

BALTIMORE REGION

REGIONAL ECONOMIC DEVELOPMENT MEMORANDUM OF UNDERSTANDING

Purpose

This Memorandum of Understanding (“MOU”) establishes a framework for collaboration between the **Greater Baltimore Committee (“GBC”)** and participating jurisdictions across the Baltimore Region to strengthen regional economic development, attract business investment, and support economic growth.

Over the past three years, GBC and its jurisdictional partners have built new regional capabilities, including the Bold Moves regional brand, a shared business investment pipeline, the Economic Investment Scorecard, UpSurge Baltimore’s startup and venture intelligence, and expanded engagement with companies, investors, site selectors, and State and federal partners.

As part of this work, GBC established **Invest Baltimore Region, Inc. (“IBR”)**, a nonprofit entity designed to provide a dedicated vehicle for jurisdictional and other investments supporting regional economic development and business investment activities. GBC is now working with its partners to operationalize IBR as part of the next phase of this regional work.

This MOU builds on that progress and formalizes how GBC and participating jurisdictions will work together to deploy these capabilities, pursue new opportunities, and strengthen the Baltimore Region’s ability to attract business and investment.

Guiding Principle

Economic opportunities and investment decisions do not necessarily follow jurisdictional boundaries. Working together allows the Baltimore Region to compete for opportunities at a greater scale, expand the pipeline of investment available to individual jurisdictions, and bring the collective assets of the region to companies and investors.

Each jurisdiction will continue to lead its own economic development priorities, assets, projects, incentives, and business relationships. This MOU strengthens the regional capacity available to complement and support that work.



Areas of Collaboration

GBC and participating jurisdictions will collaborate around three core regional economic development functions:

1. Regional Marketing & Business Promotion

GBC will work with participating jurisdictions to strengthen how the Baltimore Region and its economic assets are positioned in national and international markets.

This work will include:

- Deploying **Bold Moves** as the shared economic brand for the Baltimore Region;
- Elevating jurisdiction-specific assets, companies, projects, and investment opportunities through regional marketing;
- Developing targeted industry and investor-facing materials;
- Expanding national earned media and economic storytelling;
- Engaging companies, investors, site selectors, and other business decision-makers;
- Representing the Baltimore Region at targeted national and international investment forums; and
- Mobilizing business and institutional leaders as ambassadors for the Baltimore Region.

2. Business Investment Pipeline & Prospect Support

GBC will maintain regional capacity to generate, identify, track, and help advance business investment opportunities across the Baltimore Region.

This work will include:

- Maintaining a **shared regional business investment pipeline**;
- Conducting targeted outreach and lead-generation activities;
- Sharing appropriate business investment leads with jurisdictional partners;
- Coordinating regional responses to significant prospects and requests for information;
- Connecting prospects to appropriate jurisdictions, sites, institutions, workforce resources, and other regional assets;
- Engaging State and federal economic development partners when their participation can help advance an opportunity; and
- Mobilizing GBC's business and institutional network to support significant prospects and investments.

Participating jurisdictions will continue to lead local site selection, permitting, incentives, business services, and other jurisdiction-specific activities necessary to convert opportunities into investments and jobs.



3. Economic & Market Intelligence

GBC will build and share regional economic data and market intelligence that strengthens business attraction, investment strategy, and economic decision-making.

This work will include:

- Maintaining and expanding the **Economic Investment Scorecard** to track business investment and economic performance across the Baltimore Region;
- Maintaining and expanding **UpSurge Baltimore's startup, venture capital, and investor data**;
- Developing industry, investment, and market analysis to identify emerging opportunities;
- Providing comparative and market data that can support business attraction and prospect engagement;
- Working with jurisdictions to improve the collection and sharing of relevant economic development data; and
- Developing shared insights that help regional partners identify opportunities and strengthen economic development strategies.

Policy & Strategic Economic Opportunities

Across these three functions, GBC and participating jurisdictions will also work together, as appropriate, to pursue **strategic economic opportunities** that can benefit from regional coordination.

These may include:

- State and federal economic development initiatives and funding opportunities;
- Policies that can strengthen business investment and economic growth;
- Major infrastructure and development projects;
- Target industry and sector-growth opportunities;
- Innovation, entrepreneurship, commercialization, and talent priorities; and
- Other significant opportunities where coordination among government, business, higher education, and institutional partners can strengthen the region's position.

Participation in any individual policy position, project, funding opportunity, or initiative will remain at the discretion of each participating jurisdiction.

