



BALTIMORE PENINSULA PARTNERSHIP

STRATEGIC PLAN

2025-2029

Baltimore Peninsula Partnership

STRATEGIC PLAN- EXECUTIVE SUMMARY

INTRODUCTION & CONTEXT

The Baltimore Peninsula Partnership (BPP) is the business improvement district (BID) entity responsible for enhancing the quality of life and economic vitality within the Baltimore Peninsula, formerly known as Port Covington the BPP was created to provide supplemental services for the district, and with the appointment of its first Executive Director, Baltimore Peninsula Partnership (BPP) has developed this inaugural Strategic Plan to guide its evolution.

VISION

BPP seeks to create a vibrant, inclusive waterfront community where businesses, residents, and visitors thrive in a clean, safe, and dynamic urban environment.

FINANCIAL FRAMEWORK & SUSTAINABILITY

BPP operates with a diversified funding structure, including:

- BID Receipts – from property assessments.
- Capital Reserve Funds – allocated for future stability.
- Project Contributions – Developer funding for key services.
- Grants & Voluntary Contributions – to be pursued to expand impact.

OPERATIONAL PRIORITIES & KEY INITIATIVES

- Cleanliness & Maintenance
- Safety & Hospitality
- Events & Programming
- Placemaking
- Economic Development

GROWTH STRATEGY & FUTURE OUTLOOK

To ensure long-term success, BPP will focus on:

- Expanding the BID footprint to include major stakeholders.
- Creative fee-for-service models to broaden revenue streams.
- Strengthening stakeholder engagement through direct participation in strategic planning.

With a strong commitment to placemaking, public engagement, and financial stability, BPP aims to solidify Baltimore Peninsula as a premier urban destination while fostering economic growth and community well-being.

Introduction & Background

ESTABLISHMENT & CURRENT CONTEXT

Baltimore Peninsula, formerly known as Port Covington, is a waterfront neighborhood located adjacent to I-95 in South Baltimore. The neighborhood is home to the Baltimore Peninsula development project (the "Project") led by MAG Partners (the "Developer"), which aims to revitalize the peninsula through the development of 14 million square feet of mixed-use real estate, including housing, office space, retail, entertainment and community uses. In addition, the Project, in partnership with Baltimore City, aims to deploy \$660 million of tax increment financing proceeds to build first class infrastructure throughout the neighborhood, including over 40 acres of parks and public space. Other businesses located within Baltimore Peninsula include Under Armour's global headquarters, Nick's Fish House, the Sagamore Spirit Distillery and the City Garage Science and Technology Center. In May 2020, at the election of the property owners within the district, the Port Covington Community Benefits District was established by an ordinance of the Baltimore City Council to provide additional services for the district's public realm and residents. Consistent with the broader renaming of the neighborhood, the district is now informally known as the Baltimore Peninsula Community Benefits District ("BPCBD"). The district must be renewed by the Baltimore City Council every 4 years consistent with the requirements of the special taxing district enabling legislation. Under the original enabling ordinance for this business improvement district, BPCBD receives \$0.19 per \$100 of assessed value to fund the district operations. The rate may only be changed through the Baltimore City Council.

The BPCBD was created by developers and property owners committed to achieving the district's full potential as a premier and vibrant destination with initial goals of:

- **Providing supplemental services to keep the streets and sidewalks clean, upgrade the aesthetic appearance of the district, and make people feel welcomed and safe.**
- **Promoting and fostering an energetic and thriving business climate in the area.**
- **Serving as the voice and advocate for the district.**

Due to successful initial development, activation, and the hiring of BPCBD's first ever Executive Director, BPCBD prepared this first volume strategic plan to layout the steps necessary to transition the roles of the CBD to BPCBD that were initially managed and administered by the Developer.

The BPCBD will be under the purview of the Baltimore Peninsula Partnership (BPP). The BPP is the business improvement district entity dedicated to enhancing the quality of life and economic vitality within the community, poised to provide supplemental city services that go beyond the standard offerings.



BALTIMORE PENINSULA PARTNERSHIP'S PURPOSE

VISION

The Baltimore Peninsula will be a vibrant, inclusive waterfront community where businesses, residents, and visitors thrive in a clean, safe, and dynamic urban environment.

