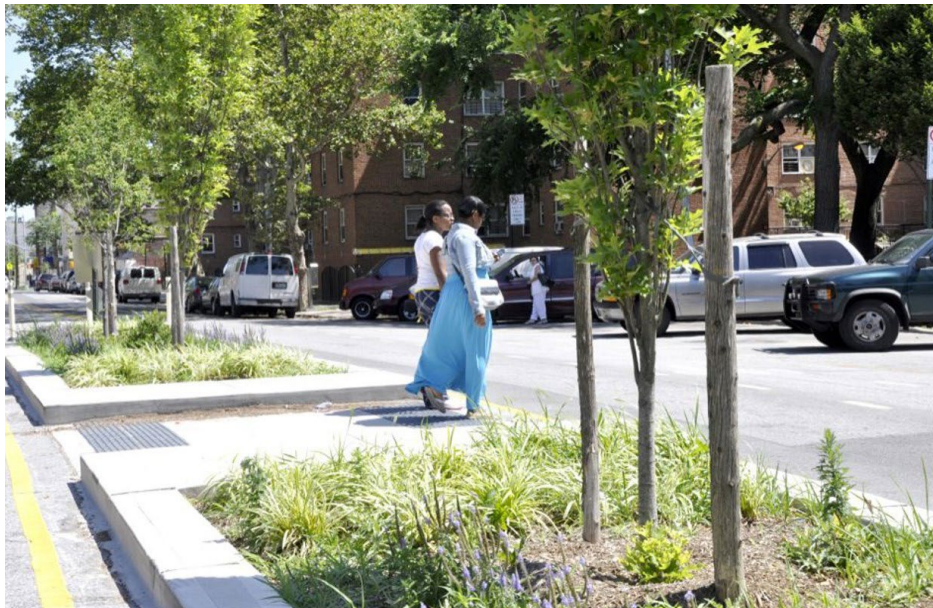
both the capital and the future uses should be informed by community need and interest in the activities and spaces proposed in this report programmed around the house. For accessibility and funding reasons, renovation of the House should be paired with development of Parcel 4.

Connect from the Outside In

The story of Bostwick is also the story of Bladensburg. The house atop the hill crowned the early town – overlooking its seaport, its industries, and the market that thrived at the junction between its river and roads. The Panel highlighted the opportunity to create a narrative for Bostwick that does not ignore the site's history as a place where enslaved persons were bought and sold but embraces

Bladensburg's multicultural present. Just as Bostwick's past draws upon Bladensburg, Bostwick's future requires reintegrating the town fabric of Bladensburg beyond the house's existing site.

The Port Towns Sector Plan process has identified "downtown Bladensburg" as a key asset and opportunity for the entire region. Bladensburg has a wealth of historic sites and neighborhood amenities. Within a half-mile of Kenilworth Avenue and Annapolis Road are such historic sites and community-oriented amenities as the Peace Cross and Bladensburg Waterfront Park, Bostwick itself, notable retail along Annapolis Road, Bladensburg Elementary School, library, and the existing Town Hall.



An example of an appropriate crosswalk from West Capitol Avenue in West Sacramento, CA.



Pedestrian Safety Islands make crossing both wide and narrow streets more comfortable and safe

Bladensburg first thrived as a crossroads between travel modes. That history is inscribed in the names of Annapolis Road, Bladensburg (to Washington) Road, and Baltimore Avenue. Yet all those roads leading to Bladensburg are both a blessing and a curse: over the decades, those transportation links grew into barriers to connections within the town and severed the town's urban fabric. The CSX railroad and several state-owned highways – particularly Kenilworth Avenue, Baltimore Avenue, and Annapolis Road – were optimized for through travel rather than local traffic and are formidable barriers for travel within Bladensburg by any mode.

These routes should be reimagined as connections between not only the key historic sites within Bladensburg, but also between its neighborhoods and the broader region. Both Annapolis Road and Kenilworth Avenue have averaged at about 32,000 vehicles per day for the past decade, but have road designs appropriate for higher volumes (source: MDOT State Highway Administration). That design encourages speeding and results in dangerous conflicts, especially for pedestrians and cyclists attempting to cross.

Annapolis Road deserves special attention - it is Bladensburg's main commercial artery, the original and most direct east-west link between the riverfront and the town's neighborhoods, and the most intractable barrier between the Bostwick site and the neighborhoods. Today, it is a busy five-lane highway lined with parking lots and drive-throughs – but also the new Bladensburg Branch Library, historic sites like the Market Master House and Hilleary-Magruder House, and the principal access to the Waterfront Park. Its current design also does not serve residents well, and it is among the highest-injury road corridors in the county.

