



THE 2019

MARYLAND OPPORTUNITY ZONE LEADERSHIP TASK FORCE REPORT

*Submitted to Governor Larry Hogan by Lieutenant Governor Boyd K. Rutherford
in accordance with Executive Order 01.01.2019.01*



**OPPORTUNITY
ZONE LEADERSHIP
TASK FORCE**



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FROM THE DESK OF
LIEUTENANT GOVERNOR BOYD K. RUTHERFORD

October 1, 2019

The Honorable Larry Hogan
Governor, State of Maryland
100 State Circle
Annapolis, MD 21401

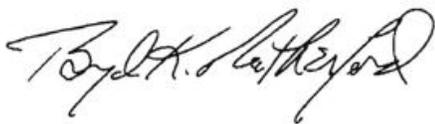
Dear Governor Hogan,

In January 2019, you signed Executive Order 01.01.2019.01, establishing the Maryland Opportunity Zone Leadership Task Force. As chair, I have since led the Task Force in hosting regional summits throughout the state in order to facilitate dialogue between our administration and local stakeholders, educate the public on the federal Opportunity Zone program, and discuss possibilities for our 149 unique Opportunity Zones.

Over the last nine months, our Task Force has hosted seven meetings covering all regions of Maryland. Enclosed is the Maryland Opportunity Zone Leadership Task Force Final Report. You will find it establishes the public feedback from our regional summits as well as the resources that the State of Maryland can provide for its stakeholders and investors.

Already, Maryland has gained a national reputation as a model for the implementation of the Opportunity Zones program. With your leadership and our continued focus on improving Maryland's economy, I believe we will see even greater success in the years to come.

Thank you for your continued leadership and support.



Boyd K. Rutherford
Lieutenant Governor, State of Maryland
Chair, Maryland Opportunity Zone Leadership Task Force

I. EXECUTIVE SUMMARY

In January 2019, Governor Larry Hogan issued [Executive Order 01.01.2019.01](#), establishing the Maryland Opportunity Zone Leadership Task Force. The Task Force, chaired by Lt. Governor Boyd K. Rutherford, is comprised of 16 members representing relevant state agencies, local government associations, business development entities, and Maryland's education system. The Task Force was charged with developing a State Opportunity Plan to help businesses and investors leverage local assets and fast-track investment and development, in order to ensure the success of each of Maryland's 149 Opportunity Zones.

Over the past nine months, the Task Force has traveled across Maryland, conducting public meetings in each region of the state. These Regional Summits have provided an invaluable opportunity for dialogue between the state and local governments, as well as business owners, economic development groups, community members, and others regarding the purpose of the federal Opportunity Zone program and the additional incentives offered by the state.

During these meetings the Task Force has also sought to impress upon attendees the goal of the Hogan-Rutherford Administration to not force a "one-size-fits-all" approach to the State Opportunity Plan. Both

the Task Force and Administration recognize that each Opportunity Zone is different, with distinct goals, unique challenges, and existing resources. The goal is to ensure that the projects in Maryland's Opportunity Zones meet the long-term goals and planning of each jurisdiction and community.

This report provides detailed information on how the state is and will continue to provide support and resources to Opportunity Zones. It also includes information on collaboration with state partners, Maryland's nationally-recognized Opportunity Zone Information Exchange, and the Administration's bipartisan legislative effort to provide increased funding and incentives for the Opportunity Zone Program. In addition, it highlights current Opportunity Zone success stories that would have been impossible without the federal Opportunity Zone program and the State of Maryland's commitment to utilize incentives to attract investment.

Finally, the report includes the Task Force's ten recommendations for consideration as the State Opportunity Plan. These recommendations will benefit the state's Opportunity Zones through continued or new funding and by improving and expanding publicly available information and collaboration between the state and local stakeholders.



II. OPPORTUNITY ZONES

Introduction

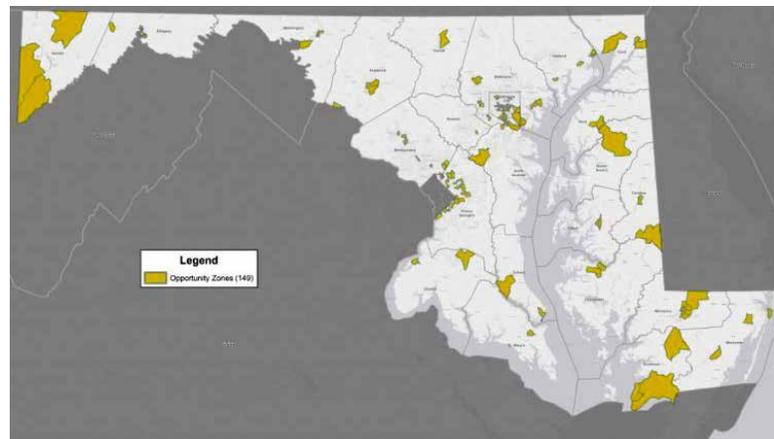
The Opportunity Zone Program is a nationwide initiative administered by the U.S. Treasury created under the 2017 Tax Cuts and Jobs Act. The program is intended to spur long-term investments in low-income census tracts by providing federal tax incentives for investment in distressed communities over the next 10 years. Of the 589 eligible low-income census tracts within Maryland, 149 have been designated as Qualified Opportunity Zones. Each of Maryland's 24 jurisdictions has at least one Opportunity Zone designation, and the designations will remain in place for the next ten years. Qualified Opportunity Zones will be able to reap the benefits of capital gains to help redevelop underserved communities.

In January 2019, Governor Hogan signed [Executive Order 01.01.2019.01](#), establishing the Maryland Opportunity Zone Leadership Task Force. The Task Force, chaired by Lt. Governor Rutherford, hosted regional summits throughout the state for local stakeholders to share information and discuss possibilities for Opportunity Zones. The Task Force developed an Opportunity Plan to align Opportunity Zone goals with state economic and cultural priorities, including close collaboration with local governments to effectively leverage assets to fast-track investment and development.

The primary role of the Task Force, while traveling around the state, was to educate stakeholders and localities about Opportunity Zones and how to maximize federal program benefits coupled with the stackable state incentives. Opportunity Zones are a market-driven initiative, with valuable state incentives to entice investments and growth in these economically distressed communities. The federal program is designed so that Maryland competes nationally with other states. It is not a competition between state subdivisions.

The program is a bottom-up approach, where localities identify their priorities and goals in coordination with the state, utilizing multi-agency resources to pursue those priorities and capitalize on all opportunities. The Task Force will ensure bureaucratic barriers are removed from the top down and that all projects within Opportunity Zones are made a priority.

Maryland is ahead of the curve and has already worked to make our state the most competitive for Opportunity Zone investment. The state hosted the Maryland Opportunity Zone Conference in July 2018, the first state conference of its kind, and hosted its second on October 1, 2019. In addition, the State has created the [Maryland Opportunity Zone Information Exchange](#), an online resource designed to attract capital to projects and businesses. This is the first comprehensive, interactive resource of its kind in the nation. The Exchange will serve as a virtual meeting place for investors, fund managers, property developers, new or expanding businesses, and local stakeholders. Open to the public, anyone can search and find the latest on Maryland's Opportunity Zones through the Information Exchange. Currently, the Maryland Opportunity Zone



Maryland's Opportunity Zones, depicted here in yellow, are spread throughout every region of our state.

Information Exchange lists more than 100 projects totaling \$12 billion of capital investments, comprising 29,000 housing units and 45 million square feet of commercial development throughout Maryland's 149 Opportunity Zones.