MISSION

BPP strives to be model of collaboration, sustainability, innovation and inclusion, enhancing quality of life for all as it elevates the Baltimore Peninsula Neighborhood by providing unique experiences and programming in a safe and well-maintained district.

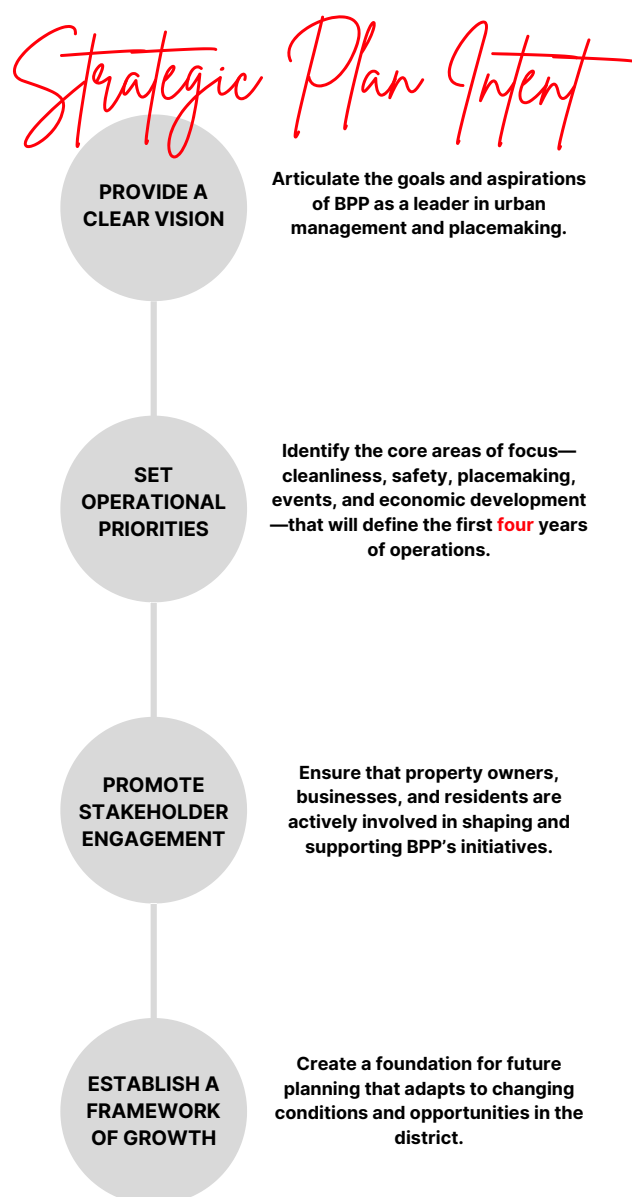
THE STRATEGIC PLAN

In 2024, following the appointment of the first Executive Director of BPP, an initial priority was the creation of this comprehensive strategic plan to guide the organization's development.

BPP developed this inaugural volume of the strategic plan, establishing a framework to shape the organization's vision, priorities, and operations for years to come. This document serves as the foundation for all future strategic plans, setting a precedent for thoughtful planning and adaptive leadership.

A strategic plan is a roadmap that outlines an organization's goals, priorities, and the actions required to achieve them within a specific timeframe. For a newly formed Business Improvement District (BID) or Community Benefits District (CBD) like BPP, the strategic plan is particularly crucial. It provides a unified vision for stakeholders, clarifies operational priorities, and creates accountability mechanisms to ensure the organization delivers measurable benefits to the community.

The strategic plan is essential in its formative years to build trust with stakeholders, establish credibility, and ensure the organization operates with transparency and effectiveness.



PLAN UPDATES & APPROVAL PROCESS

This plan is a living document designed to evolve with the needs of the Baltimore Peninsula district. To maintain its relevance and effectiveness

- **The plan should be updated at least every four years to reflect changes in the community, economic conditions, and organizational priorities, and be in alignment with required BID reauthorization.**
- **Updates should be developed in collaboration with stakeholders, including property owners, community leaders, and strategic partners whose input shapes the district's mission and operations.**
- **Each iteration of the strategic plan must be formally reviewed and approved by the BPP Board of Directors, ensuring alignment with the organization's mission, budget, and long-term goals.**

By committing to a structured, iterative planning process, the BPP will position itself as a dynamic and responsive organization, ready to meet the evolving needs of its district and its stakeholders.