Annapolis Road can evolve into a Main Street for Bladensburg with both thoughtful urban design and ongoing public and private investments. Stakeholders indicated that the Maryland State Highway Administration would be amenable to improving Annapolis Road. It is part of a designated Scenic Byway linking historic sites related to the War of 1812.

These roads' traffic volumes are higher than the 20,000 vehicles per day that is current Federal Highway Administration guidance

for applicability of "road diet" traffic calming treatments, but road diets have successfully improved safety on roads with traffic levels nearly as high.

Improved crosswalks can improve safety and access between businesses on opposite sides of Annapolis Road. They can also provide an opportunity for public art that announces a distinctive place to passing motorists.

Access management, a term for combining more turning movements into fewer locations and removing curb cuts, would improve safety for both motorists and pedestrians while creating more opportunities for streetscaping along the sidewalks and in the existing left-turn lane, where median refuge islands for pedestrians could be added.

Over time, the auto-oriented environment along Annapolis can be retrofitted into a more pedestrian-oriented pattern, either through incremental additions to existing structures or redevelopment of parcels. The new library is one anchor that points the way towards a more pedestrian-oriented Annapolis Road streetscape. The city-owned site at the southwest corner of Annapolis and 48th Street is another.

Kenilworth Avenue and the **CSX** railroad tracks present a twin barrier between the center of Bladensburg, including the Bostwick site, and the Anacostia river trail. Pedestrians can pass below both at Annapolis Road, but the combination of a dark and uninviting overpass and high-speed ramps means few are willing to brave the risky walk.

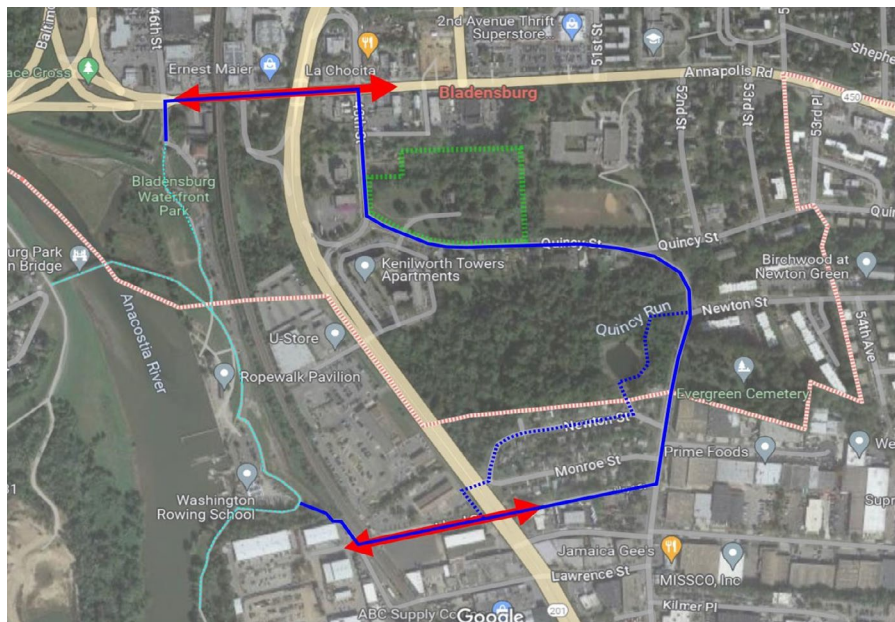
Again, design strategies can mitigate the impact of high-speed traffic and the underpasses. Traffic calming at this interchange is particularly important, since two of Bladensburg's most historic houses (the Hilleary-Magruder House and Market Master House) both sit inside blocks that serve as Kenilworth Avenue off-ramps. The impact on traffic flow is minimal, since Kenilworth Avenue already has limited speeds.

The overpasses crossing Annapolis Road offer another opportunity to integrate public art through lighting and color to create more inviting spaces. Examples include the I-395 overpasses crossing DC's Maine Avenue Fish Market and the railroad overpasses in DC's NoMa neighborhood.