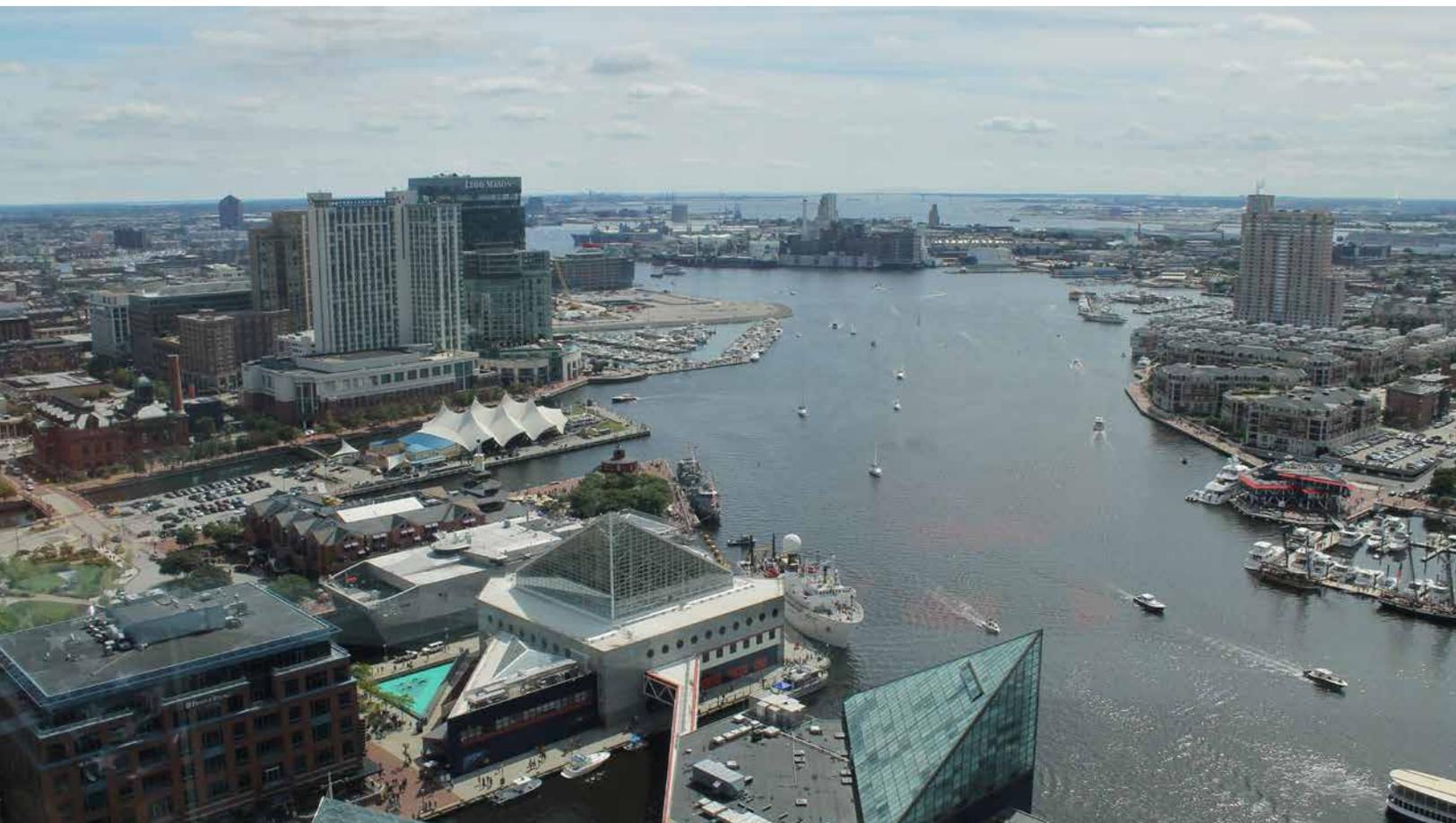
Regional Summits

Pursuant to Executive Order 01.01.2019.01, the Maryland Opportunity Zone Leadership Task Force was mandated to travel the state to host regional meetings that would inform Maryland's communities while also soliciting public feedback, concerns, and suggestions. The Task Force successfully traveled the state, educating and listening to the local communities and stakeholders. Regional meetings were held in seven jurisdictions: (1) Annapolis, Anne Arundel County; (2) Salisbury, Wicomico County; (3) Indian Head, Charles County; (4) Baltimore City; (5) Havre de Grace, Harford County; (6) Frostburg, Allegany County; and (7) Largo, Prince George's County. Each meeting was attended by a number of local elected officials, business and community leaders, and the general public. In addition to the regional meetings, the Task Force

received input and feedback through the Opportunity Zones email address.

In addition, the lieutenant governor and representation from various cabinet agencies held an Opportunity Zones briefing for statewide leaders in the faith based and non-profit communities. The briefing was for the purposes of explaining the Opportunity Zone program and how communities could be transformed by projects in Opportunity Zones. It was important to express the importance that everyone has a vital role and can participate in this program.

During these meetings, the Task Force seized the chance to discuss state resources available to stakeholders as well as address the comments and concerns that became apparent across the state. Most questions and comments were focused on, but not limited to: how Opportunity Zones are chosen; how to best take advantage of the program; what state resources are available to help us through this process; how to begin the process; where to find additional information; how to ensure current residents are protected; and how to market projects, zones, etc.



III. TASK FORCE MEMBERSHIP



Lieutenant Governor

Lt. Governor Boyd K. Rutherford is the ninth lieutenant governor of the State of Maryland. He was elected to office with Governor Larry Hogan in 2014, and re-elected in 2018. Rutherford has been a strong partner with Gov. Hogan, leading the administration's efforts to combat the opioid epidemic, reform burdensome regulations on job creators, modernize procurement practices, and improve the state's mental health delivery system.



Department of Planning

Secretary Robert S. McCord was appointed Secretary for the Maryland Department of Planning in 2018. Prior to his appointment, McCord served the Department as the Assistant Secretary of Operations and as County Attorney for Harford County.



Department of Housing and Community Development

Secretary Kenneth C. Holt has led Maryland's Department of Housing and Community Development since 2015. He manages the state's housing finance, mortgage insurance, community development and building code programs.



Department of Human Services

Secretary Lourdes R. Padilla leads Maryland's Department of Human Services which serves more than 1 million Marylanders across the state. She has more than 28 years of experience in the human services field. Prior to her service in the Hogan-Rutherford administration, she served as the Deputy Secretary for Income Maintenance at the Pennsylvania Department of Human Services.



Department of Commerce

Secretary Kelly M. Schulz brings a wealth of knowledge to the Maryland Department of Commerce from her years of experience working in the government, in the private sector, and as a small business owner. She has served as Secretary of Commerce since 2018, having previously served as the Secretary of Maryland's then-Department of Labor, Licensing and Regulation (DLLR) from 2015-2018.



Maryland State Department of Education

Dr. Sylvia A. Lawson serves as the Deputy State Superintendent for School Effectiveness. In this role, Dr. Lawson provides guidance and leadership to eight divisions/offices in the Maryland State Department of Education. The Division of Educator Effectiveness is responsible for the certification of all teachers in the State and accreditation of all nonpublic schools.



Department of Labor

Acting Secretary Tiffany P. Robinson, Esq. was appointed to lead the Maryland Department of Labor in July 2019. The Department of Labor protects and empowers Marylanders by safeguarding workers, protecting consumers, and cultivating a thriving workforce that meets the demands of Maryland's dynamic economy. She previously served as Deputy Chief of Staff to Governor Hogan.



