

Town of Indian Head Economic Revitalization Strategy

Report to the Indian Head Town Council

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Approved November 18, 2015

Statement of Purpose

To develop and implement an economic revitalization strategy for the Town of Indian Head, build the local economy, reverse patterns of disinvestment and the perception and appearance of decline, and strengthen the mutually beneficial and historic relationship between the Indian Head community and the United States Navy

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Threat Analysis

- DoD claims that 25% of defense base infrastructure is “surplus”
- A \$500 billion reduction in military spending forecast in next 10 years
- Rumors are that Indian Head is highly vulnerable in a future round of BRAC, possibly in 2017 or 2019
- Attempts to close or move Indian Head in the 1995 and 2005 rounds of BRAC were narrowly prevented
- The Economic impact of closing Indian Head would be significant—3,000 employees at Naval Support Facility-Indian Head, Stump Neck Annex and Tenant Commands, \$400 million in payroll and contracts—The total economic impact could be higher

Naval Support Facility—Indian Head Employment and Economic Impact

2014 Profile: Naval Support Facility Indian Head, Maryland:

Federal Civilian Employees	1,964
Military Personnel	600
Contractor Employees	<u>412</u> (utilizing on-base work spaces)
TOTAL	2,976

Maryland Economic Impact Study of Military Facilities
(FY12):

“Naval Support Facility Indian Head supports 4,951 jobs, generates \$544.7 million in total output and \$313.9 million in total wages.”
(Maryland Department of Commerce)

DoD Base Realignment and Closure (BRAC)

“The FY 2015 President’s Budget requests the authority for the Department of Defense (DoD) to commence an additional round of Base Realignment and Closure (BRAC) in 2017 and to establish an independent Commission that will provide an objective, thorough, and non-partisan review and analysis of DoD’s recommendations.

“The Department is facing a sustained period of tight and declining resources. Associated with that reduction will be a force structure drawdown which will add to already existing excess capacity. Additionally, evolving force structure drives a requirement to periodically examine supporting infrastructure to ensure it is aligned to best provide for the changing needs of our warfighters. The Department must be able to eliminate excess infrastructure to avoid wasting resources maintaining unneeded facilities—resources that could be much better spent on readiness.

“BRAC provides the only fair, objective, and comprehensive process to achieve these goals. This year’s request for a 2017 round gives the Department, communities, and Congress sufficient time to plan for an effective round that will be focused on efficiency.”

U. S. Department of Defense, March 2014

The Defense Authorization Act, enacted by Congress in 2005, specified eight BRAC selection criteria. Only two, in the bottom tier of criteria ranked below “Military Value,” address “Other Considerations” relating to community impact, as follows:

“6. The economic impact on existing communities in the vicinity of military installations.

“7. The ability of the infrastructure of both the existing and potential receiving communities to support forces, missions, and personnel.”

Undersecretary of Defense, January 4, 2005

Weaknesses

- Blighted appearance of vacant commercial buildings on Indian Head Highway
- Lack of services and amenities valued by citizens of the Town and Navy military and civilian personnel (grocery, drugstore, restaurants, coffee shop/sandwich shop, etc.)
- Perception that the host community—the Town, the County, and the State of Maryland—does not value the Navy's continued presence at Indian Head
- Perception of “two Navies” at Indian Head—one action-oriented, focused on innovation, entrepreneurial, eager to engage with the community and potential new partners; the other focused on maintaining what's inside the gate

Assets

- A strong 125-year working relationship between the United State Navy and the host community for the national energetics “Center of Excellence”
- Close proximity to the Nation’s Capital, with excellent highway access
- Location on the Potomac River, with contiguous waterfront along the Town’s western boundary
- Location on Mattawoman Creek, the Town’s eastern boundary, an important natural resource and eco-tourism destination
- An independent, full-service municipal government with an elected Council and professional management

Opportunities

- Willing partners and allies for the Town of Indian Head at the County, State and federal levels, in the private sector, and among the leaders of the Naval Support Facility-Indian Head and its tenant commands
- Economic development and infrastructure projects near Indian Head could have potential spin-off benefits (for example, National Harbor-MGM Grand, and Maryland Airport)
- The recent Joint Land Use Study (JLUS) has focused attention on the relationship between Naval Support Facility-Indian Head and the community, and the need for coordination to ensure that future land use decisions are compatible with the mission of the base

The Political Terrain

- Conditions are very favorable for securing public sector support for the Town's economic revitalization initiatives
- There is widespread recognition that a new round of BRAC could pose a credible threat of closure to NSF-Indian Head
- There is an equally widespread "perception" that the appearance of the Town does not reflect its historically close and mutually supportive relationship with the base
- The Town's decision in 2014 to commit its own resources to reverse this trend has ignited interest in assisting the Town at all levels of government and in the private sector, and enhancing the base's mission with additional tenants and infrastructure
- Together these factors have created a "sense of urgency" for action and high interest in the Town's strategic initiatives

Potential Allies and Support

- **Charles County:** Board of County Commissioners, County departments and agencies; potential funding for the Town's priorities and strategic initiatives through the County's annual operating budget and Capital Improvement Program
- **State of Maryland:** Governor and Comptroller, State legislative leaders, cabinet departments and agencies that administer State designations and grants, that are engaged in community development and commercial revitalization, with resources that could assist projects and initiatives in the Town's strategy
- **Federal Government:** Maryland's Congressional Delegation, Military Construction (MILCON) projects, federal funding for community revitalization and economic development projects, and other designations and grants for which Indian Head qualifies
- **Private Sector:** Advocacy for the Town's priorities and strategic initiatives by the Charles County Chamber of Commerce, the Military Alliance Council, and other private sector business groups

Strategic Initiatives

1. Conduct Mid-Atlantic Search for Grocery Store
2. Coffee/Sandwich Shop
3. Indian Head Boardwalk and Living Shoreline on the Potomac
4. Indian Head Fiber Optic Cable Initiative
5. Black Box Theater/Indian Head Center for the Arts
6. Charles County Sheriff's Substation in Indian Head
7. John T. Parran House and Property
8. Indian Head Highway Streetscape Project
9. Redevelopment of Ely Property
10. Village Green Pavilion

Strategic Initiatives (Continued)

11. Robinson Terminal Warehouse Corporation Site
12. Blight Removal
13. Potomac River Ferry Crossing
14. State Designations—Sustainable Communities
15. Naval Energetics Museum at Indian Head
16. Eco-Tourism—Waterfront Outdoor Amphitheater

Other Initiatives:

- Events Program
- Marketing Slogan for Indian Head
- Partnership with College of Southern Maryland

1. Conduct Mid-Atlantic Search for Grocery Store

Project Description:

Pursue grocers in the Southern Maryland region and the multi-state Mid-Atlantic area that would be a good fit for the Indian Head market. An independent grocer or chain of grocery stores with a smaller footprint may be feasible. This is one of the community's top priorities. Currently no grocery store is located in the Town of Indian Head. A vacant building that was once occupied by a grocery store is a daily reminder to residents that they do not enjoy this basic necessity.

For purposes of illustration only, a photograph of the new Aldi Food Market located on MD 235 north of Lexington Park, in St. Mary's County, is shown here. Aldi has 1,200 stores in the United States. They are discount, modest sized food stores offering their own brands on shelves in their shipping cartons, with produce, dairy and packaged meats.

Their site specifications and location criteria are:

- 17,000 square feet with 85 parking spaces (10,000 feet of sales floor)
- 2.5-acre pads for purchase and development
- End-cap or inline space with minimum of 100' of frontage
- Signalized, full access intersection preferred
- Dense trade area population within 3 miles
- Sites located in community and regional shopping districts with convenient access to population
- Sites zoned to allow grocery use
- Daily traffic count in excess of 20,000 vehicles per day

The daily traffic counts in Indian Head of 13,000 trips per day do not match the Aldi goal of 20,000, but the Town can match other criteria on the list. Local and regional grocers should also be pursued, such as McKay's Supermarkets, headquartered in St. Mary's County.