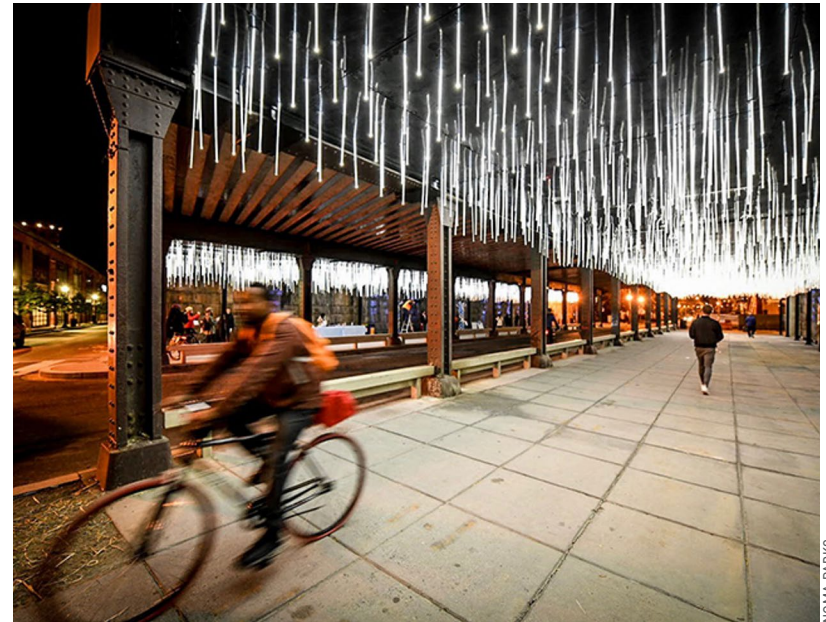
South of Bostwick, pedestrian access across Kenilworth and the railroad can be created by upgrading existing at-grade crossings of both, which already exist at Lloyd Street, and carving a trail along Quincy Run through M-NCPPC's undeveloped Bladensburg South Park. A connector trail already exists from Bladensburg Waterfront Park to Lloyd Street, and the street has signalized crossings at both the railroad and Kenilworth Avenue, but the route largely lacks basic infrastructure

for pedestrians and cyclists. Targeted safety improvements, particularly sidewalks and high-visibility crosswalks, can make this a welcoming, low-stress route.

Some stakeholders mentioned the idea of adding a pedestrian bridge directly between Bostwick's terraces and the waterfront at 48th Street. The panelists felt that the elevation needed to surmount both the tracks and the road would result in an unwieldy and costly span that would be too long to attract many users.



Barriers to walkability around the center of Bladensburg.



Lights underneath a railroad overpass in NoMa, Washington, DC.

Stitch Together a Town Center

Another infrastructure improvement that can stitch together a town center in Bladensburg is a wayfinding system, which could highlight and connect several historic or scenic sites in a loop. Beginning at the Bladensburg Waterfront Park, the Bladensburg Loop could encompass:

- Annapolis Road from Baltimore Avenue to the library
- Quincy Place leading into and through the Bostwick site from the north
- Quincy Street east to 52nd Avenue, using the Town's new walkway along Quincy Street
- A new Quincy Run trail through the Bladensburg South Park
- An improved pedestrian path along Lloyd Street or Monroe Street, from the east side of Kenilworth Avenue and across the CSX railroad to the Anacostia River
- The Anacostia River Trail through the Waterfront Park.

This loop would link the major historic sites of Bladensburg (Bostwick, Hilleary-Magruder House, Market Master House, the Peace Cross, and the nearby hot air balloon and Dueling Grounds historic markers) along with civic sites such as the library, the busy commercial center along Annapolis Road, and the riverfront. It would serve to draw

connections both for visitors who know about the Waterfront Park but not the historic and commercial sites just a few blocks inland, as well as to residents who might shop in the area but would not make their way to the Waterfront Park outside of special events.

Wayfinding signage, common streetscape elements, interpretive signage, and public art all can link these disparate elements together into a cohesive, well-defined downtown district.

Economic Tools for Implementation

Realizing this vision will require the capacities of many other entities, and therefore partnerships between the Town and others. Many of these partnerships initially will be with other public-sector entities and nonprofit community groups such as religious institutions and will focus on events.

Realizing the full potential of Town-owned sites like Parcel 4 and 4229 Edmonston Road, though, will require public-private partnerships with private-sector developers. These developers can bring economic tools to facilitate realization of this bold vision for Bostwick, up to and including ultimately relocating the Town Hall.

Each site of the proposed plan will require different strategies for implementation, described below per the Panel's recommendations.

Bostwick Grounds

The relatively modest costs of activating Bostwick's grounds can rely upon funding sources that focus on parks, landscapes, ecology, and heritage. The Panel recommended a strategy that phases capital improvements only as the site proves itself as a gathering place for Port Towns residents, and thus becomes a site that also attracts funders.

These capital improvements are focused on performing an existing conditions assessment (including archaeology), making improvements that outfit the grounds for events (for example, restrooms, lighting, additional seating, etc.), improving access through the landscape, and later rehabilitating the Artisan Zone outbuildings with historic preservation reviews.

Potential funding sources include grants from the State - including capital grant and/or bond bills - capital grants from the Maryland Historical Trust and the Anacostia Trails Heritage Area, grants from M-NCPPC, Prince George's County, grants from local foundations including the Aman Trust, and local funds from the Town of Bladensburg (or, for improvements affecting county affiliated land like the adjacent park and school, Prince George's County). The Chesapeake Bay Trust funds habitat and wetland restoration activities, and the Town can partner with the Anacostia Watershed Society to pursue such funds for the grounds. The state's Department of Natural Resources also grants

for urban forests, community parks, and programmed open space.