Maryland Higher Education Commission

Dr. James D. Fielder serves as Secretary of the Maryland Higher Education Commission. He has decades of experience in government administration, having served four Maryland governors in the areas of higher education, appointments, labor, and economic development.

**Maryland Stadium Authority**

Philip Hutson is currently the Associate Vice President of Capital Projects and Planning for the Camden Yards Sports Complex (CYSC) at the Maryland Stadium Authority (MSA). MSA currently oversees 21st Century School Buildings and Project C.O.R.E.

**Maryland Association of Counties**

Dannielle M. Glaros has represented District 3 on the Prince George's County Council since 2014. She is the Chair of the Council's Planning, Housing and Economic Development Committee and a member of the Transportation, Infrastructure, Energy, and Environment Committee.

**University System of Maryland**

J. Thomas "Tom" Sadowski has 30 years of experience in economic development, including the 2005 BRAC win for the U.S. Army Aberdeen Proving Ground and numerous headquarter, R&D laboratory, and industrial projects throughout Maryland.

**Maryland Technology Development Corporation (TEDCO)**

Stephen P. Auvil manages TEDCO's funding programs and is also responsible for stewarding other TEDCO programs that foster the transfer of technologies from universities and federal laboratories into the commercial sector.

**Department of Transportation**

Sean Powell currently serves as Acting Deputy Secretary for Operations and Homeland Security at the Maryland Department of Transportation. He previously served as Assistant Secretary for Operational Enterprise Support and Homeland Security and as Deputy Chief of Staff to Governor Hogan.

**Maryland Association of Community Colleges**

Dr. Charlene M. Dukes is the president of Prince George's Community College and has 30 years of leadership experience and administrative responsibility in higher education. Dr. Dukes served on the Maryland State Board of Education from 2007 to 2015, including as President from 2012-2015.

**Maryland Municipal League**

Lawrence "Jake" Romanell is the Council Vice President for the Town of New Market, Maryland. He has served his community as a Town Council-member for over 20 years and is a past president of the Maryland Municipal League.

**Maryland Economic Development Corporation (MEDCO)**

Robert C. Brennan has served as the Executive Director of the Maryland Economic Development Corporation since May 2004. Appointed by the Board of Directors and approved by the Governor, Mr. Brennan directs a staff composed of nine administrative, finance and development specialists whose responsibilities are to assist with financing, project development, accounting and management of MEDCO's projects.

IV. STATE AGENCIES' ROLES

IN OPPORTUNITY ZONES

Department of Housing and Community Development

The Department of Housing and Community Development (DHCD) is the lead agency to promote and support investment into Maryland's 149 Opportunity Zones. Working with other state agencies, DHCD has led and participated in many conferences, community forums, and business meetings to support investors, developers, businesses, community groups, municipalities, churches, and local economic development organizations to garner interest and investment into all of Maryland's Opportunity Zones. Appendix B details the public events that DHCD has scheduled to host or participate in (with representation from other state agencies) since January 3, 2019. In addition, through the regular course of business, DHCD has met with many property owners, developers, and business owners seeking to potentially invest in Opportunity Zones throughout the state.

DHCD also houses the three primary programs that allow the State of Maryland to provide direct investment into Opportunity Zones. They are: (1) Rental Housing Works; (2) the Strategic Demolition Fund; and (3) Neighborhood BusinessWorks. These programs provide tax credits, grants, and loans to support the building of affordable housing, to incentivize commercial activity by providing funds for demolition or revitalization of blighted areas, and to fund businesses to locate or expand into an Opportunity Zone, respectively. DHCD also houses the Information Exchange, which is the state's interactive Opportunity Zone portal.

For FY2019, through Rental Housing Works, Strategic Demolition Fund, and Neighborhood Business Works programs, DHCD has awarded \$17,705,000 in funds to 25 projects within Maryland's Opportunity Zones. The \$17,705,000 in funding has leveraged an additional \$78,803,194 from private and public sectors to support total project costs of \$201,074,774 for business and community development throughout Maryland.

Department of Commerce

The Department of Commerce is the state's primary economic development agency, stimulating private investment and creating jobs by attracting new businesses, encouraging the expansion and retention of existing companies, and providing workforce training and financial assistance to Maryland companies. Commerce assisted the Maryland Department of Housing and Community Development in determining which eligible census tracts to designate as Qualified Opportunity Zones by focusing on areas where State and local incentives are currently prioritizing investment, as well as those areas where major projects and job creators are located.

Commerce houses the newly enacted Opportunity Zone Enhancement Program, in addition to the expanded More Jobs for Marylanders Tax Credit Program. Both programs provide State incentives for job creators within Opportunity Zones.

Additionally, the Commerce Subcabinet is another vehicle the department is utilizing to track major developments and job creation within Opportunity Zones. The Subcabinet is comprised of various executive agency secretaries, who gather information to consider for the promotion and enhancement of the state's business climate, facilitate and expedite critical economic development projects, and assist businesses to meet their goals and grow the state's economy.

Department of Human Services

The Department of Human Services (DHS) serves each of Maryland's 24 jurisdictions with local offices. DHS will collaborate with the OZ program and their community partners in the nationwide initiative that provides for additional investment in underserved and distressed neighborhoods and communities. Currently, 13 of the 24 local departments are already participating in the program.

Moving forward, the department will collaborate with the OZ program at the state and local level by increasing the number of participating local departments. The long term goal of DHS is to coordinate this initiative with the Two Gen Program, a public policy initiative seeking to break the multigenerational poverty cycle through a family-centered approach to service delivery. Additionally, DHS will focus on the Public Assistance to Entrepreneurship strategic initiative (PA2E), which provides tools and techniques for Supplemental Nutrition Assistance Program (SNAP) and Temporary Cash Assistance (TCA) recipients to start a business.

Stabilizing families requires us to confront the many causes of multigenerational poverty, including the lack of economic investment and development. Opportunity Zones will allow Maryland to harness another resource to entice investment and opportunities to rebuild and stabilize many distressed families and communities.

Department of Labor

The Department of Labor is the lead on the Employment Advancement Right Now (EARN) Maryland program. EARN is the state's industry-led, nationally recognized workforce solution. Since the program's inception, EARN has helped more than 2,900 unemployed and underemployed residents obtain employment, and has provided in-demand training to over 5,600 incumbent workers. The program will expand its focus to the state's Opportunity Zones, with a new investment of \$500,000 in fiscal year 2020 to establish "Opportunity Works."

The intent of Opportunity Works is to connect residents living in Opportunity Zones to training programs that will result in family-supporting careers within the communities where they live. Opportunity Works will specifically benefit residents, employers, and training programs that are located in and around Maryland's 149 Opportunity Zones.

Through Opportunity Works, Labor will provide funding to Strategic Industry Partnerships, comprised of employer and industry partners, non-profit and community-based organizations, as well as workforce, economic development, and education partners. Based upon the input of its employer partners, Strategic Industry Partnerships will provide in-demand education and skills training to unemployed, underemployed, and

incumbent workers in a variety of industries. Most EARN partnerships also provide support for individuals with specific barriers to employment. Funding is awarded on a competitive basis, and may be utilized to support new or existing EARN Partnerships, who will be required to provide training that benefits residents and/or employers in and around Opportunity Zones.

Department of Transportation

The Maryland Department of Transportation (MDOT) is an organization comprised of five business units and one Authority: (1) MDOT State Highway Administration; (2) MDOT Maryland Transit Administration; (3) MDOT Motor Vehicle Administration; (4) MDOT Maryland Port Administration, (5) MDOT Maryland Aviation Administration; and (6) Maryland Transportation Authority. This unique approach provides the state's leadership with the ability to develop a coordinated and balanced approach to transportation throughout the state.