1. Grocery Store (Continued)

Next Steps:

- Research and identify grocers in the Mid-Atlantic region, the Washington, D.C. region, Maryland, and Southern Maryland whose location criteria match the market area of the Town of Indian Head
- Meet with Tom McKay, Nick's of Clinton, and owners of other independent markets to discuss their location criteria and gain a better understanding of the key factors that drive decisions in their industry
- Develop a profile of the Indian Head market area that responds to the specifications that grocers identified in the research
- Arrange meetings with executives of target grocery chains and independent grocers to ascertain their needs and their interest
- Meet with the Maryland Department of Agriculture, the Southern Maryland Agricultural Development Commission and the Charles County Farm Bureau to request assistance in organizing a farmer's market or cooperative
- Meet with representatives of the Maryland Departments of Housing and Community Development, Planning and Commerce to identify programs that can provide financial assistance to commercial enterprises willing to locate in the Town
- Identify vacant buildings and lots in strategic locations on Indian Head Highway that can be promoted for new commercial enterprises on the Town and County economic development websites

Funding Required, Potential Funding Sources, Potential Project Partners, and Project Schedule:

TBD based on completion of above steps.



2. Coffee/Sandwich Shop

Project Description:

Investigate the feasibility of locating a brand-name coffee shop on the southbound side of Indian Head Highway on a suitable site near the main gate of the base.

It would be very convenient for Navy personnel, and a quality of life amenity supportive of the base's mission, to have a coffee shop/sandwich shop outside the main gate where base personnel could stop for coffee in the morning, have lunch, or have small informal meetings with other base employees and visitors. It would facilitate interaction between the Navy and civilian community, and provide a venue for visitors to Indian Head to meet with Navy personnel without the necessity of clearing security at the pass office. An amenity like this would be appreciated by the Navy workforce and the citizens of the Town.

The photograph to the right of the Starbucks store in La Plata is provided for illustrative purposes. The average Starbucks serves between 500 and 700 orders per day. With a workforce of 3,000 entering and leaving the base every day, this volume of sales should be achievable in the right location near the main gate. The photo on the next page is a picture of the interior of the "Late for the Train" coffee shop in Flagstaff, Arizona, which the owners have adapted from an old gas station. This is an example of what can be done to repurpose an existing building.

Next Steps:

The methodology for this priority would follow many of the same steps as the search for a grocery store. (There is a possible connection between this project and Priority 11, the Robinson Terminal Warehouse Project, which will be explained in that section of the report.)



2. Coffee/Sandwich Shop (Continued)

Next Steps (Cont'd):

- Research and identify franchise or independent coffee sellers in the Mid-Atlantic region, the Washington area, Maryland, and Southern Maryland whose location criteria match the market area of the Town of Indian Head
- Meet with coffee sellers to discuss their location criteria and gain a better understanding of the key decision points for this type of enterprise
- Develop a profile of the Indian Head market area that responds to the specifications identified in the research
- Arrange meetings with owners and executives of prospects identified in the research, to ascertain their needs and their interest
- Meet with local, State and federal agency representatives as needed to respond to the prospect's needs
- Identify vacant buildings and lots in strategic locations on the southbound side of Indian Head Highway that can be promoted for this or other new commercial enterprises on the Town and County economic development websites

Funding Required, Potential Funding Sources, Potential Project Partners, and Project Schedule:

TBD based on completion of the steps above.



3. Indian Head Boardwalk and Living Shoreline on the Potomac

Project Description:

The Indian Head Boardwalk and Living Shoreline is one of the priority initiatives in the strategy for revitalizing the Town.

The Potomac River is Indian Head's greatest potential asset, but until now there has been little or no public access to it. The construction of a 1,200-foot boardwalk along the shoreline of the River in Indian Head has been on the drawing boards for many years. The State of Maryland approved federal funding for the project ten years ago, but because of the lengthy process of review and approval by various regulatory agencies, the start of the project was delayed, and the State's original \$1.5 million grant award had to be reinstated. This has been accomplished.

All permits have now been approved, the State's original funding commitment has been restored, the Town has advertised the project, and bids for construction have been received. The low bid, however, exceeded the available funding for the project, so the Town has met with the State to request additional federal funding for the project. The State has suggested that an 80-20 federal-local cost sharing arrangement for the project may be possible. Toward this end, the Town has asked the Charles County Commissioners to contribute \$328,000 to help finance the local 20 percent share of the project cost. If the Town's request is approved by the County and the State, construction of the boardwalk can begin.

When completed, the Boardwalk will provide the public with much-needed access to the Potomac River, an opportunity to enjoy the scenic beauty and environmental significance of the "living shoreline," a new destination for visitors, and an amenity that will connect other elements of the revitalization strategy.

Boardwalks have been a key element of recent strategies for revitalizing small communities on Maryland's rivers and Bay. In Southern Maryland, boardwalks along the waterfront in Leonardtown and North Beach have been very successful.

(The photo to the right and on the following page show the boardwalk at Leonardtown Wharf, for illustrative purposes only.)



3. Indian Head Boardwalk (Cont'd)

Next Steps:

- Consideration of the Town of Indian Head's request for additional local funds by the Charles County Commissioners
- The Town will request the Maryland State Highway Administration's approval of additional federal funds, using the 80-20 funding formula
- The Town will secure a bid extension from the lowest bidders on the project
- Upon receipt of funding approvals, concurrence in award, and authorization to proceed from the State, construction of the project can begin
- When all funding approvals are in place and the construction contract has been awarded, a groundbreaking ceremony should be scheduled by the Town to recognize the County, State and federal officials who were instrumental in financing the project

Funding Required and Potential Funding Sources:

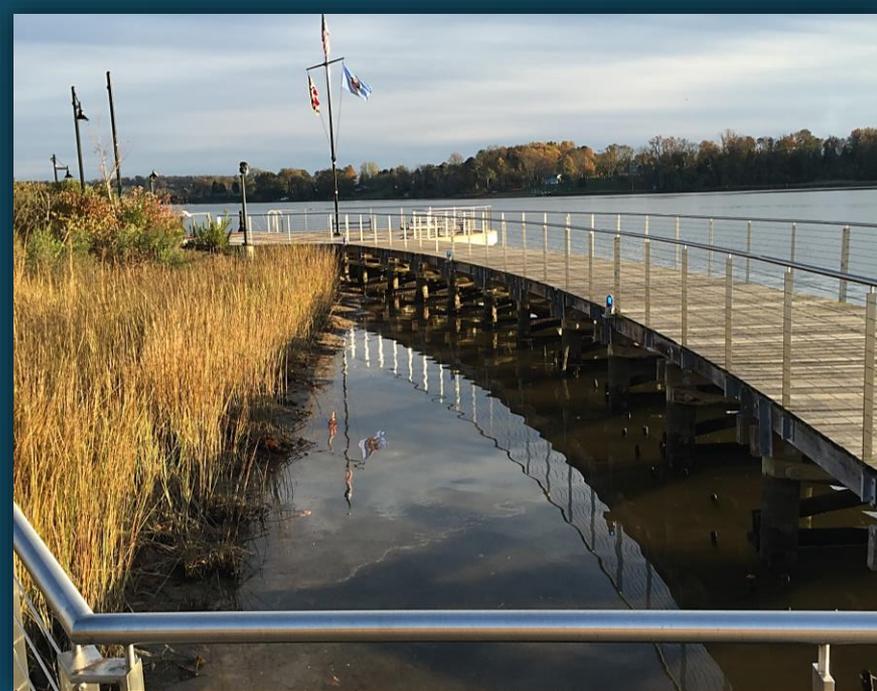
The total project cost is \$4,142,580, representing the lowest bid plus a 10 percent contingency for construction and materials testing. Using the 80-20 formula, the local share of the project cost would be \$828,516. The Town would contribute \$500,000, and the County, if approved by the Commissioners, would contribute \$328,516. The State's 80 percent share of the project cost would be \$3,314,064, to be financed with federal transportation funds administered by the State. So far, the Town has invested \$372,000 in planning, designing and engineering the project, securing permits, and responding to technical review comments.