Foundational Priorities

BPP has identified **cleanliness and maintenance, events and programming, safety and hospitality, placemaking, and economic development** as its foundational priorities. These priorities reflect the fundamental needs of the Baltimore Peninsula neighborhood and the organization's commitment to fostering a vibrant, clean, and thriving community.

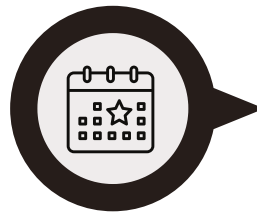
As a means of assigning budget to priority efforts, an additional priority within this strategic plan will include administration & operations.

As a newly formed BID, BPP acknowledges that its resources are currently limited, which necessitates a phased approach to achieving its goals. While all focus areas are integral to the district's success, not all activities can be implemented to their fullest extent during the BID's initial years. Instead, BPP will prioritize foundational activities while setting aspirational goals for the future as resources and capacity grow.

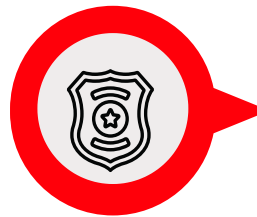
This section outlines the activities that support the areas of focus and how the Partnership's budget will be used effectively to achieve the goals of the Mission and Vision.



**CLEANLINESS
&
MAINTENANCE**



**EVENTS &
PROGRAMS**



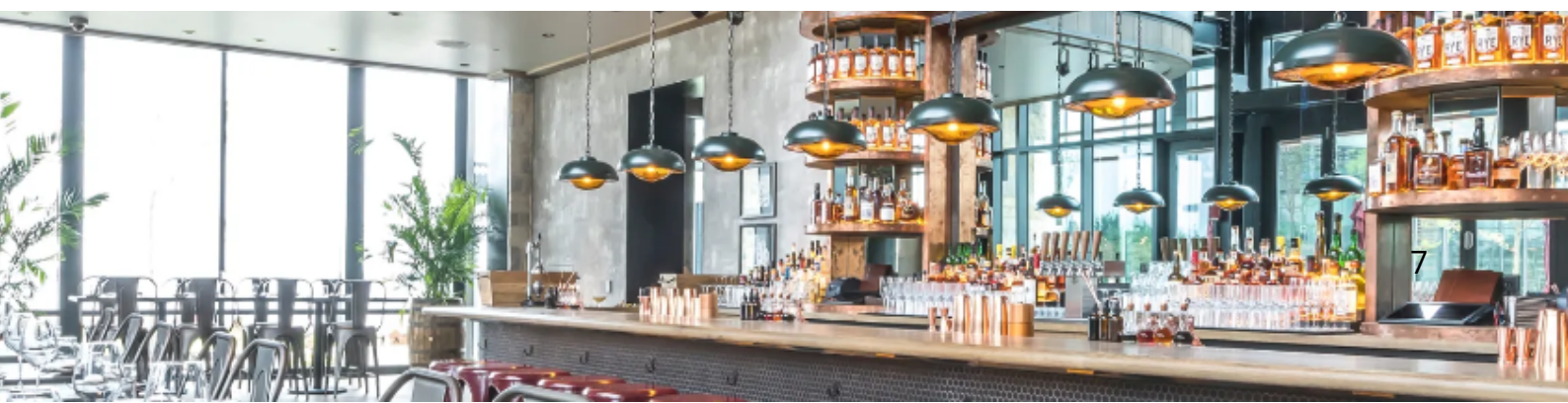
**SAFETY &
HOSPITALITY**



PLACEMAKING



**ECONOMIC
DEVELOPMENT**



Sources

BPP relies on a diverse set of funding sources to support its operations, programming, and foundational priorities. Below is an overview of the primary sources of the budget:

BID RECEIPTS

Business Improvement District (BID) receipts are a critical and stable funding source. Generated through assessments on properties within the district, these funds are earmarked for core operational expenses, including maintenance, public safety, and placemaking initiatives. However, these receipts may fluctuate, the general thought is that these receipts will increase overtime.