For funding sources with competitive applications, the Town should create plans for winning those applications. Consultant support can help at points in this process, especially for securing funding. Ongoing operating reserves should be part of the capital funding plan.

Bostwick House

In the near term, the town of Bladensburg should continue to focus on the immediate stabilization needs for Bostwick House and the wash house. These near-term needs include structural stabilization, proper sealing of the building's envelope, and a near-term maintenance and security plan to bridge the site until redevelopment. Ultimately, though, Bostwick House will need a full rehabilitation per the Secretary of the Interior's Standards for Historic Preservation into a future use, which will bring its own programmatic requirements. The Panel recommended that the near-term goal remain the activation of the house and grounds through events, gatherings, group meetings, and the Town's stewardship of a calendar of community events.

The historic rehabilitation tax credits ("HTCs") offered by both the federal and state governments are credited to income tax paid – and as such, are only available to the private sector. Historic rehabilitation work done by government entities, like the Town, are not eligible for these credits.

Maximizing HTCs requires deferring most construction expenses until a private-sector partner can be identified. This will be most easily accomplished by combining the Bostwick House rehabilitation with private development of the adjacent Parcel 4.

Finding funding for near-term stabilization activities can continue as the Town has successfully started, with state-sponsored bond bills and County grants. State staff and elected officials, M-NCPPC, and the other Port Towns can assist, as well as point to potential operating fund sources for events, research, and pre-development.

Capital costs for rehabilitation can rely upon federal and state HTCs, loans from MHT, state Local Government Infrastructure Financing (i.e., state-issued municipal bonds), green financing tools for energy efficiency improvements, and potential New Markets Tax Credits for job creation. The Department of Housing and Community Development (DHCD) has several relevant programs, including the Community Legacy Program and State Revitalization Programs.

Parcel 4

New development on Parcel 4 could include modern civic facilities for the Town of Bladensburg to complement the ultimate civic uses of Bostwick House. This new Town Hall can rely upon state or federal funding for civic facilities, as well as local funds. DHCD again has several programs that fund community facilities, and new civic buildings

are a favored subject for local legislators' Legislative Bond Initiatives (better known as "bond bills"). Federal New Markets Tax Credits have been used before for civic facilities built through a Public-Private Partnership process.

A new civic building that meets new green standards would not only reduce operational expenses for the Town, but also qualify for new funding available for clean energy. Tax credits for clean energy investment are available on a "direct pay" basis to local governments, quite unlike HTCs, and include federal solar tax credits. The private developer of new housing on Parcel 4 can benefit from similar funding, including 45L credits for energy-efficient housing and financing through initiatives such as Power Forward Communities.

4229 Edmonston

The panel recommended the demolition of the existing Town Hall and its replacement with new, mixed income housing and limited retail/ community space at the 4229 Edmonston Road site. This is a more straightforward project to finance, which is one reason why the panel recommended its inclusion at the beginning of the project timeline. Infrastructure and pre-development work at the site, as well as swing space for the Town's offices during construction, might benefit from some small state grants. Construction should largely be self-financed by the private-sector partner, with conventional equity and

debt financing. To fill any financing gap, the Town or County can provide subordinate financing sources such as their shares of federal HOME or CDBG funds.

The rental multifamily building would be a good candidate for Low-Income Housing Tax Credits. Although this credit has “low income” in its name, it can be used for mixed-income housing. Given the area median income levels that apply in the Washington, DC market, even “low income” affordable units would pay rents in line with current market rates in Bladensburg. Again, clean energy financing tools such as 45L credits and solar tax credits are not only cost-effective, but also improve affordability.

The for-sale townhouses can be built and sold by the private sector, perhaps with the land price discounted to improve affordability. A local community development corporation can connect homebuyers with available buyer-side subsidies. The Bladensburg housing market is likely ready for new for-sale townhouses, given the paucity of move-in-ready housing options in the area and popularity of the product type in neighboring municipalities.

Public-Private Partnerships

Public-Private Partnerships (PPPs) could make it easier for the Town to deliver several of the projects recommended by the panel. Public-Private Partnerships would allow the Town to combine access to the financing tools that it does have, along with others that it

would otherwise be ineligible for – particularly tax credits or private debt and equity.

The right private-sector partner would also be able to bring to the Town experience with complex financing models and a balance sheet that can secure alternate sources of financing. Perhaps most importantly, a private partner can bring project-delivery expertise and capacity that a small town government doesn’t have on staff.

First, though, the town must prepare itself to be a good partner within that ultimate partnership. Ensuring a future for Bostwick is less about getting Bostwick ready than about getting Bladensburg ready. Private sector partners can take on just about any site – if the partnership is right.