MDOT provides assistance to stakeholders in identifying the infrastructure requirements to connect projects to the State's transportation network. Working closely with interested stakeholders, MDOT identifies any applicable transportation grants and appropriate designations.

MDOT supports Transit-Oriented Development (TOD) and has worked to designate 16 TOD sites throughout the state. Additionally, Maryland has launched a TOD Development Hub Website at tod.maryland.gov with further resources.

Department of Planning

Through its regional planners, the Maryland Department of Planning is able to work cooperatively with local planning and zoning offices as well as economic development staff in each jurisdiction to discuss the Opportunity Zone areas and identify potential additional State assistance. Planning is able to assist local jurisdictions, where requested, in assessing the designated Opportunity Zone areas to ascertain what actions may be required to make a particular area Opportunity Zone ready for various projects. Working with local liaisons and officials, Planning can identify and provide tools and technical assistance to help jurisdictions optimize Priority Funding Areas, historic properties or districts, and brownfield sites.

Planning houses the State Data Center that can provide data for decision making to stakeholders, investors, and other interested parties. Available data sets include: Census data; housing and commercial property data; sensitive lands; building permit data; income and employment data; and school enrollment projections. The State Data Center can also prepare Work Area Profiles that detail labor shed commuting, industry sector jobs, worker age, and educational attainment. The Data Center also supplies the data that supports Planning's tools such as ReinvestMaryland 2.0, our Transit Station Area Profile Tool, and the Census 2020 Maryland Dashboard.

Further, the Maryland Historical Trust, a division of Planning, has played a key role in community revitalization by supporting the rehabilitation and reuse of underutilized historic properties across the State. The program is credited with rehabilitating about 4,400

historic buildings and creating some 25,000 jobs since its implementation in 1996. Tax incentives such as the Historic Revitalization Tax Credit Program include a Homeowner Tax Credit, Competitive Commercial Tax Credit, and Small Commercial Tax Credit that encourage investment in the rehabilitation and re-use of historic buildings and promote investment in local economies. The tax credit program includes an increase in the credit for qualified projects occurring in Opportunity Zones.



COLLABORATION WITH V. STATE PARTNERS

All of the agencies and organizations represented on the Maryland Opportunity Zone Leadership Task Force relate to the implementation of the Opportunity Zones program, whether through education, job training, workforce development, financing, economic development, or community revitalization. These agencies and organizations will work collaboratively with local communities to identify opportunities within OZs and provide resources and support for stakeholders and potential investors.

Maryland Association of Community Colleges (MACC)

MACC represents 16 colleges across the state offering hundreds of academic courses and career training programs. Community colleges are about accessibility. Whether an individual is working, caring for a family, or serving in the military, course schedules are designed to help individuals reach their educational and career goals. Starting a bachelor's degree with 2 years at a community college can save thousands of dollars while ensuring students meet professional licensing and certification requirements. MACC is uniquely able to fast track students of any age and prepare them with the skills and training necessary for in-demand jobs.

Maryland Economic Development Corporation (MEDCO)

MEDCO's primary purpose is to expand productive employment and the state's economy and tax base through the development of certain vacant or underutilized industrial sites and facilities. In fulfilling its purpose, MEDCO provides facilities and financing of facilities to businesses at favorable rates and provides management and consulting expertise.

Maryland State Department of Education (MSDE)

MSDE is responsible for developing and implementing standards and policy for education programs from pre-kindergarten through high school.

Part of their innovation initiative is to integrate evolving technologies, instructional strategies, and emerging skills that enable all students to reach their fullest potential in a globally competitive environment.

K-12 instruction lays the foundation to guide students in their future career path. Whether it be towards Career and Technical Education, a traditional four year institution, or community college certification program, MSDE is looking toward future workforce needs to properly educate students of career opportunities and in-demand careers in the state.

Maryland Stadium Authority (MSA)

MSA is committed to enhancing the Maryland experience for those who live, work, and visit the state. In its portfolio, MSA currently oversees projects such as 21st Century School Building Program and Project C.O.R.E. Projects are completed in partnership with local government, universities, and the private sector. MSA can help identify where dollars can be leveraged and produce the best outcomes, especially in Opportunity Zones.

University System of Maryland

The University System of Maryland is the state's public higher education system, comprised of 12 institutions and 3 regional higher education centers. The University System plays a major role in the state's economic and workforce development and fuels research and discovery in the areas of bioinformatics, cybersecurity, environmental science, and more.

Maryland Association of Counties (MACo)

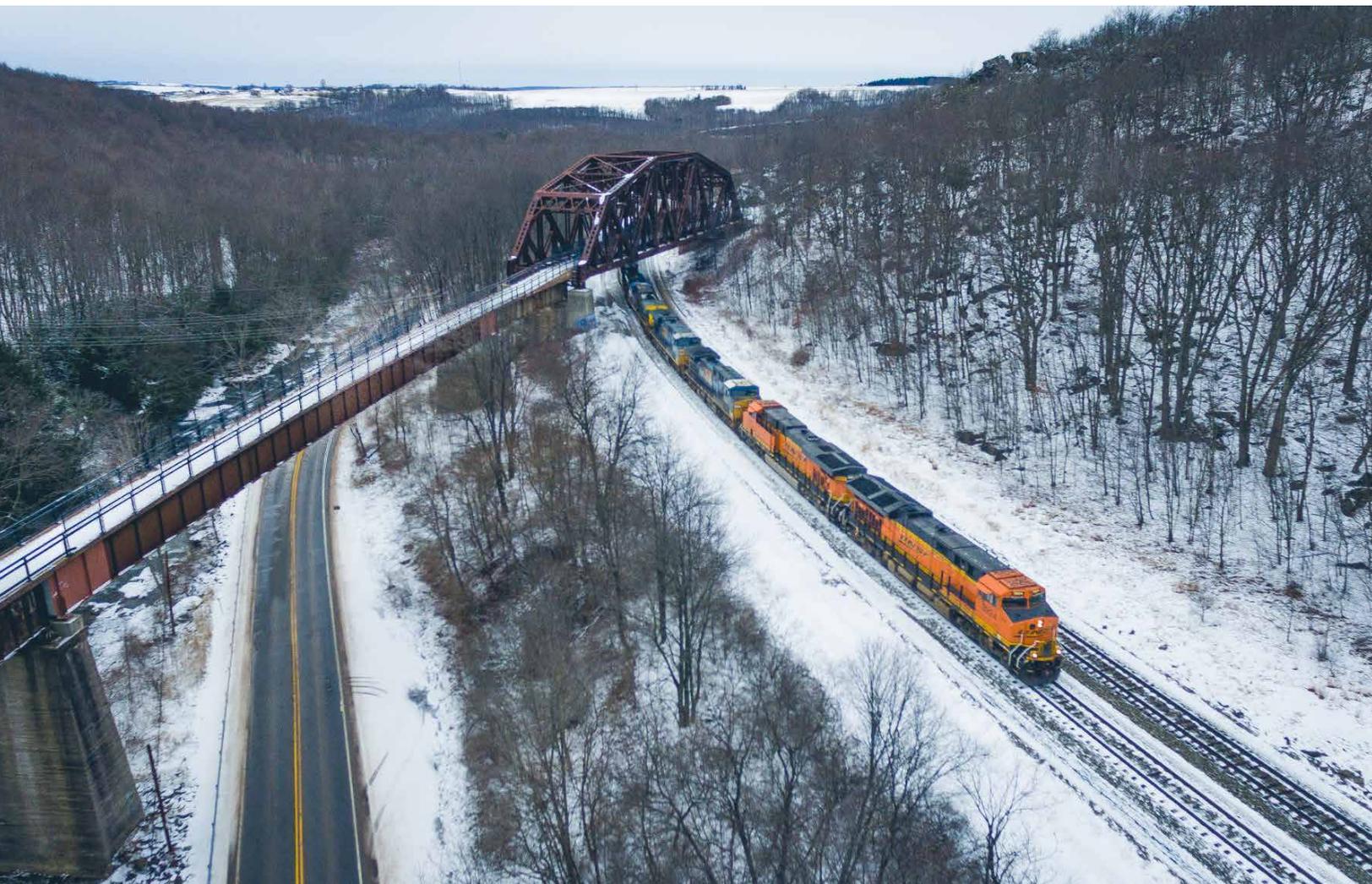
The Maryland Association of Counties is a non-partisan organization consisting of elected officials and representatives from Maryland's 23 counties and Baltimore City, the primary mission of which is to advocate for local governments at the state level.