Potential Project Partners:

The Town's principal partner in this project has been the State of Maryland, and more specifically the State Highway Administration. In recent months, SHA has responded immediately to requests for assistance from the Town in restoring the State's commitment of federal project funding, and has provided guidance on how the State and community can respond to the increase in the project cost. The Charles County Commissioners can play a key role in creating this new waterfront asset and amenity for the citizens of the Town and the County, by approving the Town's request for additional local matching funds. This is the Town's first request to the County for assistance in implementing the community's economic revitalization strategy.

Project Schedule:

Upon receipt of final funding approvals, the State's concurrence in the contract award and authorization to proceed, construction of the project can begin. Depending on weather conditions, the contractor could mobilize and start construction of the Boardwalk in the spring of 2016.



4. Indian Head Fiber Optic Cable Initiative

Project Description:

The next priority is the implementation of a plan with the Maryland Broadband Cooperative to bring g6-thread fiber optic cable two miles down Indian Head Highway from General Smallwood Middle School, through the Town of Indian Head, with lateral connections to public and private facilities, and linking the Naval Support Facility-Indian Head and the Navy's Stump Neck Annex with state-of-the-art fiber optic technology.

In the last decade, when the State of Maryland constructed a state-wide fiber optic backbone onto which private-sector service providers could connect "last mile" broadband services for local customers, the fiber optic backbone turned north at the intersection of MD 225 and MD 210, leaving the Town of Indian Head and one of the State's major military installations without access to the benefits of this vital high-technology infrastructure. In the context of the Town's economic revitalization strategy, it is essential that this oversight be corrected. It is also in the Town's interest to engage other potential partners whose interests would be served by the project, such as the United States Navy, Charles County and the State of Maryland, in sharing the costs of implementation.

The project would involve the construction of two fiber optic lines from the main gate of the Naval Support Facility-Indian Head, through the Town, to the Stump Neck Annex via MD 225 and MD 224. One conduit would be for dark fiber using full military-grade standards for secure use by the defense installation. A separate conduit would be for civilian community use, including street-level laterals connecting public and private sector structures that are designated by the Town along the fiber optic backbone on Indian Head Highway, such as the Town Hall, Fire Department, Elementary School, and the Ely Building. A fiber connection would also be provided for Lackey High School on MD 224.

Access to fiber optic technology will be an important asset in the future marketing and promotion of the Town for economic development. Providing lateral connections to existing structures and development sites during construction of the backbone will significantly reduce future cost to new prospects, developers and tenants locating in the Town.



4. Indian Head Fiber Optic Cable Initiative (Continued)

Next Steps:

This initiative has been developed in consultation with the Maryland Broadband Cooperative, the Town of Indian Head, and the Naval Surface Warfare Center, Indian Head- Explosive Ordnance Disposal Technology Division and their information technology experts. There is significant local support for the project and recognition of its potential value to the civilian-military community. The next step is to engage the State and County governments in a discussion of their participation.

At the State level, a meeting with Commerce Secretary Michael Gill will need to be scheduled, and potential sources of State funding identified. At the County level, the County Commissioners will need to be briefed on the project, and a capital budget request submitted. At the federal level, it will be necessary to consult the Congressional Delegation on the potential for additional federal funding for the project, and request their assistance in securing the Navy's approval for NSF-Indian Head and the tenant commands to participate in the project, and commit Navy resources to its implementation.

Funding Required:

The estimated total cost of the community and military components of the project described above is \$1,428,000. This includes \$1,082,000 for the military specifications, and \$346,000 for the civilian and community needs.

Potential Funding Sources and Project Partners:

A funding plan or allocation of costs has been developed based on the future benefits to be derived by each contributor to the project. The funding plan also recognizes that the Naval base at Indian Head—operating under many different names and organizational structures—has been a significant contributor to the prosperity of Charles County and the State of Maryland for more than 125 years.

The Navy's authorized and preferred method of contributing funds to the project has not yet been determined, and will require further analysis, but the benefit to the installation at Indian Head of having modern fiber optic infrastructure with a new connection to the Stump Neck Annex is easy to define, especially when the potential risk of failure of the current copper and fiber cables installed in the 1980's and 1990's is considered.



4. Indian Head Fiber Optic Cable Initiative (Continued)

Funding Sources (Continued):

The proposed sources of funding for the project are as follows: United States Navy (or federal government) \$528,000; Charles County Government \$500,000; State of Maryland \$300,000; and the Town of Indian Head \$100,000. The total estimated project cost is \$1,428,000

Project Schedule:

Since both the State and County budget funds on a fiscal year basis (July 1 to June 30), new capital budget funding for this project, if approved, would become available in FY 2017, after July 1, 2016.

Further consultation with the United States Navy and the Congressional Delegation will provide more insight regarding the availability of federal funding and the timing of funding requests submitted through the appropriations process, or through existing programs. When funding commitments are secured, a project implementation schedule would be developed by the Maryland Broadband Cooperative, and MDBC could begin detailed planning, engineering, and coordination with NSF-Indian Head, the Stump Neck Annex, and the Town on technical issues to prepare for the construction start.



5. Black Box Theater/Indian Head Center for the Arts

Project Description:

Explore the feasibility of designating the Indian Head Center for the Arts and Black Box Theater by the State of Maryland as an Arts and Entertainment District, and if feasible, establish this as a future goal. A \$190,000 investment by the State of Maryland, Charles County and the Town of Indian Head in the renovation of the second floor of the Black Box Theater has been completed, adding classrooms, studios and multi-purpose space. An ambitious program of live performances in the 84-seat Theater is underway. The Town and the County have an important role to play in promoting an expanded performing arts program in Indian Head. A short-range five-year plan should be developed for additional capital improvements that enhance the Black Box Theater's performance space, and a longer-term vision for the arts in the Town of Indian Head.

Maryland's Arts & Entertainment (A&E) Districts help develop and promote community involvement, tourism and revitalization through tax-related incentives that attract artists, arts organizations and other creative enterprises. There are two annual deadlines for the A&E District Application, in April and October. Applications reviewed by the Maryland State Arts Council and are approved by the Maryland Secretary of Commerce. Designated Arts & Entertainment Districts are eligible to receive Technical Assistance grants.

The State program is focused on initiatives to create new events, festivals, public art projects, capital projects, and attract new retailers, businesses, restaurants, and arts organizations to the community. The vitality of an Arts and Entertainment District is measured by the number of art galleries, performance venues, museums, arts organizations, and public art pieces located in the community.

The leaders of the Indian Head Center for the Arts and Black Box Theater have done heroic work in creating a small performing arts venue that has thrived for almost 20 years with very limited resources. By collaborating with other initiatives being undertaken in this economic revitalization strategy, it may be possible to engage new partners in creating new opportunities.



5. Black Box Theater/Indian Head Center for the Arts (Continued)

Next Steps:

- Meet with leaders of the Indian Head Center for the Arts and Black Box Theater to discuss their goals and vision for the future, and ways the Town can assist efforts to promote their programs and events
- Research the arts programs of other towns in Maryland that have received A&E District designations
- Meet with the Town Administrator of Leonardtown, Laschelle McKay, who manages the only State-designated A&E District in Southern Maryland, to discuss “lessons learned” in their experience building an arts community, and the benefits they have received from the State’s designation
- Organize a meeting with the Maryland State Arts Council’s A&E program manager and leaders of local arts, heritage, tourism and cultural activities. Strive for collaboration and connections in the development of new community assets and events on the Potomac River, Mattawoman Creek, the Village Green Pavilion, and the Indian Head Rail Trail, as examples
- Coordinate this priority initiative with Charles County’s Chief of Tourism and Special Events

Funding Required and Potential Funding Sources:

Until the previous steps are completed, it would be premature to propose an itemized list of additional funding needed to implement this initiative. Nevertheless it is likely that the proposed research, planning, meetings, visioning and discussions with community leaders and local, County and State representatives will result in a consensus of support for enhancements worthy of new investment. It will then be necessary to develop budgets and funding requests for public agencies and interested corporate sponsors to consider—requesting both operating and capital funds.