Crafting the right Public-Private Partnership, with the right partner, will require numerous steps:

- 1. Define a development program.** The Town should decide how much and what kind of space it needs for a Town Hall and other municipal uses – now, in the near future, and in the distant future. This will inform the need for civic buildings at 4229 Edmonston and at Parcel 4.
- 2. Conduct initial due diligence on the sites.** The Town should order appraisals of property that it owns and may be able to contribute to the partnership, beginning with 4229 Edmonston and Parcel 4. An initial environmental site analysis (“Phase 1”) should be done for the Bostwick site. A market study should be done to quantify demand for housing, in particular.
- 3. Define what goals will mean project success, and set criteria for partner selection.** These goals should balance ambition with realism, clearly define must-have vs. merely nice-to-have attributes, and set metrics for success along a continuum.
- 4. Set the stage for an expedited entitlement process on both sites.** This is critical to do beforehand and will require support from Town leadership, especially because much of the entitlement process in Bladensburg is at the county level. Any project as complicated as Bostwick will benefit greatly from reducing complexity, uncertainty, and risk in advance.
- 5. Initiate approval process.** The Town can make sure that certain entitlements can be cleared before final plans are developed. Discussions should begin early on with historic easement holders around how the Town’s plans will be received by those holding the easements and what changes need to be made to make the project not only acceptable, but a welcome solution. The Town can also use the Sector Plan process as a first step to adapt future zoning for the sites, and for downtown Bladensburg.

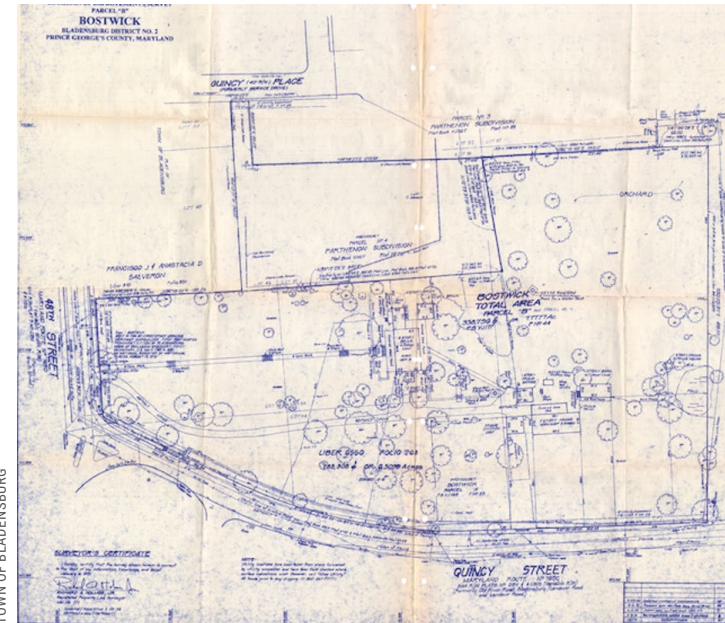
6. Draft a Request for Qualifications.

An RFQ is the Town's introduction to potential partners. What differentiates an RFQ from the more common Request for Proposals (RFP) is that an RFQ leaves the ultimate end product open. The panel recommended more flexibility in the ultimate scope and use of the project than an RFP would allow.

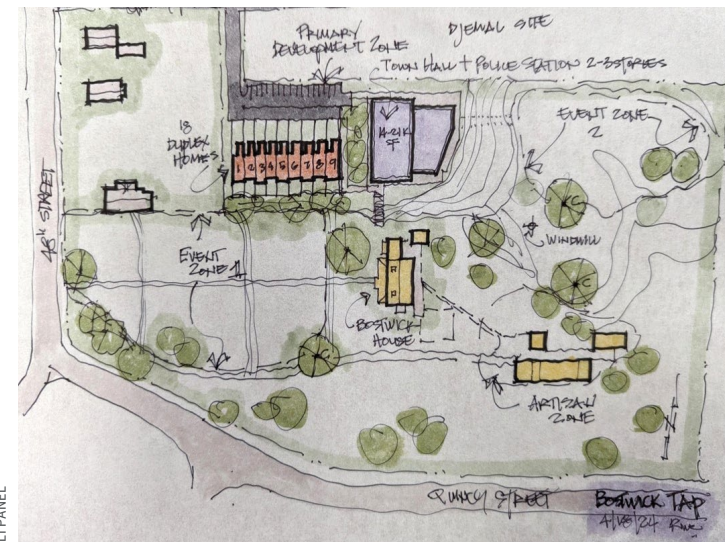
The ideal partner for this Public-Private Partnership would be a one who has successfully led and executed similar projects, is sensitive to Bladensburg's communities, has experience with complex funding models including tax credits and economic development resources, and has experience with historic structures.