Maryland Municipal League (MML)

The Maryland Municipal League is a non-partisan organization composed representing 157 municipal governments and two special taxing districts in Maryland. It is the only statewide organization dedicated to promoting and advocating for Maryland’s municipal governments.

Maryland Technology Development Corporation (TEDCO)

TEDCO is an innovative development organization dedicated to growing the state’s entrepreneurial ecosystem and supporting Maryland-based technology companies. The organization provides connections, investment, and resources to assist early-stage technology and life sciences companies.



OPPORTUNITY ZONE VI. INFORMATION EXCHANGE

Background

The State hosts and maintains the [Maryland Opportunity Zone Information Exchange](#), which is the first comprehensive, interactive resource of its kind in the nation. Developed by DHCD with collaboration from other state agencies, it operates to facilitate Opportunity Zone investment in Maryland. The Exchange serves as a virtual meeting place for investors, fund managers, property developers, new or expanding businesses, and local stakeholders. It features a locator for projects and businesses located in Maryland's Opportunity Zones and information on financial and other incentives available at the state, county, and municipal levels. To date, the Exchange features more than 100 projects and businesses, which represent up to \$12 billion dollars of investment, approximately 29,000 housing units, and 45 million square feet of commercial development throughout Maryland's 149 Opportunity Zones.

National Recognition

In May 2019, DHCD accepted the State IT Innovation of the Year Award at the StateScoop Top 50 awards program for the development and deployment of

Maryland's Opportunity Zone Information Exchange. Since its launch, the Maryland Opportunity Zone Information Exchange has received overwhelmingly positive feedback from users, and has been presented at several national conferences to serve as a model for other states.

Next Steps

To complement the Information Exchange, the state also recently launched the "Incentive Look Up" tool. This system allows any person to search for a specific address and query what state incentives the address may qualify for to support their project or business. This tool enables the user to pull information from various state agencies and gather it in one place.

The state will also examine the possibility of broadening the information contained on the exchange to include more detailed project information available from public, private, and academic sectors. Much of the activity taking place in Maryland's Opportunity Zones takes the form of private transactions, and the state will pursue further incentives to encourage businesses to register a project on the Exchange.



VII. OPPORTUNITY PLAN

MARYLAND'S OPPORTUNITY ZONE FUTURE

Since taking office in 2015, the Hogan-Rutherford Administration has worked tirelessly to change Maryland for the better. Over the years the Administration has taken numerous steps to improve the state's business climate, including reforming or eliminating nearly 850 burdensome regulations, reducing or eliminating 250 fees across state government, and providing millions of dollars in tax, toll, and fee relief for retirees, hard-working families, and small business job creators. These efforts have resulted in a remarkable economic turnaround with record job growth, business creation, and economic development. More businesses are operating and more people are working in Maryland than at any point in our history.

Despite this success, there are still communities that have not seen the same level of economic growth as the rest of the state. Maryland's communities are the fabric of our state, knit together by the hardworking people who are proud to call it home. From the mountains of Western Maryland to the farmland of the Eastern Shore, our communities are diverse, colorful, and dynamic. The federal Opportunity Zone (OZ) program has given the state another tool to incentivize business and development in our state's most vulnerable communities, in order to continue our historic economic growth and improve the lives of all Marylanders.

The OZ program provides a unique opportunity for Maryland to market itself. The program is not designed for intra-jurisdictional competition among qualified Opportunity Zones but rather a national competition amongst other states. Maryland is often referenced as "America in the miniature" given the state's diverse natural resources, built-in environments, and public assets.

One of directives of this Task Force was to set forth broad goals for Opportunity Zones that aligned with the state's economy, priorities, and culture for the future. Over the last nine months, the Task Force has conducted public meetings in every region of the state to facilitate dialogue between state government and local communities, educate business and community leaders on the OZ program, and learn about the unique needs and resources of the state's 149 Opportunity Zones. The following sections highlight the work that has been done and the recommendations moving forward.

Legislation – Opportunity Zone Incentives

During the 2019 Legislative Session the Hogan-Rutherford Administration introduced multiple bills providing increased funding and incentives for the Opportunity Zone Program. Through a bipartisan effort, the Maryland Senate introduced Senate Bill 581,¹ an omnibus bill, folding in the Administration's priority ideas. The bipartisan legislation passed the Senate unanimously. It re-enforces responsible, purposeful investment to enhance and uplift communities.

One of the largest components of this bill is the establishment of the Opportunity Zone Enhancement Program at the Department of Commerce. This program enables businesses within an Opportunity Zone to qualify for enhanced incentives under the following six tax credit programs:

1. Job creation;
2. One Maryland;²
3. Enterprise Zone;³
4. Biotechnology Investment incentive;
5. Cybersecurity Investment incentive; and
6. More Jobs for Marylanders.

1. Senate Bill 581 - Economic, Housing, and Community Development – Opportunity Zone Incentives, 2019.

2. The enhanced incentives do not apply to the (1) enterprise zone property tax credit and (2) One Maryland tax credits unless the business hires at least 50 qualified employees. 3. Id.

These enhanced incentives are broken down into two levels. The incentives are in addition to the standard credit provided under each program. Level 1 is a 2.5% increased incentive on existing tax credits and Level 2 is a 10% increase incentive of existing tax credits. More specifically:

- *Level 1 enhancements* – a qualified opportunity zone (QOZ) business or qualified opportunity fund (QOF) is eligible for Level 1 enhancements by disclosing pertinent information such as the amount and date of investment, address of the project, and progress on qualitative/quantitative benefits the project will provide the community.

- *Level 2 enhancements* – a QOZ or QOF is eligible for Level 2 enhancements if it meets all Level 1 requirements, receives approval by the municipality or county (dependent upon whether the business is located entirely within a municipality) in which the project is located, and fulfills one of the following requirements meant to engage the surrounding community in meaningful collaboration and input: (1) Creation of a local governing or advisory board of the QOZ business, to ensure public accountability and transparency; OR (2) Entering into a Community Benefits Agreement with the affected neighborhood, including local hiring requirements, or workforce development training.

Another key component of this bill is the Historic Revitalization Tax Credit Program (formerly known as the “Heritage Structure Rehabilitation Tax Credit”). This program is operated through the Maryland Historic Trust, a division of the Department of Planning. It has been extended through fiscal year 2024 for commercial, small commercial, and owner-occupied residential property rehabilitations. Additionally, it authorizes the inclusion of agricultural and post-World War II (mid-century modern) structures.