5. Black Box Theater/Indian Head Center for the Arts (Continued)

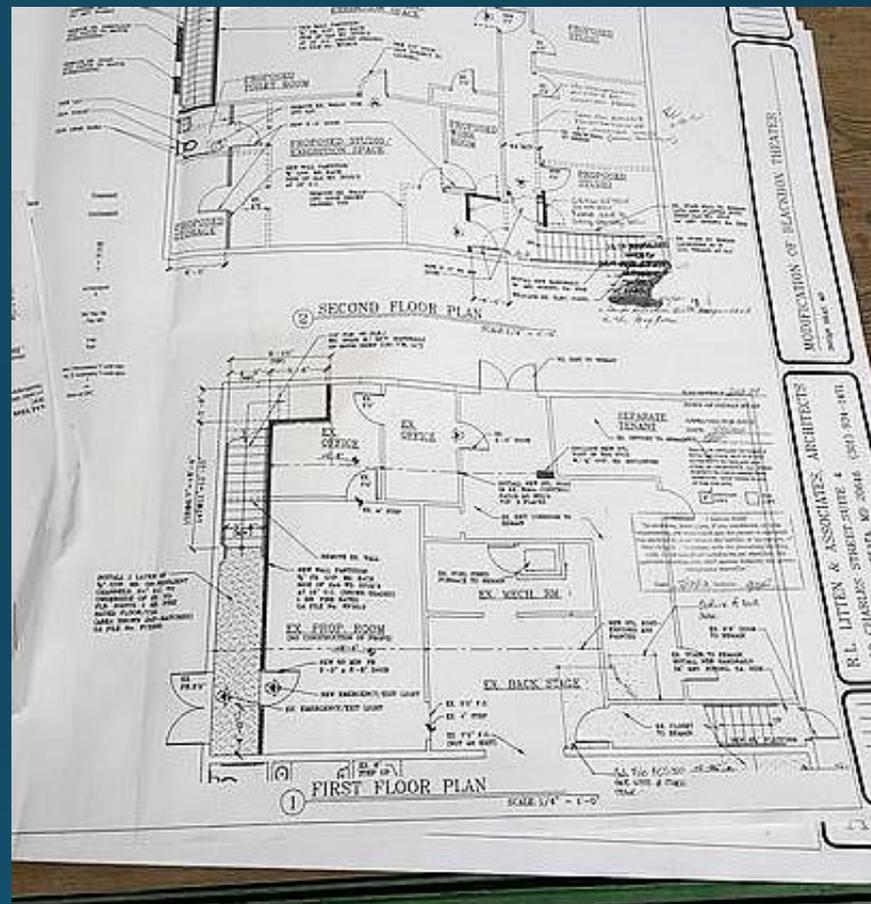
One of the goals of the A&E designation is community revitalization. The Maryland Department of Housing and Community Development, and the team of State agencies whose programs contribute funds to State-designated communities, such as Sustainable Communities, become potential sources of funding for this initiative.

Potential Project Partners:

The Maryland State Arts Council, DHCD, MDP, Maryland Department of Commerce, MDOT-SHA, DNR, the Charles County Government, the Charles County Delegation to the Maryland General Assembly, all have potential future roles to play in the implementation of specific components of this initiative, which need to be defined, consistent with each agency's mission. Again, it would be premature to identify specific partners until projects are clearly identified.

Project Schedule:

It would be reasonable to expect the process of consensus-building and collaboration among cultural leaders to take a year to complete. It took the Charles County Arts Alliance this long to develop its Vision 2020 plan several years ago. Some elements of this initiative may take off more rapidly, in conjunction with the implementation of other initiatives that will be described later in this report.



6. Charles County Sheriff's Substation in Indian Head

Project Description:

A priority of the Town is to re-establish a satellite office of the Charles County Sheriff in Indian Head, where at least two officers could be assigned and establish a "police presence" in the Town. A Deputy Sheriff currently shares office space in the Indian Head Center for the Arts building adjacent to the Town Hall. The Charles County Sheriff's Office has a substation in Bryans Road, located in leased commercial space. Four more years remain on their lease. Thirty officers are assigned to Bryans Road—17-18 officers per shift—assigned to cover western Charles County.

The District II Sheriff's Office was moved from Indian Head to Bryans Road in 2013. In May of 2015, Ely Real Estate proposed bringing a field office for the Sheriff back to their building at 4401 Indian Head Highway in 5,000 square feet of renovated space, modernized and updated for the purpose at an estimated cost of \$132,000. ERE already had plans for the renovation of their neighboring Indian Head Shopping Center, and suggested locating a Sheriff's Office nearby would be a win-win for the community, the Sheriff's Office, and their new tenants. ERE proposed a five-year lease for the Sheriff's Office beginning at \$42,500 per year with an annual escalation of 3 percent.

Representatives of the Town of Indian Head have met with the Sheriff, and have offered the Town's assistance in securing suitable space for a small Sheriff's substation or field office, including the suggestion that Ely Real Estate should accommodate this new tenant at no cost. A field office or substation with a large sign and parking for police cruisers that would enhance the visibility of law enforcement, would provide space for quarterly community meetings, and help deter crime. The Sheriff has explained that budget constraints limit his ability to take on additional financial obligations and respond to the Town's request.

Future discussions with Charles County's elected officials on the County's role in the implementation of the Indian Head Revitalization Strategy could generate renewed interest in this proposal and the funding needed to implement it. An appropriation of additional resources by the County Commissioners may be necessary to support the Sheriff's commitment of personnel to the Town, even with the Town's offer to help secure suitable space.



6. Charles County Sheriff's Substation in Indian Head (Continued)

Next Steps:

- Brief the Charles County Commissioners and the Charles County Sheriff on the Indian Head Economic Revitalization Strategy, including the priority of re-establishing a Sheriff's Substation or field office in Indian Head
- Identify suitable space in the Ely building or another existing building on Indian Head Highway to accommodate the Sheriff's Substation
- Meet with the Sheriff's Office to develop an estimate of the cost to the CCSO of establishing a substation or field office in Indian Head, including personnel and equipment
- Meet with the building owner to discuss the cost of renovation, signage, terms of a lease, and the owner's interest in discounting the cost of improvements and rent in return for the benefit of having the CCSO as a tenant
- Organize a meeting of the County Government, the Town of Indian Head, the Sheriff's Office and the building owner to negotiate a cost-sharing agreement for re-establishing a Sheriff's Substation in Indian Head

Funding Required:

TBD, based on the results of the steps above.

Potential Funding Sources (and Potential Project Partners):

Funding Sources could include the Charles County Commissioners, special State and federal grant funds for which the Sheriff's Office is eligible, State financing programs for which the Town will become eligible in conjunction when it received the Sustainable Communities designation, the Town of Indian Head (in-kind contributions to the project), and the property owner

Project Schedule:

TBD, based on the completion of the steps above.



7. John T. Parran House and Property

Project Description:

John Thomas Parran, a native son of Indian Head, was one of the last half-century's most important and influential Southern Maryland elected leaders and statesmen. He was instrumental in the creation of the College of Southern Maryland, the Tri-County Council for Southern Maryland, efforts to restore the water quality and fisheries in the Potomac River and Chesapeake Bay, and a mentor to a generation of rising local elected and civic leaders. In 2015, Senator Parran's former home on the Potomac River in Indian Head was listed for sale (314 and 306 Parran Lane). The two contiguous properties total approximately 3 acres, and include two buildings, including a 3,000 square foot house overlooking the River from the upper floor and deck, and from the enclosed lower level, with 300 feet of waterfront, and a second separate 2,000 square foot house behind. The property is zoned Town Center Mixed Use and is located at the northern terminus of the future Indian Head Boardwalk. The current assessed value of the two properties as of July 1, 2015 is \$566,300.