Proposed Timeline At-a-Glance

- Year 1: Grant-funded installation of composting toilets (repurpose of the Garage)
- Year 1: Ongoing stabilization of Bostwick House and groundwork for programming the House
- Years 2-3: Hire 2 Special Events Coordinators
- Years 2-3: Activate Grounds with Programming and Vendors
- Years 2-3: Initiate Research Projects on Bostwick and Port Towns History
- Years 3-4: Barns and Stables rehabilitation, streetscape and terrace occupation for events
- Years 3-4: Continue Research Projects on Bostwick and Port Towns History
- Years 5-6: Wash House Site Improvements: Field School and Active Historic Interpretation Move into the Building
- Years 5-6: Town Government returns to occupy the Bostwick House



1996 Plat and Easement Boundaries on the Bostwick Property



A Site Plan of the Panel's vision for Bostwick

Conclusion

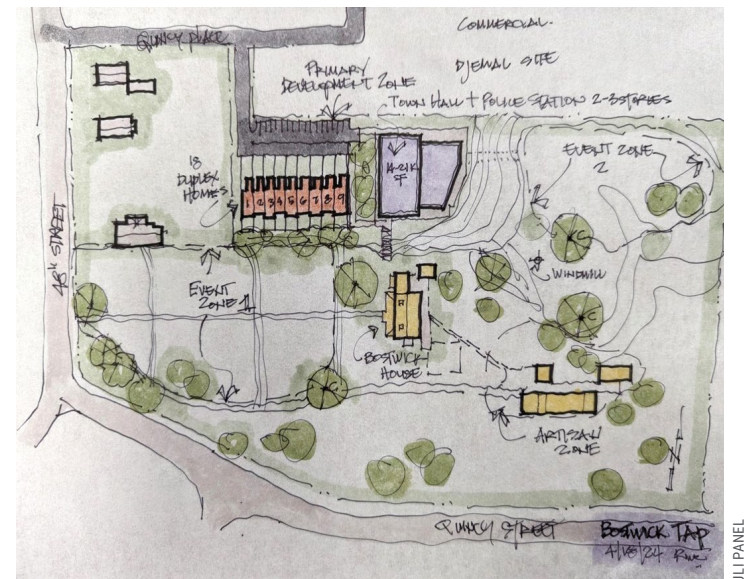
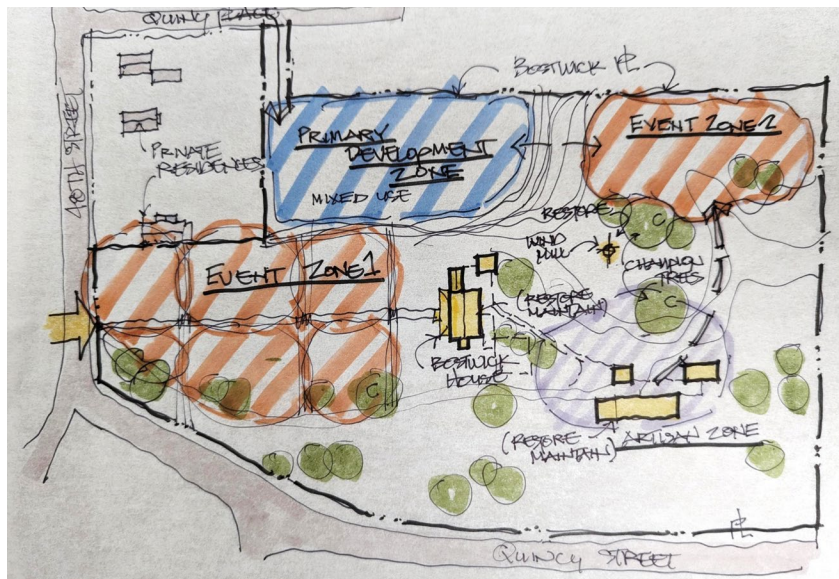
In order to re-establish Bostwick as a cornerstone of Bladensburg's identity and the lives of the Town's residents, the Panel recommended extending municipal uses to the property. This will reactivate Bostwick in an authentic way that meets the needs both of current and future residents, and will support the Town's goals. The Panel painted a picture of activities and events that provide cultural value across the property, connections that make moving across the site intuitive, interesting, and safe, and a strategic framework for the maintenance of the Bostwick house itself. The Panel asserted the tackling of other elements of this proposal affecting the grounds and other outbuildings above determining the ultimate use of Bostwick House due to its prioritization of establishing a financially

viable environment on the property, regardless of the use of the house. The Panel identified that the singular re-purposing of the house would not alone be able to generate sufficient capital to support the financial demands of owning the property. While future uses of the house can include Town offices, group meeting rooms, and event spaces, the presence of municipal functions at Bostwick will allow the Town to make key development decisions and to empower a constituency that continues to love and preserve this hallmark of Bladensburg history.