CAPITAL RESERVE FUNDS

The Capital Reserve Fund is made up of the BID receipts that BPP was allocated from the FY24/FY25 proceeds. To date this fund has been used for a myriad of programs and projects as this strategic plan was put together. Going forward and as of FY26, the strategy of this fund was to create a few separate funds including:

- **Emergency Reserve Fund-** 3 Months of total BID Receipts, separate interest bearing account.
- **Cost of Living Adjustment Fund-** For BPP Staff, 3% of each salary to ensure fair and competitive compensation packages.
- **Inflation Protection Fund-** 4% across all activities to protect the existing services regardless of cost increases.

Over the course of fiscal years 2026, 2027 and 2028- this fund will also provide gap funding to Placemaking and Events and Programming line items. BPP should consider replenishing the Capital Reserve Fund if grants or voluntary contributions can support those line items instead in order to build up the budget.

PROJECT & DEVELOPER CONTRIBUTIONS

As a key stakeholder, Administrator and initial developer; the contributions coming from the Project and Developer have historically played a vital role in supporting the district. These funds are pivotal for launching strategic initiatives and programs aligned with the district's vision and mission. Most importantly, the Project and Developer will fund:

- **Consulting Services-** The Developer's employees will fill the Operations Manager role and the Marketing Manager roles. BPP will pay \$90,000 towards these services for calendar year 2025 and look to hiring a full time BPP employee in calendar year 2026.

- **Rent and Office Supplies-** BPP will remain housed in the the Developer's offices indefinitely, or until the Developer relocates.
- **Security and Hospitality Contract-** The Project will fund 100% of the Security and Hospitality contract and BPP will manage the contract.
- **Temporary Activation Space-** The Project will allow BPP to activate and manage private spaces known as the Dog Park, The Lawn and The Pier. The Project will continue to fund the landscaping and maintenance contracts separately for both The Lawn and The Pier.

OTHER VOLUNTARY CONTRIBUTIONS

Additional voluntary contributions from stakeholders, residents, and businesses further enhance BPP's ability to address emerging needs and fund innovative projects. Building and maintaining strong relationships with contributors remains a priority to secure these discretionary funds.

GRANTS

Grants from government agencies, private foundations, and other organizations offer opportunities to expand BPP's impact through targeted programs. These funds are often tied to specific initiatives, such as public safety, arts and culture, or sustainability projects.

FY26 | SOURCES SAMPLE:

BID RECEIPTS	\$800,000	Assessed value on the properties within the BID
CAPITAL RESERVE FUND	~\$539,519	Total number of remaining funds, currently within the account to be allotted to other emergency funds, priorities in the coming years (FY26, FY27, FY28)
PRIVATE PROJECT & DEVELOPER FUNDING	\$1,096,620	Agreed upon contributions to the BID by the Developer to maintain services at the level necessary for success. This includes consulting , security services , as well as rent and office supplies .
VOLUNTARY CONTRIBUTIONS	\$0	Contributions to BPP from stakeholders, internal or external to be the BID.
GRANTS	\$0	Grants BPP will seek from City, State, Federal, Etc. for functions.
TOTAL	\$2,436,139	

Uses

To ensure that resources align with the district's strategic priorities, the budget is allocated across the following key areas:

- **Administrative/Operations**
- **Cleanliness & Maintenance**
- **Safety & Hospitality**
- **Events & Programming**
- **Placemaking**
- **Economic Development**

This ensures that all work required of BPP and services are captured so that metrics of success can be assigned to that category and tied to a budget.

ADMINISTRATION & OPERATIONS

The Administration and Operations priority area ensures the effective management, functionality, and sustainability of BPP. This includes staffing, essential resources, consulting services, and financial safeguards necessary for the organization to fulfill its mission. Below is a breakdown of key activity and line items:

Staffing & Salaries

- **Salary:** Compensation for BPP employees who lead and manage the partnership's activities, ensuring organizational efficiency and alignment with strategic goals.
- **Cost of Living Adjustment (3%):** Annual adjustments to employee salaries to account for inflation and maintain competitive compensation.

Rent & Office Supplies

Funding for office space rental and the procurement of supplies necessary to support day-to-day administrative functions.

Insurance & Liability

Coverage to protect the organization against risks and liabilities, ensuring continuity and compliance with legal requirements.

Professional Services/Consulting

Engaging external consultants and specialized services to support the organization's operations:

- **VP of Operations (Developer Employee):** Oversight of operational activities and alignment of resources with strategic priorities.
- **Marketing Consultant:** Development and execution of branding, outreach, and communication strategies to enhance BPP's visibility.
- **Finance Consultant:** Guidance on budgeting, financial reporting, and fiscal management to ensure financial stability.