While it is not proposed that the Town acquire these properties, their current availability presents a significant opportunity for an entrepreneur interested in creating a waterfront dining experience on the Potomac River in conjunction with the Boardwalk, the River, and the history of John Parran's life of public service. The setting suggests the possibility of American country-style family dining or creating a European-style hunting lodge experience. Water-related activities such as kayak rentals or boat rides on the Potomac could be added to the package and create an interesting new destination for visitors. This project would contribute to the goal of increasing public access to the Potomac River in Indian Head.

Next Steps:

- Interview independent restaurant owners in Charles County, Southern Maryland and the Washington area to discuss the key elements of a successful enterprise and obtain their advice on locating and networking with prospective investors in such a venture
- Meet with the owner and agent for the Parran properties to discuss their sales strategy, expectations and development opportunities for the properties



7. John T. Parran House and Property (Continued)

- Depending upon the results of these steps, engage the websites and other marketing tools of the Town and County Economic Development Department to promote this project to networks of restauranteurs, investors and developers of small-scale waterfront destinations
- Access to the properties via the existing narrow private road would need to be improved, and the availability of parking on the site would need to be expanded. Pedestrian and bicycle access to the property from the northern end of the Boardwalk would need to be provided. These site issues will require additional planning and engineering, and estimates of cost

Funding Required:

This is a private sector investment opportunity. However, collaboration between the project owner/developer and the Town, the County and the State will be necessary. For example, creating a seamless transition for the public between the adjacent Boardwalk and the Parran site may require additional planning and engineering. An easement for the construction of the Boardwalk may facilitate this. Permits for water-related activities on the shore may be needed. Improvements in the road access to the site and increased parking would be needed to accommodate restaurant patrons and Boardwalk visitors. These costs should be negotiated in a public-private partnership to implement the project. With the Sustainable Communities designation, additional State financial incentives may be available for the project, as well as the Town's own incentives for new businesses.

Potential Funding Sources and Project Partners: TBD

Project Schedule:

It would be ideal for this project to be implemented concurrently with the construction of the new Boardwalk, offering the possibility of bringing both new visitor attractions online as a package. The results of discussions with the private sector, and success of marketing efforts previously described, will determine the implementation schedule.

[The photo on the previous page is the rear deck of the Parran House overlooking the Potomac River. The photo to the right is a view of the Potomac River from the property, showing the location of the northern terminus of the Indian Head Boardwalk]



8. Indian Head Highway Streetscape Project

Project Description:

Work with the Maryland State Highway Administration (SHA) to implement a plan for the visual enhancement of Indian Head Highway with trees and landscaping, median improvements, bicycle paths, sidewalks and pedestrian-friendly crosswalks, attractive and easily-maintained pavers, and other amenities, creating a Boulevard effect.

Indian Head Highway is a State highway, MD 210. As the gateway to the Naval Support Facility-Indian Head, its visual appearance creates a "first impression" of the Town and the base. Combined with the other priorities in this strategy, a streetscape project equal to those implemented on other Maryland highways could dramatically improve the perception of the Town and its prospects as a location for new private sector commercial investment.

Next Steps:

- Request the designation of this project as a priority in the Charles County Commissioners' 2016 "Tour letter" to the Secretary of the Maryland Department of Transportation
- Request endorsements of this request by key elected leaders and advocacy organizations
- Pursue the inclusion of the project in the State Consolidation Transportation Program (CTP) for FY 2017-2022
- Meet with SHA to review in detail the two miles of Indian Head Highway in the Town limits, define the scope of the project, and integrate it with other priorities in the Town's revitalization strategy, such as the Indian Head Fiber Optic Initiative
- Meet with the Southern Maryland Electric Cooperative to discuss opportunities to bury overhead wires and remove poles at strategic locations adjacent to the "civic campus" and the main gate of the base during the implementation of the Streetscape and Fiber projects
- Design a significant "Welcome" sign or marquee at the entrance to the Town of Indian Head, including a memorable slogan or message promoting the Town



8. Indian Head Highway Streetscape Project (Continued)

Funding Required:

Funding for this project will not be insignificant, but it is not unusual to find streetscape projects in the CTP, and streetscape projects have been implemented by SHA all over the State. The consensus of leaders at all levels of government that urgent action is needed to revitalize the Town of Indian Head in advance of any new Base Realignment and Closure (BRAC) round in 2017 or 2019, should provide the impetus necessary to make this project a priority for State funding in FY 2017. The State has implemented smaller scale streetscape projects in Indian Head in the past. The cost of the project will become known when its scope is developed in consultation with SHA.

Potential Funding Sources:

Primary responsibility for funding this project would rest with MDOT. The Town of Indian Head will be eligible for preferred consideration in the Sidewalk Retrofit, Maryland Bikeways, and Community Safety and Enhancement Programs following its designation as a Sustainable Community. There will be a need for close collaboration between the Town and the State throughout the implementation, and possibly with some private property owners along the highway right-of-way. The scoping of the project by SHA and the Town will provide the details. Primary responsibility for the cost of a new welcome sign at the Town limits would rest with the Town.

Potential Project Partners:

Potential project partners include the Charles County Commissioners and County Government staff, elected leaders at the County, State and federal levels, property owners along the State highway right-of-way, SMECO and other public utilities, and the Maryland Department of Transportation and State Highway Administration.

Project Schedule:

If approved in the FY 2017 CTP, and announced at the MDOT Secretary's Tour meeting in the fall of 2016, this project could move forward soon after, and would likely take a few years to complete, with planning, engineering and construction the typical steps in the process.



9. Redevelopment of the Ely Property

Project Description:

A major renovation of the Ely Building was announced last winter by Carl J. Verstandig, CEO and President of America's Realty LLC, when a large yellow sign appeared in front of the vacant and boarded-up Ely building on Indian Head Highway. Verstandig's company, with headquarters in Pikesville, Maryland, controls 164 commercial properties in 13 states, primarily strip commercial centers. He specializes in turning around distressed properties.

On February 4, 2015, the Town of Indian Head announced that Ely's Real Estate and America's Realty had partnered to redevelop the Ely building. Through representatives of the Ely family, Verstandig has promised a major renovation of the building for occupancy by new retail and office tenants, and has reported that the recruitment of prospects is underway. The Town offered full support and assistance to the project. To date, there has been no visible activity on the site, nor any indication of an actual transfer of the property's ownership, contrary to the wording of the sign. Communications on the project have been between Town officials and the Ely family. There has been no direct communication between the Town and Verstandig or America's Realty.

The Ely building, empty and covered with plywood, along with the vacant grocery store and drugstore directly across the highway, has become a symbol of decline, disinvestment and blight in the Town of Indian Head, and has given rise to the perception that the community and the base would be vulnerable in a new round of BRAC.

This cluster of commercial buildings and a few others to the north and south, should be the heart of a thriving business district. Visible action to renovate, redevelop and reinvest in these properties would signal a turnaround, and is therefore a high priority in this revitalization strategy.



9. Redevelopment of the Ely Property (Continued)

Next Steps:

- The essential first step is a face-to-face meeting between Town officials and Carl Verstandig, either at America's Realty's headquarters in Pikesville, or in Indian Head. Until this meeting, the lack of precision regarding the prospective owner's goals, progress and timetable will prevail. This meeting is also important as an opportunity to brief the prospective owner on the Town's revitalization strategy, and emphasize the importance of making progress early on several initiatives in the plan in order to begin restoring confidence in Town's future.
- Once lines of communication have been opened with Verstandig regarding his plans, it may be possible to mobilize some State and local resources, incentives and other forms of assistance linked to the progress of his renovation and redevelopment efforts.
- With more transparency from the future owner/developer regarding his plans, timetable and commitment to the community, it might be possible to assist them in recruiting new tenants, through the Town and County websites.