GBC Commitments

Under this MOU, GBC will:

- Maintain regional staff, systems, relationships, and tools to support the three core functions outlined above;
- Convene jurisdictional economic development partners on a regular basis;



- Share relevant regional business investment activity and opportunities with jurisdictional partners;
- Incorporate jurisdictional assets and priorities into regional marketing and business development efforts;
- Coordinate with State and federal partners to identify and pursue economic development opportunities;
- Mobilize GBC's private-sector and institutional leadership to support significant economic opportunities; and
- Share regional economic development activity, investment trends, and emerging opportunities with participating jurisdictions.

Jurisdictional Commitments

Participating jurisdictions will:

- Commit appropriate leadership and staff capacity to actively participate in the regional work and advance shared opportunities;
- Designate economic development leadership and staff to serve as primary points of coordination with GBC;
- Share relevant economic assets, investment opportunities, data, and market information, subject to applicable confidentiality requirements;
- Collaborate with GBC on regional prospects and opportunities where coordination can strengthen the region's position;
- Participate, where appropriate, in regional marketing, investor engagement, and national business development activities;
- Identify companies, projects, sites, and stories that can be elevated through regional marketing efforts; and
- Participate in ongoing regional economic development coordination and opportunity development;
- Provide financial support for the regional economic development capacity outlined in this MOU, with annual investment levels established in coordination with GBC, subject to appropriation of funds by each jurisdiction.

Confidentiality and Prospect Coordination

GBC and participating jurisdictions recognize that business investment prospects may involve confidential or proprietary information.

Partners will respect applicable confidentiality requirements and work together to establish appropriate protocols for sharing prospect information, coordinating outreach, and determining lead responsibility. Partners may enter into project-specific confidentiality agreements and/or NDAs.

Nothing in this MOU requires a jurisdiction or GBC to disclose information that is confidential, proprietary, legally protected, or otherwise inappropriate for disclosure.



Information shared under this MOU shall be handled in accordance with applicable law, including the Maryland Public Information Act.

Local Authority

This MOU is intended to complement, not replace, the economic development work of participating jurisdictions.

Each jurisdiction retains authority over economic development activities within its boundaries, including incentives, land use, permitting, development approvals, and local business relationships.

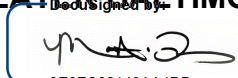
Term

This MOU will become effective upon execution and remain in effect for one year. Thereafter, it will automatically renew for successive one-year terms unless terminated by any party. Any party may terminate this MOU at any time by providing written notice to the other party, with termination effective upon written receipt. Any party who terminates this agreement does so only for that terminating party such that this MOU remains in effect among the other parties.



Signatures

GREATER BALTIMORE COMMITTEE

By: 
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Mark Anthony Thomas, President & CEO

Date: October 8, 2026

Anne Arundel County, Maryland

By: 
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Amy Gowan, President/CEO Anne Arundel Economic Development Corporation

Date: October 8, 2026

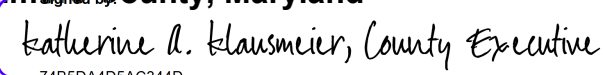
Baltimore City, Maryland

By: 
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Kevin Seawright, Executive Vice President, Chief Finance & Operating Officer,
Baltimore Development Corporation

Date: October 8, 2026

Baltimore County, Maryland

By: 
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Katherine A. Klausmeier, Baltimore County Executive

Date: October 8, 2026

GREATER BALTIMORE COMMITTEE

RECOMMENDED FOR APPROVAL:

Signed by:
By: Jonathan Sachs
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Jonathan S. Sachs, Director, Baltimore County Department of Economic Workforce Development

Date: October 8, 2026

Carroll County, Maryland

Signed by:
By: Denise Beaver
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Denise Beaver, Director, Carroll County Economic Development

Date: October 8, 2026

Cecil County, Maryland

Signed by:
By: Sandra Edwards
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Sandra Edwards, Director, Cecil County Economic Development

Date: October 8, 2026

Harford County, Maryland

Signed by:
By: Karen Holt
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Karen Holt, Economic Development Director, Harford County Government

Date: October 8, 2026



Howard County, Maryland

Signed by:
By: Jennifer Jones
44B729BCE1CD4A0...

Jennifer Jones, CEO, Howard County Economic Development Authority

Date: October 8, 2026

Queen Anne's County, Maryland

Signed by:
By: Jack Wilson
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Commissioner Jack Wilson, Vice President, Queen Anne County Commissioners

Date: October 8, 2026