- **Bookkeeping:** Leveraging technology for accurate and efficient financial tracking and reporting.
- **Legal Consultant:** Expertise in navigating legal matters, contracts, and regulatory compliance.
- **HR Consultant:** Support for employee relations, recruitment, and human resource policies.
- **Strategic Planning Consultant:** Assistance with long-term organizational planning and ensuring alignment with the mission.

Technology Services

Investment in software, tools, and IT services necessary for efficient internal operations and communications.

Inflation Protection Fund (4%)

A designated reserve to offset the rising costs of goods and services due to inflation, preserving the organization's purchasing power.

Emergency Reserve Fund

A financial safety net established to address unforeseen circumstances or urgent organizational needs, ensuring resilience during challenges.

Consulting Model:

BPP will primarily adopt a consultant-based model in the early stages to manage operational costs, particularly salaries and benefits, while the Business Improvement District (BID) is in its growth phase. As the BID generates increased revenue and financial stability, BPP will gradually expand its staff to accommodate the organization's evolving needs.

Reserve & Contingency Fund Creation:

Allocating a portion of the budget to reserves ensures financial resilience and flexibility to address unforeseen challenges or opportunities. This is especially important in the start-up years

CLEANLINESS & MAINTENANCE

Cleanliness and maintenance are the cornerstones of creating an incredible neighborhood. A clean, well-maintained environment fosters a sense of pride and ownership among residents, visitors, and businesses, while also enhancing the overall perception of the area. Streets free of litter, vibrant landscaping, and graffiti-free surfaces convey a message that the community is cared for and valued, making people feel safer and more secure in their surroundings. Research has shown that clean and orderly public spaces can deter crime by discouraging neglect and reinforcing social norms of respect and stewardship. Furthermore, a neighborhood that prioritizes cleanliness and upkeep not only attracts investment and engagement but also cultivates a welcoming atmosphere where people are inspired to connect, thrive, and take pride in their community. Cleanliness is more than just an aesthetic—it is a critical component of building a vibrant, safe, and desirable place to live, work, and visit.

BPP manages its cleanliness and maintenance needs through the use of a third-party contractor specializing in providing comprehensive services. This arrangement has allowed for effective management of these essential tasks. At this time, there are no plans to bring these operations in-house; however, this should be analyzed during contract renewal periods to evaluate the feasibility and cost-effectiveness of such a transition. Below is a breakdown of key activities and line items:

Landscaping & Maintenance Contractor- Scope

- **Street Cleaning-** Routine sweeping and removal of debris to maintain clean and welcoming streets.
- **Graffiti Removal-** Prompt elimination of graffiti to uphold the area's aesthetic appeal and discourage vandalism.
- **Trash/Recycling Services-** Regular collection and disposal of waste and recyclables to ensure a clean and sustainable environment.
- **Landscaping & Beautification-** Maintenance of green spaces, planting flowers, and enhancing public areas to promote vibrancy and livability.
- **Leaf Removal & Preparations-** Seasonal tasks, including clearing leaves in the fall and ensuring safe, accessible streets and sidewalks during snow events.
- **Miscellaneous Work – Maintenance of Signage:** Ongoing upkeep and repair of signage throughout the district to ensure visibility and proper wayfinding.

A MAJOR PRIORITY:

BPP will prioritize its landscaping and maintenance contracts to ensure that the level of service remains as standard for years to come. However, BPP should consider reevaluating the costs and contracts with the contractor annually in order to ensure that the contractor remains the best fit at the best price point.

FEE FOR SERVICE AS A VALUE PROPOSITION:

BPP should work with other property owners within and beyond the BID to determine if they can manage their landscaping and maintenance needs under a similar contract with their contractor in order to create additional contribution with a creative fee for service model.

SAFETY & HOSPITALITY

While the Baltimore Police Department (BPD) plays a crucial role in maintaining public safety throughout the city, the unique needs of the Baltimore Peninsula require an additional layer of private security services. As the Peninsula continues to grow, attract new businesses, residents, and visitors, it is essential to ensure a heightened level of safety, security, and hospitality that fosters a welcoming environment for all.