Funding Required:

Until the Town is better informed regarding the developer's plans, it will not be possible to anticipate the need for any public sector funding. If discussions with the developer lead to a collaborative effort to bring a Sheriff's Substation or field office back to Indian Head, located in one of Ely's buildings, for example, then there may be a need for the Town or the County to provide some local funds.

Potential Funding Sources: TBD

Potential Funding Partners: TBD

Project Schedule: TBD



10. Village Green Pavilion

Project Description:

Dedicated on April 21, 1991, the Village Green Pavilion in Indian Head has been in continuous use for almost 25 years. The Pavilion is one of the most important assets of the Town and a center of the community's civic life, where public meetings are held, public hearings for western Charles County are scheduled by the County government, and large events co-sponsored by the Navy and the community are held. The Village Green Park and Pavilion is located on 9.5 acres of open space. A covered out-door stage faces the South lawn area and is used for festivals, large outdoor gatherings and concerts.

The 85 x 89 foot multipurpose room in the Pavilion has seating capacity for 400 theater-style, and is suitable for wedding receptions, dinners, dances, celebrations, conferences, meetings and training sessions. The facility is equipped with a full kitchen facility for use by private caterers, as well as a full-sized stage for meetings and conferences.

This initiative proposes that consideration be given to upgrading and modernizing the Pavilion to enhance its role as the principal venue for large events in Indian Head and western Charles County. Engage an architect or consultant experienced in designing conference center facilities to evaluate the Pavilion and recommend improvements that would enhance the Pavilion's ability to meet the present and future needs of the community, the Navy and the western Charles County region, as a "Potomac River Conference Center."



10. Village Green Pavilion (Continued)

Next Steps:

- Consult the Maryland Stadium Authority (MSA), which performs feasibility and market studies for proposed convention and conference centers, theaters and performing arts venues, for advice on architects and consultants who could provide an expert evaluation of the Pavilion and recommend improvements that would enhance its future marketing and use as a “Potomac River Conference Center.”
- Develop the scope of work for an evaluation of the Pavilion, the interior performance space in the Black Box Theater, and the concept of creating a small amphitheater for performances on the waterfront of Mattawoman Creek with seating for 50-100, utilizing the hillside and natural contour of the land at the base of Mattingly Park above Slavin’s Dock.
- Contact graduate schools of architecture in Maryland and the Washington, D. C. metropolitan area, such as Catholic University, the University of Maryland, and the Maryland Institute College of the Arts for “pro bono” advice and possible assistance in developing design concepts for the three projects.
- If legislative bond bills are expected to be considered during the 2016 session of the Maryland General Assembly, a request to the Charles County Delegation should be initiated to cover planning costs associated with this project.

Funding Required:

In the event that the Town’s request for professional advice results in the need to retain a professional architect or consultant to perform the evaluation and develop concepts for the Town’s consideration, funding may be needed to finance this work. If capital improvements are recommended, then more significant long-term funding for construction would be needed.



10. Village Green Pavilion (Continued)

Potential Funding Sources:

At present it is unknown whether “bond bills” will be considered in the upcoming 2016 session of the Maryland General Assembly. If they are, a request for funding for the planning, architectural design, and engineering of projects like these would be eligible. The Charles County Delegation would need to be asked to sponsor the request. The Black Box Theater has benefited from many grants through the legislative bond bill process.

After the planning phase, financing for capital improvements may be required. If this initiative, and others recommended in this revitalization strategy, are considered deserving of State support, then the Governor could include them in the State’s capital budget. If they are considered a local priority only, then it would be up to the Town or the County to finance them. At the local level the CIP budget is the typical vehicle for long-term construction financing. However, Tax Increment Financing (TIF) may be another approach for the Town to consider. Designated Sustainable Communities are eligible to use TIF financing for the types of facilities described here, and MEDCO (the Maryland Economic Development Corporation) is authorized by State law to assist designated Sustainable Communities by issuing bonds to finance public improvements.

Potential Project Partners:

The Village Green Pavilion, Black Box Theater, and an amphitheater in Mattingly Park at Mattawoman Creek at Mattingly Park could engage a multitude of partners, depending on the outcome of the evaluation of these assets and the future needs of the community described above. All three have diverse constituencies, and potential partners at the Town, County and State levels, and in the Navy community.

Project Schedule:

It would be reasonable for the consultation process and subsequent evaluation of the future needs of these assets to take a year to complete, depending on the final approach that is selected.



11. Robinson Terminal Warehouse Corporation Site

Project Description:

The Washington Post acquired the Robinson Terminal Warehouse Corporation site to provide a back-up plan for shipping their paper supplies into Washington, D. C. in the event that the new Woodrow Wilson Bridge being planned by the State of Maryland had been designed and constructed without a drawbridge that could be opened to accommodate ship traffic. As it happens, the new bridge was built with a drawbridge allowing ships including those carrying the Post's paper supplies to pass through and unload in the District. For this reason, the 24-acre site bounded by the Potomac River on the west and Indian Head Highway (MD 210) on the east, has never been developed. The four parcels that comprise the site have a current value as assessed by the State of \$1,227,200. The property is entirely within the boundaries of the Town of Indian Head.

In 2013 The Washington Post was sold to Jeff Bezos, owner of Amazon.com, headquartered in Seattle, Washington. Bezos acquired the Robinson Terminal Warehouse site as part of the sale. Inquiries through The Washington Post's executives to Amazon's headquarters elicited the response that Amazon plans to hold the property indefinitely.

In another recent development, in March of 2015, Amazon began operations at its new 1 million square-foot warehouse fulfillment center in Baltimore City, hiring more than 3,000 full-time employees as of September.

The purpose of this initiative is to work with the owners of this site to explore potential economic development opportunities. The site offers a strategic location 30 miles from the Nation's Capital, and 20 miles from the Capital Beltway, with excellent access to the regional highway network and the metropolitan Washington, D. C. market. The nearby location of Maryland Airport is also a potential future asset for an economic development project on this site.



11. Robinson Terminal Warehouse Corporation Site (Continued)

Implementation Steps:

- Through contacts established at The Washington Post, pursue a meeting with regional or national executives at Amazon.com, to discuss the economic development potential of this site
- Identify and interface with Amazon's site selection consultants on location criteria

Funding Required:

In the preliminary stages of fact-finding and research, limited funding would be required. Travel out of state to meetings with site selection consultants or corporate executives, and preparation of presentation materials would require additional funds.

Potential Funding Sources: TBD

Potential Project Partners: TBD

Project Schedule: TBD



12. Blight Removal

Project Description:

Implement a plan for the removal of blighted structures adjacent to the main gate of the Naval Support Facility-Indian Head, and elsewhere in the Town.

Town officials have been working with the Military Alliance Council (MAC), a new advocacy organization created by the Charles County Chamber of Commerce to support the mission of the Naval Support Facility-Indian Head, on plans to demolish and remove the three blighted buildings closest to the base on the northbound side of Indian Head Highway.

[Details of the current effort by the MAC to remove the blighted buildings, and the Town's past pursuit of legal remedies with regard to the blighted condition of these specific structures can be provided by Town officials.]

Next Steps:

- Review the current blight ordinances of the Town of Indian Head and Charles County (if applicable) to make sure the Town has maximum authority to remove blighted structures, including consideration of tax foreclosure and spot blight eminent domain provisions. (Models such as the International Property Maintenance Code (IPMC), and local ordinances establishing property maintenance standards and providing for the removal of nuisances, are available from neighboring jurisdictions.)
- Identify blighted structures in the Town for removal that negatively impact the perception of the Town and the value of other properties in the community
- Pursue State funding for "Strategic Demolition and Smart Growth Impact" funds after the Town receives a Sustainable Communities designation from the Maryland Department of Housing and Community Development.