Key Recommendations

The Technical Assistance Panel recommended a four-fold approach for Bladensburg, expanding beyond the Bostwick site:

1. Leverage existing Town assets – not just the Bostwick property, but also existing parks, attractions, and the Town Hall properties.
2. Partner with a developer to build workforce housing, for rent and for sale, on Town properties.
3. Relocate the Municipal Center to the Bostwick property, to anchor the historic buildings and to make Bostwick a hub for both indoor and outdoor civic gatherings.
4. Reactivate Bostwick during the development process, to reconnect Bladensburg residents with the site and to establish it as a destination.



APPENDIX: List of Stakeholders

Mike Arnold, Prince George's Heritage

Meagan Baco, Anacostia Trails Heritage Area

Trina Brown, Town of Bladensburg Council

Amelia Chisholm, M-NCPPC Historic Preservation

Edward Day, M-NCPPC Natural & Historic Resources Division

Kalisha Dixon, Town of Bladensburg Council

Patrice Emezie, State Highway Administration

Hannah Erickson, Prince George's County Memorial Library System

Sukirti Ghosh, Rhodeside Harwell

Renee Green, Aman Trust / Bladensburg Green Team

Tom Gross, M-NCPPC Historic Preservation

Jarryd Hawkins, High Street Strategies

Ellen Hoffman, M-NCPPC

Kay Holloway, Friends of the Bladensburg Branch Library

Winstina Hughes, State Highway Administration

Collin Ingraham, Maryland Historical Trust

Mayor Takisha James, Town of Bladensburg

Susan Kern, University of Maryland

Christiana Limniatis, Preservation Maryland

Emily Lutz, M-NCPPC

Carrol McBryde, Town of Bladensburg Council

Susan McCutchen, We Lead By Example Inc.

Melisa Morgan, Decatur Heights Baptist Church

Carolyn Nosacek, Maryland Historical Trust

Sam Parker, Aman Trust

Josephine Selvakumar, Prince George's County Planning

John Sower, Aman Trust

LaToya Thomas, Brick & Story

Steve Weitz, State Highway Administration

Chris Williams, Anacostia Watershed Society

Valerie Woodall, Anacostia Trails Heritage Area

Tyson Slocum, Bladensburg Resident





About the Panel

Panel Chair



Rebecca Ballo Historic Preservation Program Supervisor Montgomery County Planning Department

Rebecca Ballo is the Historic Preservation Supervisor with the

Montgomery County Planning Department. In this role she manages the work of the County's Historic Preservation Commission, overseeing the preservation and protection of historic districts and sites within Montgomery County, the designation of new sites and districts, and undertakes special research projects for the Commission, Planning Board, and Montgomery County Council. She fosters historic preservation efforts at the local level in order to create a more inclusive and equitable future for Montgomery County. Her research on historic architecture, planning, and equity has been featured in national publications and lectures with the American Planning Association, Vernacular Architecture Forum, Washington Post and other media outlets. Rebecca serves as an Adjunct Lecturer at Georgetown University, where she teaches a course on Development & Construction Management. Since 2021, Ms. Ballo has also served as a public official on the Fairfax County Board of Zoning Appeals. Rebecca has worked as a preservation planner in local governments in the Washington, DC, region since 2002. She obtained her Master's in Environmental and Urban Planning from the University of Virginia and her BA in History from Washington University in St. Louis.

Panelists



Jennie Black HKS, Inc.

Jennie Black is a Project Architect at HKS. With over 10 years of experience, she specializes in commercial and

residential interior architecture. Jennie's unique combination of historic preservation and architecture lend to her keen attention to detail in all design projects. Her passion for sustainability and wellness helps consider the impact on the users as well as the environment.



Brad Cambridge Beyer Blinder Belle

Brad Cambridge is a Senior Associate Architect in BBB's Washington, DC, office. With over 24 years of experience, Brad has

worked across the Midwest and East Coast on a variety of project types including adaptive reuse, multi-family residential mixed-use, and historic preservation. In the last 12 years, he has developed the specialty of blending adaptive reuse strategies for historically significant buildings, mostly within urban environments. Brad is an active member of the Urban Land Institute, National Trust for Historic Preservation, and is the past president of the Association for Preservation Technology – Eastern Great Lakes Chapter.



Alecia Hill

FCP

Alecia Hill is a Vice President and Assistant Portfolio Manager at FCP, a privately held real estate investment company headquartered

in Washington, DC. With expertise in community development finance, Alecia is responsible for expanding the firm's impact investing initiatives and affordable housing preservation multifamily platform. Before joining FCP, Alecia was a member of the Impact Investing team at Enterprise Community Partners, where she focused on Opportunity Zone Fund development, transaction underwriting, and innovation finance within affordable and workforce housing.