Private security provides a specialized, flexible response that complements BCPD's efforts, particularly in addressing the dynamic nature of a rapidly developing urban area like the Baltimore Peninsula. With its growing mix of commercial, residential, and public spaces, the Peninsula faces distinct challenges, including the need for more frequent patrols, a quick response to incidents, and proactive deterrence of criminal activity. Private security services also enable a more tailored approach, addressing specific safety concerns within the district while promoting a sense of security and community engagement that benefits both current and future stakeholders.

BPP manages its safety and hospitality services through the use of a third-party contractor specializing in security and hospitality solutions. This partnership allows for the effective management of critical safety functions, ensuring a secure and welcoming environment throughout the district. At this time, there are no plans to bring these services in-house; however, this should be evaluated during contract renewal periods to assess the feasibility and cost-effectiveness of such a transition. Below is a breakdown of key activities and line items:

- **Security Patrols-** Regular security patrols are conducted by the third-party contractor, providing a visible security presence and responding to any incidents across the district. These patrols are designed to deter crime and offer reassurance to all who live, work, and visit the area.
- **Highly Trained Guards-** The contractor deploys highly trained security personnel to strategically safeguard the district. These guards are positioned at key locations, while other guards support general surveillance and provide customer service and assistance to the public.
- **Supervision and Coordination-** A supervisor from the third-party contractor oversees security operations, ensuring effective coordination among security teams. The supervisor also liaises with local law enforcement and provides regular updates on safety protocols and performance metrics.
- **Camera Review in Real-Time-** The contractor utilizes a network of high-definition security cameras monitored in real-time to quickly identify and respond to incidents. This real-time monitoring supports timely interventions and enhances district-wide security oversight.

- **Technology for Swift Response Time-** The contractor employs technology, enabling rapid reporting and response to security and safety issues or concerns. Security personnel can communicate with supervisors, local authorities, and first responders instantly, ensuring a coordinated and efficient approach to addressing emergencies.

CONTRIBUTIONS ARE CRITICAL

Investments in security personnel, surveillance infrastructure, and community engagement initiatives to promote safety and mitigate crime and are some of the best-selling features of the new Baltimore Peninsula neighborhood. If safety and hospitality were to suffer, there could be devastating outcomes for attracting and retaining tenants, talent, and visitors. However, the budget to maintain private security at any level is beyond the budget in which BPP can contribute.

Therefore, BPP will need to maintain the Project's contribution offer for the next two calendar years (2025 & 2026) and in the meantime work toward finding other contributors to the effort or work toward expanding the BID.

EVENTS & PROGRAMMING

Events and programming are vital to the Baltimore Peninsula Partnership's mission of creating a dynamic and inclusive community. By fostering engagement and activating spaces through diverse and high-quality events, BPP enhances the district's vibrancy, strengthens its identity, and attracts residents, visitors, and businesses. These efforts not only cultivate a sense of belonging and excitement but also establish Baltimore Peninsula as a premier destination for cultural, social, and recreational experiences. Below is a breakdown of key activities and line items:

Branding & Promotions- Effective branding and promotional efforts ensure the success of events by raising awareness, driving attendance, and solidifying the Baltimore Peninsula as a hub of activity and culture. This includes leveraging marketing campaigns, social media, and strategic partnerships to maximize visibility and impact.

Sponsorship Fund for External Programming-BPP allocates resources to support external organizations seeking funding for their events within or external to the district. This sponsorship fund amplifies community collaboration, encourages diverse programming, and fosters partnerships that align with BPP's mission.

Internal Events & Programs- BPP also develops and executes its own events and programs, which are designed to engage a wide audience and activate public spaces throughout the year. These include:

- **Signature Events-** High-profile events that define the Baltimore Peninsula experience and attract significant attention and participation:
 - Baltimore Seafood Festival
 - Tides & Vibes
 - Oysters, Blues & Brews
- **Holiday Events-** Celebratory events that bring festive energy to the district and engage families and the broader community:
 - Halloween
 - 12 Days of Christmas
- **Recurring Events-**Regularly scheduled events that create consistency and offer ongoing opportunities for engagement, wellness, and entertainment:
 - Wellness on the Water
 - Sunset Salsa
 - Outdoor Movie Nights



DESTINATION BUILDING

Events and programming are a core component of the Baltimore Peninsula's identity, fostering community connection, generating buzz, and ensuring the Peninsula remains an active and engaging destination. These initiatives not only bring new visitors to the area but also encourage those who live and work here to stay, creating a dynamic environment that fuels long-term growth.