12. Blight Removal (Continued)

- Assuming the current property owner(s) remains in place after the demolition of the structures, work with them to market their property for redevelopment consistent with the Town's goals.

Funding Required:

It is assumed that the MAC initiative to remove the blighted structures adjacent to the base is being funded by the MAC and the affected property owners. Funding required to implement a more comprehensive program will need to be determined.

Potential Funding Sources:

The Strategic Demolition and Smart Growth Impact Fund is administered by the Maryland Department of Housing and Community Development and provides grants and loans to local governments for predevelopment activities including demolition and land assembly for housing and revitalization projects. This fund catalyzes public and private investment in the reuse of vacant and underutilized sites. These funds are restricted to designated Sustainable Communities. The Town will also become eligible for other State programs promoting commercial revitalization and redevelopment.

Potential Project Partners:

The Military Alliance Council (MAC), the Maryland Department of Housing and Community Development, Charles County Government

Project Schedule:

It was announced publicly in early November that the MAC would remove the three blighted buildings near the main gate of NSF-Indian within two weeks. Completion of the next steps on the previous page will determine the future implementation schedule for other blight removal projects in the Town.

The demolition of blighted buildings is not as simple as bringing in a wrecking crew, pulling down the buildings and clearing away the debris in a few hours. Hazardous materials like asbestos must be disposed of by certified experts, permits have to be obtained, environmental inspections have to be done, and the Town needs to protect itself from potential liability throughout the process.



13. Potomac River Ferry Crossing

Project Description:

Investigate the feasibility of establishing a ferry terminal in Indian Head, with regular commuter service to Fort Belvoir and/or Quantico, the two closest military bases on the Potomac River in Virginia, and the possibility of weekend ferry service to Occoquan, Virginia. Since 2009, considerable attention has been given to the concept of using the Potomac River as an underutilized and potentially more efficient commuter corridor, connecting communities and military installations along the entire length and breadth of the River with the Nation's Capital. Both the Town of Indian Head and Charles County have been active participants and co-sponsors of these studies to evaluate the feasibility of the concept. In general, while the cost of implementing the total plan linking dozens of potential terminal sites on the River is prohibitive, some connections may be cost-effective and are worthy of further study.

Ferry service from Indian Head to Fort Belvoir and Quantico could be one of those exceptions. The distance between Indian Head and Fort Belvoir by water is 7.7 miles, to Quantico is 8.11 miles, and to Occoquan Harbour Marina is 6.22 miles. The anticipated run time to Fort Belvoir would be 10 minutes, to Quantico, 17 minutes, and to Occoquan, 20 minutes. These travel times indicate that ferry service between Indian Head and two major military installations on the Virginia shore, and weekend service for tourists to a destination like Occoquan would be among the most feasible and potentially cost-effective links on the entire River.

There are obstacles and challenges to overcome before ferry service can be initiated. The military installations at Fort Belvoir and Quantico will need to come aboard as active partners in the venture. The necessary docking facilities and infrastructure will need to be in place, including an access road, parking lot, floating dock and jetty in Indian Head. The proposed terminal site is on base property near the western Town limits, referred to as the "New Dock Area" and the Town's future access and development of the site would require Navy approval. A favorable response that was received in 2011 from the Commanding Officer, NSA South Potomac to the concept of developing the site would need to be confirmed by the Navy's current leadership, and any concerns they may have would need to be addressed. A market analysis would need to be conducted to measure potential demand for the service, on weekdays and weekends.

If proven feasible and implemented, this initiative would not only facilitate collaboration between the knowledge workers of the three installations, provide an alternative to highway commutes to these destinations, and open new job opportunities for Charles County residents in Northern Virginia, it could create a new destination for visitors to Indian Head.



13. Potomac River Ferry Crossing (Continued)

Next Steps:

- Continue cooperation with the Northern Virginia Regional Commission in their efforts to promote and demonstrate the viability of ferry service on the Potomac River, and seek their official endorsement of Indian Head as a priority ferry terminal location
- Request that Nelson Nygaard, the NVRC's consultant, perform a market study to make ridership projections and measure the demand for cross Potomac ferry service linking Indian Head, Fort Belvoir and Quantico
- Initiate discussion with Army and Marine Corps leadership of Fort Belvoir and Quantico to ascertain their interest in developing a plan for future ferry service connecting their installations and Indian Head
- If sufficient market demand exists and there is interest on the part of the Virginia military installation commanders, work with the Commanding Officer of NSA South Potomac to develop a plan for access to and use of base property for the ferry terminal
- Submit a request to the Charles County Commissioners for funding in the FY 2017 CIP to conduct a study of shore-side infrastructure requirements for establishing a ferry terminal in Indian Head, including a floating dock, jetty, road access, and parking
- If the project is feasible, request the assistance of the Maryland Department of Transportation in funding the implementation, including construction of the shore-side infrastructure required in Indian Head, through the Consolidated Transportation Program (CTP)

Funding Required and Potential Funding Sources: Noted above.

Potential Project Partners: Noted above.

Project Schedule:

The market study could take 9-12 months. The Charles County CIP Budget for FY 17-22 would be adopted next spring and take effect on July 1 2016. The infrastructure study could take one year to complete. The request to MDOT for funding in the CTP would be submitted in 2017.

[Photo this page—Occoquan Harbour Marina. Photo previous page—149-passenger catamaran.]



14. State Designations—Sustainable Communities

Project Description: Pursue State designations for the Town of Indian Head that confer eligibility for State grants and incentives for community revitalization. The Town is working with the Maryland Department of Housing and Community Development to secure designation as a “Sustainable Community.” This designation makes the Town eligible for assistance through the following State programs. The Town will complete the requirements for designation by the State in the February 5, 2016 round of applications. Once designated, the Town can pursue strategies to begin the revitalization of the **downtown commercial business district**. The Sustainable Communities designation opens the door to these funding resources for revitalization and redevelopment.



Community Legacy Program
Strategic Demolition and Smart Growth Impact Fund
Low Income Housing Tax Credits
Targeted Growth and Revitalization Planning Areas



Neighborhood Business Works Program
Maryland Sustainable Communities Tax Credit Program
Enhanced Local TIF Authority

[The Town of Indian Head does not qualify for federal HUB Zone or Enterprise Zone designations because of high median household income and low unemployment rates]



Job Creation Tax Credit
Sidewalk Retrofit Program
MD Bikeways Program
Community Safety & Enhancement Program
Water Quality Revolving Loan Fund

14. State Designations—Sustainable Communities (Cont'd)

Implementation Steps: Detailed in the Matrix, which is a part of the Town's application for designation as a "Sustainable Community."

Funding Required and Potential Funding Sources: The Town will need to employ a grants administrator to pursue State funding opportunities that will become available with the Sustainable Communities designation.

Potential Project Partners: Identified in the list of State agencies which administer the grant programs, and in the Matrix included in the Sustainable Communities application.

Project Schedule: After the Town receives designation as a Sustainable Community, an implementation schedule for the diverse action items will need to be prepared.



The Civic Campus: Village Green, Village Green Pavilion, Gazebo, Fountain, Trailhead Plaza, Picnic Pavilion, Senior Center, Indian Head Town Hall, Black Box Theater, Indian Head Elementary School, Wright Park

[Photos left to right above: Senior Center, Town Hall, and Gazebo]

15. Naval Energetics Museum at Indian Head

Project Description:

Earlier this month, the construction of the new \$5 million, 21,000 square-foot Patuxent River Naval Air Museum was completed on MD 235 at Gate 1 of the Naval Air Station, Patuxent River, in Lexington Park. This museum, its exhibits and growing collection of military aircraft, will tell the 100-year story of Naval aviation, highlighting innovations since Pearl Harbor, when the decision was made to establish a new base for aircraft test and evaluation in Southern Maryland.

There is another base in Southern Maryland whose 125-year old story needs to be told, at Indian Head. From the Navy's gunpowder factory to the national energetics "center of excellence," the base at Indian Head has an equally compelling history. This initiative would pursue the idea of creating a Naval Energetics Museum at Indian Head. The development of this project will take time. The completion of the new Pax River Museum had its beginnings in 1997, 18 years ago.