The bill also: authorizes local jurisdictions to grant a property tax credit for QOZ business property that was vacant for at least 12 months, or that is located on a redeveloped brownfield site; extends geographic eligibility for State economic development tax credit and

financing programs for priority funding areas and sustainable communities to include Opportunity Zones in Allegany, Garrett, Somerset, and Wicomico counties,⁴ and adds an affordable and workforce housing component to Opportunity Zones in order to facilitate and encourage mixed income developments.

There is still ambiguous guidance at the federal level and regulations regarding operation of the OZ program has not been finalized. Currently, the Department of the Treasury cannot connect OZ data, such as the number of QOFs and amounts invested to QOZ businesses, to specific census tracts. Tying data reported by the QOF investors to specific census tracts or QOZs would allow evaluators to better and more accurately measure the qualitative effects of the OZ program. Maryland must carefully balance the needs for substantive reporting, without prohibiting or being unnecessarily cumbersome which may disincentivize investors from Maryland.

Without getting too far in front of the federal regulators and finalized federal reporting structure, this legislation has ensured transparency to stakeholders in Maryland. It creates a framework for developers to have meaningful engagement with the affected communities, while incentivizing them to do so and keeping the State competitive in the national marketplace.

Current Project Highlights – Success of Maryland’s Opportunity Zones

Below is a small sampling of investment projects currently underway throughout the state. These projects would have been impossible without the federal Opportunity Zone program and the State of Maryland’s commitment to utilize incentives to attract investment. The State is committed to providing technical assistance, funding, and available incentives to move Opportunity Zone projects forward. These are samples of both public and private market-driven community development projects, as well as state-supported targeted projects, that exemplify the successes that we hope to see in our Opportunity Zones.

4. Extension of the geographic eligibility for State tax credit and financing programs affects the following programs: (1) Arts and Entertainment districts; (2) Enterprise Zones; (3) Base Realignment and Closure (BRAC) Zones; (4) Job Creation Tax Credit; (5) Businesses that Create New Jobs Tax Credit (6) Community Legacy Program – Sustainable Communities; (7) Neighborhood Business Development Program; and (8) Strategic Demolition and Smart Growth Impact Fund.

1. New Carrollton Metro – New Carrollton

The 49-acre New Carrollton Transit Development District 2030 vision consists of 7,000 housing units and 6,180,000 square feet of office and retail space. New Carrollton relies on four key elements: (1) vibrant, diverse, and viable neighborhoods, (2) a multimodal transportation system, (3) sustainable and accessible environmental infrastructure, and (4) pedestrian-oriented urban design.

2. Grey Ops, LLC – Lusby

Grey Ops owns the licensing rights to a product called “Silent Spring.” The Silent Spring product incorporates a novel Improvised Explosive Device (IED) neutralizing technology that mitigates the risk associated with explosive blasts and allows for the safe transportation of volatile substances to forensic laboratories. Grey Ops is expanding their facility in Southern Maryland and in the position to acquire new space owned by MEDCO.

3. Cambridge Waterfront Development – Cambridge

Adjacent to Route 50, the project consists of a 25-acre mixed-use development including plans for a hotel, residential and commercial use, public open space, and event venue as a visitor destination. It also includes a deep water port, second in the state only to the Baltimore Inner Harbor. Expected \$200M investment.

4. Yard 56 – Baltimore City

Located south of John Hopkins University Bayview. A \$160M, 1,000,000-square-foot mixed-use project supporting LA Fitness, a grocery store, and a medical office building. Received Opportunity Zone equity in from Prudential Financial for Phase I.

5. Metro City – Seat Pleasant

Metro City is a mixed-use project in Capitol Heights, Maryland, a half-mile from the Addison Road Metro Station and 1.5 miles from Washington, D.C. Shovel ready in September 2019. Parcels include 198 assisted living units, 73 town houses, 112 senior living units, 112 multifamily units, 153,000 square feet of retail, a 60,000 square foot medical building with 24 hour clinic, and 542 for sale condos. Project Cost of \$400 Million dollars and Investment of \$100-150M in OZ Equity.

6. Clene Nanomedicine, Inc. – North East

Clene Nanomedicine, Inc. (Clene) is a biopharma manufacturer of a nanocrystal drug suspension platform for treating neurology, infectious diseases, and oncology indications. Clene’s lead asset is for treating demyelination like Multiple Sclerosis. Clene has raised over \$100M and has plans to raise funds to support its ongoing clinical trials and add more jobs. In March 2019, the State announced a \$500,000 Neighborhood BusinessWorks loan to the company spurring an additional \$100,000 loan from Cecil County anchoring the company in an Opportunity Zone with the possibility to expand their footprint.



Left: The New Carrollton Metro development will prioritize diverse housing, multimodal transport, and pedestrian use.
Right: Currently underway, the 1-million-square-foot Yard 56 project in East Baltimore will support a number of businesses.

7. Ox Fibre – Frederick

Adaptive reuse of an abandoned paint brush manufacturing plant. The project will utilize LIHTC/HTC financing along with an Opportunity Zone investment to create 83 loft rental apartments that will be affordable, on average, to households earning 54% of area median income (rents are 15%-20% below market rents).

8. Center Street – Frostburg

A \$10M mixed-use project with 35 residential units and around 15,000 square feet of retail space. Housing units will be higher-end to address community and University need for rental housing for professionals. Development is dependent on successful roundabout project and construction. Funding provided from the State Demolition Fund enabled the city to clear the blighted area and make ready for development.

9. Madison Park North – Baltimore City

A more than \$100M investment, Madison Park North will be home to offices, street-front retail and housing. Most importantly the project will provide access to critical resources and job opportunities which will boost economic activity and ultimately encourage further investment in West Baltimore. Investment: \$200-300M in OZ Equity.

10. Greenmount & Chase – Baltimore City

Greenmount & Chase features the new construction of 60 units of affordable rental housing in the Johnston Square neighborhood of East Baltimore. The project is near major roads and public transit options and provides easy access to Baltimore's central business district, Johns Hopkins Hospital, and the Station North Arts District. Rental Housing Works provided \$2,425,000 in funding, \$1,441,416 in National Housing Trust Funds, as well as 4% Low Income Housing Tax Credits with an estimated equity value of \$5,691,617. Additionally, Greenmount & Chase was awarded \$1.2 million through Project C.O.R.E. in Fiscal Year 2018. The funds leverage an estimated \$14 million in private, public and nonprofit sector dollars.

Recommendations

1. Create a micro-grant program for community-based entities located within an Opportunity Zone. This would be competitively awarded funding to help facilitate community development and capacity building to enhance existing neighborhoods. The State currently maintains a number of neighborhood revitalization programs to achieve the vision and goals of each community across Maryland. This additional funding would complement current programs by offering a nominal amount of startup capital to provide foundational support for projects, close the gap in funding to ensure current projects can be completed, or to leverage/entice additional private funding. There is a need for these entities in many disenfranchised neighborhoods that may not qualify for some of the other programs offered. By focusing on the individualized needs of each specific community we can preserve the fabric of the community and promote the growth envisioned.

2. Establish a statewide Opportunity Ombudsman.

This will be an integral position to ensure continued collaboration at the state level, down through the counties and local governments. Building on the launch of the Maryland Regional Resource teams,⁵ this position will directly assist projects and businesses within Opportunity Zones in accessing State and local incentive programs as well as working through any bureaucratic red tape. They will serve as central point of contact and coordinate with all state agencies facilitating the appropriate agency connections to allow stakeholders, investors, and the public to access the resources and incentives available at all levels of government. This position will enable better statewide collaboration and information sharing to promote effective and efficient communication to stakeholders.

