



**DOWNTOWN PARTNERSHIP
OF BALTIMORE**

STRATEGIC PLAN

2022-2025

April 7, 2022





ORGANIZATIONAL IDENTITY

Mission

The mission of the Downtown Partnership of Baltimore is to promote, advance, and stimulate the economic health and vitality of downtown.

Vision

Downtown Baltimore is the location of choice for business, commerce, residents, and visitors.

Values

COLLABORATIVE

We connect people, business, community, and government.

IMPACTFUL

We strive to deliver innovative and bold results.

INCLUSIVE

We intentionally seek diverse partners and work diligently to make Downtown Baltimore an inclusive place for all people.

VIBRANT

We prioritize efforts that cultivate a dynamic, diverse, and unique Downtown district.

COMPASSIONATE

We deeply care in the well-being of our people.



DOWNTOWN
PARTNERSHIP



STRATEGIC PRIORITIES AND GOALS

STRATEGIC PRIORITY 1

Serve as Administrator for the Baseline Services Agreement in the DMA, actively improving the central district as a desirable place to live, work, and visit.

GOAL 1 → Strengthen the capacity of DPOB to effectively serve as administrator by negotiating an essential and accurate expansion of services with appropriate funding levels provided by the City of Baltimore.

Obj1a: Improve and enhance the central district of the city by executing all continuing and newly coordinated baseline services as per the newly expanded agreement.

MEASURES: Signed, written agreement by City of Baltimore; regular, accurate reporting of delivered services; revenue increase received by the City as per negotiated; increase in funds provided by the city for baseline services and/or documented expansion of city role.

GOAL 2 → Improve the efficiency and effectiveness of the baseline services.

Obj 2a: Enhance the effectiveness of the Clean, Green, Safe, Outreach, Marketing, and Economic Development personnel.

Obj 2b: Conduct a cost-benefit analysis to consider the inclusion of new buildings and new boundaries associated with the mandated area.

Obj 2c: Identify the data driven factors that indicate the benefits or impediments to expanding the boundaries and inclusion of additional buildings in the DMA.

Obj 2d: Assure compliance by providing regular, timely reporting to the City and State as appropriate.

MEASURES: Reported findings; over 75 percent favorable survey results, expanded baseline agreement, approved map of services and buildings for DMA.

GOAL 3 → Explore and evaluate economic development opportunities for the central district.

Obj 3a: Negotiate with the City/State to adjust the scope of services to include economic development and other services beneficial to the DMA.

MEASURES: New economic development initiatives.



STRATEGIC PRIORITY 2

Intentionally **Convene** Partners and Stakeholders in the City:
Acting as the conduit and representative of stakeholder voices, concerns,
while shaping the vision of the future.

GOAL 4 → **Facilitate purposeful collaboration among stakeholders including residents, businesses, faith-based organizations, nonprofits, Black Indigenous People of Color BIPOC business, community development corporations, academia, city, and state regarding a coordinated approach to achieving the vision for the central district.**

Obj 4a: Maintain current and increase new residents within the designated responsibility district by leading the implementation of a coordinated retention and recruitment plan developed with key stakeholders.

Obj 4b: Conduct a minimum of two sessions per year with stakeholders resulting in actionable collaborative impact strategies aimed at improving the district together.

Obj 4c: Reduce duplication of efforts between nonprofits, community development corporations, and the city through coordinated priority setting and goal development that generates opportunities for new businesses and residents in the central district.

Obj 4d: Improve the role and increase participation of property managers to accomplish strategic plans for the central district.

Obj 4e: Boost collaboration between developers, investors, businesses in the central district to facilitate a unified approach that drives economic growth.

MEASURES: Number of meetings; number and type of collective goals developed and reported progress on outcomes; agreement of distinct and unique roles for key partners; attendance rates; number of new businesses.



STRATEGIC PRIORITY 3

Advocate for Services, Programs, Businesses, Resources in the DMA:
Ensuring that all voices are at the table generating policies and practices that positively impact the central district.

GOAL 5 → Increase funding for improvements in the Downtown Management District to benefit residents, visitors, and businesses by conducting intentional discussions with city and state leaders.