Alecia has been a featured facilitator on community development finance structuring and policy with HUD and the EPA. She holds an MPA in Management and Finance from Columbia University's School of International and Public Affairs, a BA from Columbia University, and is an alumna of McKinsey & Company's Black Leadership Management Accelerator and the Wharton Social Impact Initiative.

Alecia is an Advisory Board Member for the BILT Foundation, iGlobal ESG & DEI Real Estate Summit, and a Leadership Council Member for the Washington Partnership to End Homelessness. She is Chair of Smart Growth America's LOCUS Coalition for inclusive, transit-oriented development across the US and a Black Venture Institute Fellow (Berkley Hass). Alecia received an Emerging Leaders Award at the 2024 National Multifamily Housing Council Annual Meeting.

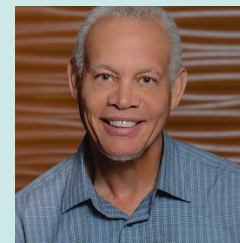


Stacy Kaplowitz

Lincoln Avenue Communities

Stacy Kaplowitz is the Vice President/Managing Regional Partner at Lincoln Avenue Capital where

she leads the firm's growing Regional Project Partner Development platform and develops affordable multifamily housing in the Mid-Atlantic. Previously, Stacy was with KCG Development where she established and grew the firm's Mid-Atlantic portfolio, worth over \$210 million. Stacy has more than 18 years of professional experience in affordable multifamily development and public-private partnership real estate advisory. Prior to KCG, Stacy was with Brailsford and Dunlavey, where she and her team developed student housing master plans for clients such as Rutgers University and George Mason University and expertly advised clients on how to position workforce housing as a valuable recruitment tool. Early in her career, as a Development Director at Herman & Kittle Properties and Project Manager at DMA Development Co., Kaplowitz oversaw the development of more than 650 affordable rental housing units worth over \$119 million in Texas, Louisiana, and the Mid-Atlantic. Prior to that, she was a real estate officer for the District of Columbia. Stacy serves as Vice Chair on the Rockville Housing Enterprises Board in her hometown of Rockville, MD.



Ronnie McGhee

R. McGhee & Associates

Ronnie McGhee, FAIA, has thirty years of professional practice in architecture, specializing in new

construction, existing building rehabilitation, and restoration. He has designed and completed work on numerous landmark and US Park Service National Register Listed properties such as the Washington Harbour, John Adams, and Thomas Jefferson buildings of the US Library of Congress, and was the architect for the National Register-listed and award-winning, historic African-American Whitelaw Hotel Apartments.

Ronnie is also an Associate Professor at Howard University and has mentored hundreds of architectural students over the past 16 years at Howard. He is a strong advocate of the Architectural Experience Program program and has made it a requirement for all non-licensed staff members. He is a member of the National Council of Architectural Registration Board.

Ronnie is an avid biker and is found most weekends on his Bianchi bike as he tracks hundreds of miles of cycling each year.



Rayya Newman Triple Line Studio

Rayya is a public interest architect and the founder of Triple Line Studio. Licensed in Maryland and DC, she has worked in the

DC area for over 20 years. In 2017, her project, Pyramid Atlantic Art Center, an adaptive reuse project in the heart of historic Hyattsville, won Preservation Maryland's Community Choice Award. In addition to running her own firm, Rayya also teaches design studios as a professor at the University of Maryland School of Architecture, Planning, and Preservation.



Shirl Spicer M-NCPPC Parks, Montgomery County

Shirl Spicer is the county-wide museum manager for the Maryland-National Capital Park & Planning

Commission, Department of Parks, Montgomery County. With over 25 years' experience working in museum education, she manages the interpretive programming staff for each of Montgomery Parks' historic sites, including Oakley Cabin African American Museum & Park, Kingsley Schoolhouse, the Underground Railroad Experience Trail hikes and Woodlawn Museum at Woodlawn Manor Cultural Park, and the new Josiah Henson Museum & Park.

A native of North Carolina, Shirl previously served as the curator for community history for the North Carolina Museum of History and as education director and registrar of the Museum of the Albemarle. Her career began in museum education at the Greensboro Historical Museum in Greensboro, North Carolina, continued at The Mariners' Museum in Newport News, Virginia, and at the former Abby Aldrich Rockefeller Folk Art Museum at Colonial Williamsburg in Virginia.

Shirl is a graduate of The University of North Carolina at Greensboro, with a BA in History, and a graduate of Hampton University in Hampton, Virginia with a Master of Museum Studies.

Shirl is actively involved in museum professional organizations having served on the boards of the Association of African American Museums and the American Association for State and Local History.