3. Create a single application process for Opportunity Zone Project Incentives. Currently, state-funded incentives programs are housed in six different departments. The state should create one platform where a project can be matched with the

5. 10 state agencies that make up the Governor's Commerce Subcabinet: (1) Department of Commerce; (2) Department of Transportation; (3) Department of Labor; (4) Department of Environment; (5) Department of Housing and Community Development; (6) Department of Planning; (7) Governor's Office of Small, Minority and Women Business Affairs; (8) Natural Resources; (9) Higher Education Commission; (10) State Department of Assessments and Taxation; and the Governor's Office of Intergovernmental Affairs.

incentives for which it qualifies, allowing the user to see the possible cost reductions on their project. A single application will streamline the process and assist in stacking all available incentives.

4. Broaden the capacity of the Maryland Opportunity Zone Information Exchange.

A. Create a platform to track state Opportunity Zone investment, as well as the private capital leveraged. Through GIS and other programs, the state should begin collecting data regarding the incentive awards within Opportunity Zones and quantify the amount of private investment leveraged using these state investments. This will demonstrate the effectiveness of the programs in channeling investment into underserved areas throughout Maryland.

B. Continuously update the Exchange to reflect the current market as the Opportunity Zone program grows. This could include more detailed project information available from state and local governments, academia, and the private sector. Much of the activity taking place in Maryland's Opportunity Zones takes the form of private transactions, and the State will pursue further incentives to encourage businesses to register a

project on the Exchange. Best practices should also be included, encompassing both national and state specific information. Maryland is a unique state with diverse resources and assets that may be utilized and leveraged. Creating one place with broad access to available information and showcasing successful ventures will benefit all stakeholders.

5. Identify and market state-owned surplus property ripe for transfer and investment in Opportunity Zones.

At all levels of government, there is a struggle to dispose of publicly-owned underutilized or vacant properties. Many buildings may have high costs to maintain or high cost to demolish. The OZ program has spurred a unique opportunity to entice private acquisition and redevelopment of a current tax-exempt property into one that generates tax revenues.

6. Brownfield Development in Opportunity Zones.

Identify and promote marketable brownfield sites that are ready for redevelopment within QOZs. The ability to leverage available federal funding and stack additional federal and state incentives will entice investors. The Department of Planning and Department of the



Environment offer technical assistance to navigate the complex process of brownfield redevelopment through the Brownfield Redevelopment Outreach Program. Maryland has over 1,700 potential sites that investors could utilize to spur redevelopment.

7. Create a tool to measure and assess Opportunity Zones in Maryland on an annual basis. Due to lack of guidance at the federal level the states are limited in their ability to create full reporting mechanisms to quantify the true impact of investments in QOZs. The Department of the Treasury cannot connect OZ data, such as the number of QOFs and amounts invested to QOZ businesses, to specific census tracts. Tying data reported by the QOF investors to specific census tracts or QOZs would allow evaluators to better and more accurately measure the qualitative effects of the OZ program. Maryland must carefully balance the need for substantive reporting and tracking, without disincentivizing investors with cumbersome or burdensome requirements.

8. Prioritize strategic partnerships for Workforce Development through the Opportunity Works Program. With emerging workforce needs, certain industries require specialized training to meet these needs. Prioritizing partnerships with institutions of higher education within and surrounding Opportunity Zones, through programs like Opportunity Works, will assist individuals who may otherwise have barriers to employment. Specifically utilizing community colleges and other public institutions of higher education can provide specialized skills training for jobs in emerging industries that have a demand for a skilled workforce.

9. Identify communities with potential to partner with public institutions. It's important to maximize the impact of our public institutions throughout Maryland. These institutions are foundational assets that can drive and leverage additional investment. The State is able to identify public institutions and facilitate connections with the local communities to be a catalyst to entice investment. Community partnerships with public institutions can create new jobs in areas like Research & Development, health care, and science and technology, which enable institutions such as colleges and hospitals to retain talent as more job opportunities become available.

10. Continue funding for Administration initiatives that support community and economic development.

A. Strategic Demolition Fund - The Strategic Demolition Fund seeks to catalyze activities that promote and accelerate economic development and job production in existing Maryland communities. The Fund aims to improve the economic viability of "grey field development," which often faces more barriers than sprawling "green field development." Since funds are limited, awards will focus on those projects that have the potential for high economic and revitalization impact in their existing communities.

B. Rental Housing Works - The primary purpose of the Rental Housing Works program is to create jobs and strengthen the Maryland economy by providing gap financing for the creation and preservation of affordable rental housing financed through DHCD's Multifamily Bond Program and Low Income Housing Tax Credit Program. Continuing to invest in Rental Housing Works will ensure Maryland will lead the nation in securing affordable workforce housing for teachers, public safety professionals, and government workers.

C. Neighborhood BusinessWorks - This program supports flexible financing to new or expanding small businesses and nonprofit organizations in Sustainable Communities, Priority Funding Areas, and defined Opportunities Zones throughout the state. Neighborhood BusinessWorks provides loans to Maryland-based small businesses, local development corporations, and nonprofit organizations whose activities contribute to a broader revitalization effort, and whose projects are intended to promote investment in commercial districts or town centers.

IX. CONCLUSION

The full potential of Maryland's 149 Opportunity Zones is yet to be determined. Many in both the public and private sectors are awaiting more guidance from the U.S. Treasury. The full, true extent of the economic benefits will only be understood and quantified after the full ten years allotted to the program.

Still, the excitement and enthusiasm among local jurisdictions for the Opportunity Zones program is palpable. Communities across the state are eager to learn more about the program and recognize the unique chance that it provides to inject transformative investment directly into the areas of the state that need it the most.

While Maryland has already gained national recognition as a leader in the implementation of the Opportunity Zones program, it is clear that there are areas to expand resources, continue critical funding, and improve collaboration between state agencies and local partners.

The above recommendations will create the flexibility and support needed to ensure Maryland continues leading the nation in Opportunity Zone redevelopment.



Lt. Governor Rutherford delivered opening remarks at the second Maryland Opportunity Zones Conference in Ellicott City, where attendees and potential investors learned more about the Opportunity Zone program and its success stories in Maryland.



APPENDIX A

EXECUTIVE ORDER 01.01.2019.01



OPPORTUNITY
ZONE LEADERSHIP
TASK FORCE



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The State of Maryland

Executive Department

EXECUTIVE ORDER

01.01.2019.01

Maryland Opportunity Zone Leadership Task Force

- WHEREAS, Federally designated “Opportunity Zones,” 26 U.S.C. § 1400Z-1 *et seq.*, attract capital to Maryland and energize the development of communities that have not traditionally been invested in by the private sector;
- WHEREAS, Nominations of 149 Opportunity Zones across Maryland were announced by the Maryland Department of Housing and Community Development and the Maryland Department of Commerce as part of a nationwide initiative administered by the U.S. Treasury;
- WHEREAS, The State intends to enhance the attractiveness of Opportunity Zones for capital and ensure that social benefits within these communities are maximized;
- WHEREAS, State government can, by offering advice, consultation, and incentives, support and improve Opportunity Zone communities;
- WHEREAS, As Opportunity Zones, struggling urban, suburban, and rural communities in Maryland can receive an historic level of investment; and
- WHEREAS, The State will create an “Opportunity Plan” for helping communities identify local advantages and design actionable strategies to meet local priorities and needs;

NOW THEREFORE, I, LAWRENCE J. HOGAN, JR., GOVERNOR OF THE STATE OF MARYLAND, BY VIRTUE OF THE AUTHORITY VESTED IN ME BY THE CONSTITUTION AND LAWS OF MARYLAND, HEREBY PROCLAIM THE FOLLOWING EXECUTIVE ORDER, EFFECTIVE IMMEDIATELY:

A. There is a Maryland Opportunity Zone Leadership Task Force (the "Task Force").

B. Membership.

1) The Task Force shall consist of the following voting members:

- a) The Lieutenant Governor;
- b) The Secretary of the Department of Housing and Community Development, or the Secretary's designee;
- c) The Secretary of the Department of Commerce, or the Secretary's designee;
- d) The Secretary of the Department of Labor, Licensing, and Regulation, or the Secretary's designee;
- e) The Secretary of the Department of Planning, or the Secretary's designee;
- f) The Secretary of the Maryland Department of Transportation, or the Secretary's designee; and
- g) The Secretary of the Maryland Department of Human Resources, or the Secretary's designee.