Obj 5a: Encourage cooperation and solution-based partnership among key decision makers at the city and state level to improve infrastructure and reduce blight in the central district.

GOAL 6 → Increase the number of small, medium businesses and large corporations in the central district.

Obj 6a: Reduce hurdles for Black Indigenous People of Color (BIPOC) businesses by conducting focused conversations with stakeholders and law makers to change policies and practices that create systemic obstacles.

Obj 6b: Ensure that small, medium businesses and large corporations continue to select the central district as a viable place for their businesses.

MEASURES: Increase of funds; number of discussions with reported outcomes; reported changes in practices aimed at increasing BIPOC businesses; number of new BIPOC businesses, storefronts, and property owners.



STRATEGIC PRIORITY 4

Create, **Promote**, and spotlight positive aspects of the DMA and Central district Demonstrating the reasons to live, work, and play in Downtown.

GOAL 7 → Improve the perception about the central district through the continued promotion of positive news and storytelling that demonstrate the importance of the central district to the city as a whole.

Obj 7a: Brand the district neighborhoods and create marketing initiatives that encourage business, resident, and visitor retention and recruitment.

Obj 7b: Increase promotional opportunities through creative media buying, increased PR efforts, and increased presence in the community via street teams and community outreach efforts.

Obj 7c: Improve metric tracking on social media to better tell our brand story and improve overall value and KPI reporting to stakeholders.

MEASURES: Number of articles published; Number of social media hits and interactions per quarter; Number of positive comments captured monthly.

GOAL 8 → Expand and enhance placemaking and events in DMA that attract new and returning visitors, tourists, and residents.

Obj 8a: Expand on existing events, including large festivals and small scale neighborhood activations, as well as partner with other organizations to bring new and exciting event opportunities to the district.

Obj 8b: Improve opportunities for community input to cultivate a unified approach resulting in increased visits to the central district.

MEASURES: Number and type of placemaking and events occurred with attendance rates and outcomes.

GOAL 9 → Strengthen collaborative efforts between organizations conducting economic development and business outreach resulting in a unified and coordinated approach to stimulate business tenants in the central district.

Obj 9a: Expand and curate business attraction polices and incentives to attract new offices, restaurants, first floor store fronts, and residential developments in the central district.

Obj 9b: Create and maintain a lead generation pipeline for economic development opportunities and work with other economic development partners to create wholistic business development outreach.

MEASURES: Number of new businesses and new developments in central district; number of business development leads and conversions; usage of incentives for conversions.



STRATEGIC PRIORITY 5

Organizational Strength: Create a positive workplace culture where people are valued, their professional growth a priority, and their talents further the mission.

GOAL 10 → Improve the organizational culture by strengthening relationships, establishing a culture of trust, and valuing staff assets and talents.

Obj 10a: Enhance staff talents and skills by providing professional development opportunities for staff (at all levels) as reported by number of utilized opportunities per calendar year.

Obj 10: Improve employee benefits packages and increase salaries for all employees to reflect a respectful living wage.

MEASURES: Annual employee climate survey results; number and type of professional development opportunities taken by staff; documentation employee benefits and salary improvements.

GOAL 11 → Improve approaches that promote the use of clearly defined tactical strategies incorporating significant staff input producing attainable outcomes.

Obj 11a: Reduce urgency and increase the amount of strategic thinking time for teams per month to execute annual plans, adapt to newly formed obstacles and produce significant outcomes for the central district.

Obj 11b: Increase collaboration and build inclusivity throughout the organization by establishing communication check points between leadership and staff to better understand staff issues and concerns.

Obj 11c: Improve the use of technology and other tools to drive efficiencies and strengthen internal processes and decision making.

MEASURES: Annual employee climate survey results; documentation of annual and quarterly planning time on calendar; establishing communication check-points on calendar; new systems and software to promote organizational efficiencies.

GOAL 12 → Strengthen the governance structure to match the strategic direction of the organization.

Obj 12a: Improve governance effectiveness by streamlining the governance practices that are efficiently focused on mission attainment.

MEASURES: New governance structure and bylaws.