Next Steps:

- The first step is to convene an interested group of present and former energetics experts, with knowledge of the current and historical contributions that Indian Head has made to our national defense, to brainstorm the idea.
- The Town should ask the Indian Head community—inside and outside the base—to suggest the names of people who might be interested in participating in the initial discussion.
- If there is sufficient interest and enthusiasm, topics that will need to be addressed include the history of the base, historical artifacts, locating an appropriate site or existing structure for the Museum, sources of funding for the project, and creating a non-profit organization to manage the project.
- The core group of organizers should reach out for advice and support to the Navy, the State, the Town, the County, the College of Southern Maryland, museum directors and staff, and elected officials.
- As an early effort, this group could sponsor a lecture series on the history of the base, with guest speakers and authors, at the Black Box Theater.



15. Naval Energetics Museum at Indian Head (Continued)

Funding Required and Potential Funding Sources:

Initial funding needs will be nominal. If an organization is established, it will need to file for tax exempt status. Communications with members, a website, etc. will need to be financed with membership dues. The Town may play a role in locating a suitable building or meeting space for a temporary headquarters. There are many potential sources of support, including the directors and staffs of other museums. The Naval Historical Center in Washington, D. C. is an obvious resource. Since neither the Navy and the federal government no longer fund Navy museums, operating and capital funds must come from other local, state and private sources.

Potential Project Partners:

Initially the key partners in this project will be the career energetics professionals who are still actively serving on the base or who have retired and want to play a role in honoring the institution they served during their career, and educating the public about Indian Head's accomplishments. There is a role for the Museum to play in educating young people about the careers available in energetics at Indian Head, and the academic studies one much pursue to get there. Once a basic plan of action is established, a call to elected, civic and business leaders will bring additional support to the project.

Project Schedule:

The project schedule will be developed as the core group of organizers establishes goals and sets deadlines on the many issues that will have to be addressed in the project development process.

[The photo on the previous page is the exterior of the new Patuxent River Naval Air Museum in Lexington Park, with the previous museum building, now the Museum annex. The photo to the right shows members of the Explosive Ordnance Disposal Technology Division team at Indian Head prepare a Tomahawk missile for a functional ground test at the Large Motor Test Facility.]



16. Eco-Tourism—Waterfront Outdoor Amphitheater

Project Description:

Develop a special events program that includes the following possibilities:

- A film festival at the Black Box Theater with outdoor recreation theme
- Indian Head 100 Bicycle Race
- Wine and Jazz Festival
- Kayak Festival on Mattawoman Creek
- Concerts on the Creek with Amphitheater Seating
- Street Festival at the Main Gate of the Base
- An Outdoor Recreation Expo

The Charles County Government's Office of Tourism and Special Events is a key partner in developing this program. A Nature Tourism event will be held at the Village Green Pavilion on April 23, 2015. Kayak tours will be offered from the launch area at Mattingly Park. The County's main goal is to promote outdoor assets like the Indian Head Rail Trail, hiking trails, parks and activities using the County's water assets, the Potomac River, the Patuxent River, and Mattawoman Creek. Atlantic Kayak is developing an education-based strategy based on launching from Mattingly Park on Mattawoman Creek.

To select one target goal, earlier in this report the need to evaluate the Village Green Pavilion and the Black Box Theater's performance space for possible enhancements was mentioned, as well as the possibility of using the natural contours of the hillside at Slavin's Dock and Mattingly Park to create a 100-seat amphitheater for outdoor concert performances. The design for this asset would need to have a very light footprint in order to protect this environmentally sensitive area. In this majestic setting on the Creek, this kind of amenity would be a significant, low intensity attraction where visitors and citizens alike could enjoy the scenic beauty of this unique place during mild weather in the late spring, summer, and early fall months.



16. Eco-Tourism (Continued)

Next Steps:

- Following the steps outlined previously in this report, engage an architect to evaluate the feasibility of constructing an amphitheater seating 50-100 at Mattingly Park and propose a design that would meet the low-impact construction requirement.
- Consult the Maryland Department of Natural Resources for potential assistance in funding the amphitheater project, and additional parking at Mattingly Park.
- Collaborate with the Office of Tourism and Special Events of the Charles County Government to develop new opportunities to promote eco-tourism events and programs in the Town, such as those listed above.
- Consider possible uses of the building formerly occupied by "Up the Creek," possibly as an environmental education center or outdoor recreation facility.



Funding Required and Potential Funding Sources:

Funding will be needed to mount an effective eco-tourism promotion program. The County is a potential ally in this effort. Creating a package of outdoor experiences in Indian is key. The Boardwalk, the Indian Head Rail Trail, and future weekend ferry service are examples. DNR, which is not otherwise identified as a funding source in this strategy, could play a role in funding the improvements in Mattingly Park.

Potential Project Partners:

DNR and Charles County have been mentioned. The Oxon Hill Bicycle Club has been a key supporter of the Indian Head Rail Trail and in organizing biking events in the Town. And it appears that Atlantic Kayak may step in to maintain a presence on the Creek.

Project Schedule: TBD

[Photo on previous page is the scenic view of Mattawoman Creek from Mattingly Park.]

Other Initiatives

Events Program

The goal should be to schedule an event every quarter, every season of the year, that features the Town's progress on its revitalization initiatives, to set the rhythm of progress and build momentum, and to thank contributing agencies and officials. Early examples would be completion of the Trailhead Plaza, a groundbreaking for the Boardwalk project, and for the extension of fiber optic cable through the Town. Generally groundbreaking events follow the award of a contract for construction, and ribbon-cuttings signal the completion of a project. The idea is to make the celebration fit the significance of the accomplishment, and not let the calendar dictate when an event is planned, but to begin to organize a sequence of projects so that results can be expected and delivered quarterly.

Marketing Slogan for Indian Head

The goal is to develop a marketing slogan that captures what is unique about Indian Head in one phrase for use in all of the Town's external communications, website, advertising, promotions, signage, etc. One approach would be to gather a focus group to brainstorm various words and phrases for consideration. This raw material may provide the ingredients of a successful brand label for the Town. One possibility that touches all the bases is: "On the threshold of the Nation's Capital, on the shores of the Potomac, supporting America's warfighters for 125 years." Some communities go through an elaborate process and pay consultants to develop slogans for them. It's a creative process. And the Council should have the last word on what sounds right.

"Indian Head, on the threshold of the Nation's Capital, on the shores of the Potomac, supporting America's warfighters for 125 years"

Partnership with the College of Southern Maryland

Throughout this report there are opportunities to utilize the resources of CSM to pursue the initiatives that are described. The Southern Maryland Room at CSM could help with archives and photos of the history at Indian Head. Courses on marine life at Mattawoman Creek, water sports, cyber security, drama and theater, are all possibilities. Courses could be taught by local experts utilizing the Town's meeting facilities at the Pavilion or the Black Box Theater, or outdoors at Mattingly Park. It is important that young people become more aware of the career opportunities in energetics at Indian Head, if they apply themselves and pursue knowledge and skills that will help them compete for 21st Century jobs. An academic partnership between the CSM, the Town and the Navy should be pursued to formalize a program along these lines. Collaboration among Southern Maryland educators and Navy leaders to promote careers at Indian Head and Patuxent River, and provide students with the advice they need to choose the curriculum that will help them attain their career goals, would be an example of such a program.

Next Steps

- Begin outreach to allies, advocates, potential project partners, and funding sources (County, State, federal, private sector)
- Continue to refine implementation steps for each initiative, estimated cost, sources of funding, key players, project schedule, as projects are developed and input is received from potential partners and contributors
- Put new successes on the scoreboard, create a package of interconnected attractions and destinations, opportunities for public investment, build center of gravity and momentum for renewed private sector interest and reinvestment in the Town

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