2) The following shall be invited to be, and shall be upon acceptance, voting members of the Task Force:

- a) The Superintendent of the Maryland State Department of Education, or the Superintendent's designee;

- b) The Secretary of the Maryland Higher Education Commission, or the Secretary's designee;
 - c) The Executive Director of the Maryland Stadium Authority, or the Executive Director's designee;
 - d) The Chancellor of the University System of Maryland, or the Chancellor's designee;
 - e) An appointee of the Maryland Association of Counties;
 - f) An appointee of the Maryland Municipal League;
 - g) An appointee of the Maryland Economic Development Corporation;
 - h) An appointee of the Maryland Technology Development Corporation; and
 - i) An appointee of the Maryland Association of Community Colleges.
- 3) The Governor shall designate the Chair from among the members.
 - 4) Members of the Task Force serve at the pleasure of the Governor.
 - 5) A vacancy shall be filled in the same manner that the initial appointments are made.

C. Procedures.

- 1) The majority of voting members of the Task Force shall constitute a quorum for the transaction of any business.
- 2) The Task Force shall hold publicly announced meetings at such times and such places as it deems necessary. The meetings shall be accessible to the general public in accordance with the Maryland Open Meetings Act or other applicable law.

- 3) The Task Force may adopt such other procedures as may be necessary to ensure the orderly transaction of business, including the creation of committees.
- 4) The Chair may, with the consent of the Task Force, designate additional individuals, including interested citizens, elected officials, educators, or specialists with relevant expertise, to serve on any committee.
- 5) The Task Force may consult with the principal departments of the Executive Branch of the State government to obtain such technical assistance and advice as it deems necessary to complete its duties.

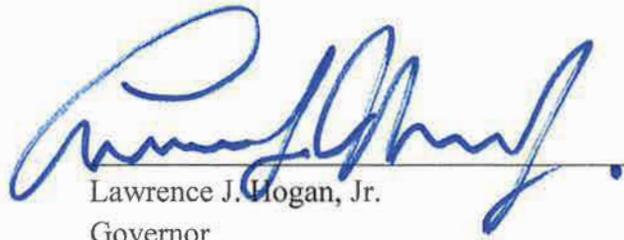
D. Duties. The Task Force shall:

- 1) Advise the Governor on all matters assigned to the Task Force and be responsible for carrying out the Governor's policies on those matters;
- 2) Conduct regional summits in various parts of the State, including the Eastern Shore, Southern Maryland, Western Maryland, and Central Maryland, to enable citizens to share information, market prospectuses, and solicit and offer opportunities and possibilities for Opportunity Zone investment;
- 3) Provide an electronic portal for citizens to submit their comments to the Task Force;
- 4) Develop a clearinghouse for local government, developers, and other interested parties to learn of and access Opportunity Zone resources;
- 5) Develop a community marketing strategy and an economic-development policy brief for Opportunity Zones;

- 6) Develop an “Opportunity Plan” that sets broad goals for Opportunity Zones aligned with State economies, priorities, and culture;
 - 7) Outline development of Opportunity Zones with a multi-year timeline that is subject to measurement and assessment on an annual basis;
 - 8) Provide recommendations for legislation to enhance Opportunity Zone incentives;
 - 9) Devise innovative methods for incorporating Opportunity Zones into existing State programs, including, but not limited to, More Jobs for Marylanders and EARN Maryland; and
 - 10) Coordinate participation with local governments to best align local resources with Opportunity Zone investment.
- E. Units of State and local government shall retain all budgeting and funding authority to undertake initiatives in Opportunity Zones.
- F. Reports and Recommendations.
- 1) The Task Force shall summarize its progress in fulfilling its duties in a report submitted to the Governor, the President of the Maryland Senate, and the Speaker of the Maryland House of Delegates, no later than October 1, 2019.
 - 2) The Task Force may issue additional reports as directed by the Governor.

Given Under my Hand and the Great Seal of the State of Maryland, in the City of Baltimore, this 3rd Day of January, 2019.





Lawrence J. Hogan, Jr.
Governor

ATTEST:



John C. Wobensmith
Secretary of State



APPENDIX B

OUTREACH EVENTS



OPPORTUNITY
ZONE LEADERSHIP
TASK FORCE



DHCD'S OPPORTUNITY ZONE OUTREACH EVENTS

Date	Event
July 31, 2018	2018 Maryland's Opportunity Zone Conference - 430+ attendees
March 1, 2019	2019 Business Resource Forum- Upper Shore, Queen Anne's County
April 3, 2019	Greater Baltimore Black Chamber of Commerce
April 9, 2019	BioHealth Investment Conference - Gaithersburg
April 19, 2019	Queen Anne's County - Bus Resource Meeting - Opportunity Zone Panel
April 24, 2019	Opportunity Zone Leadership Task Force Southern MD Regional Summit
May 3, 2019	Somerset County Opportunity Zone Forum
May 2, 2019	Maryland REALTORS® Commercial Alliance - Opportunity Zone panel
May 5, 2019	2019 StateSccop 50 Awards - State IT Innovation of the Year - Maryland OZ Information Exchange
May 7, 2019	Rural Maryland Council, Preservation Maryland -Brunswick, Maryland
May 17, 2019	28th Annual Affordable Housing Conference of Montgomery County Summit
May 20, 2019	Urban Land Institute (ULI) - Small Scale Developer Forum
June 5, 2019	Cecil/Harford/ Carroll - Opportunity Zone Task Force Meeting
June 25, 2019	Cecil County Council - Opportunity Zone Presentation
July 12, 2019	Worcester County Opportunity Zone Forum
July 24, 2019	MEDA Economic Forum - Frederick, Maryland
August 6, 2019	Maryland Council of Community College Presidents - Opportunity Zone presentation
August 7, 2019	Prince George's Opportunity Zone Task Force Meeting
September 18, 2019	Talbot County Business Resources forum
September 24, 2019	Vacancy to Vibrancy Brownfield Boot Camp - Easton, Maryland - Opportunity Zone Presentation
October 1, 2019	2019 Maryland's Opportunity Zone Conference



APPENDIX C

TASK FORCE MEETINGS



OPPORTUNITY
ZONE LEADERSHIP
TASK FORCE



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MARYLAND OPPORTUNITY ZONE LEADERSHIP TASK FORCE MEETINGS

Date	County	Venue
February 22, 2019	Anne Arundel	Governor's Reception Room
March 14, 2019	Wicomico	Truitt Community Center
April 24, 2019	Charles	Town of Indian Head Pavilion
May 23, 2019	Baltimore City	The Hippodrome Theatre
June 5, 2019	Harford	The Cultural Center at the Opera House
July 10, 2019	Allegany	Frostburg State University
August 7, 2019	Prince George's	Prince George's Community College

Meeting agendas and minutes can be accessed at the [Opportunity Zone web page](#).

Community Outreach Briefing – Faith Based & Non-profit entities

September 5, 2019	Anne Arundel	Crownsville State Complex
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