BOLSTER WITH CAPITAL RESERVES:

Given their proven impact and the expectations from the community, BPP is committed to sustaining and expanding its event and programming efforts. To ensure their longevity, BPP will strategically allocate a mix of BID receipts and Capital Reserve funds to support signature events while also pursuing sponsorships, philanthropic contributions, and grants to enhance and expand these initiatives. By leveraging multiple funding sources, BPP can maintain and grow a robust calendar of events that strengthens the Peninsula's appeal and reinforces its reputation as a vibrant, must-visit destination

PLACEMAKING

Placemaking is a foundational priority of BPP's efforts to create a vibrant, welcoming, and inclusive community. By investing in capital projects and enhancing the public realm, BPP transforms shared spaces into dynamic destinations that foster connection, inspire pride, and drive economic activity. These initiatives prioritize the comfort, safety, and enjoyment of residents, visitors, and businesses, ensuring that the Baltimore Peninsula becomes a model for innovative and people-focused urban design. Below is a breakdown of key activities and line items:

PROJECT ASPIRATIONS:

- **Permanent/long term winter decorations**
- **Dog Beach**
- **Waterfront Connections around the Peninsula**
- **Shuttle Services**
- **Public Art**

Placemaking is a critical component of creating a dynamic and engaging environment within the Baltimore Peninsula. Through initiatives such as winter decorations, waterfront activations, and public realm enhancements, this work aims to improve the district's aesthetic appeal, foster community engagement, and enhance the overall experience for residents, workers, and visitors.

While these projects are important to the long-term vibrancy of the area, they are not an immediate budget priority compared to core operational needs such as administration, cleanliness, and maintenance. As a result, the BID will seek to advance these efforts primarily through external funding sources, including private contributions, philanthropic partnerships, and grant opportunities. By leveraging outside investment, BPP can bring impactful placemaking initiatives to life without diverting resources from essential services.

FUNDRAISING OPPORTUNITY

Placemaking will need to fall lower on the priority list while funding is determined. BPP should work on strategic planning to carve a path forward for the projects, using creative solutions for fundraising.

ECONOMIC DEVELOPMENT

Economic development and business support are critical to fostering a thriving and sustainable Baltimore Peninsula. BPP prioritizes initiatives that attract new businesses, support existing ones, and create opportunities for entrepreneurs to succeed. By cultivating a business-friendly environment and leveraging data-driven insights, BPP strengthens the district's economic foundation while enhancing its appeal as a place to live, work, and invest. Below is a breakdown of key activities and line items:

- **Business Recruitment & Retention**-BPP actively works to attract businesses that align with the district's vision and support its economic goals. Through outreach, relationship-building, and tailored incentives, BPP ensures that businesses see the Baltimore Peninsula as a destination of choice. Retention efforts focus on maintaining strong connections with existing businesses, addressing their needs, and providing resources to foster long-term success.
- **Data Maintenance & Reporting**- An annual report that provides comprehensive insights into the district's economic health, growth trends, and opportunities. This report is a critical tool for informing stakeholders, guiding strategic decisions, and marketing the Baltimore Peninsula as a competitive and vibrant destination for investment.

Economic development is a cornerstone of the Baltimore Peninsula Partnership's mission, essential for establishing the Peninsula as a thriving, vibrant district. As a new organization serving an emerging neighborhood, BPP recognizes the critical importance of raising awareness locally, regionally, and nationally to generate excitement and attract residents, businesses, and visitors to the area.

To foster economic growth, BPP will focus on promoting and supporting local businesses, facilitating partnerships, and engaging in activities that enhance the district's visibility. Participation in industry conferences, networking events, and targeted marketing campaigns will position the Peninsula as a compelling destination for investment and engagement.

However, with foundational priorities such as administration, cleanliness, and maintenance requiring significant budget allocation, BPP will strategically leverage external funding sources for economic development initiatives. By securing sponsorships, philanthropic contributions, and grants, BPP can amplify its impact and accelerate the Peninsula's growth without compromising essential services.

A FOCUS ON GREAT SERVICE

BPP should focus to provide great service based on their other priority areas, first and foremost.

However, ensuring that the message of the BID and incredible reputation it has needs to be amplified to recruit and retain.

The Path to Growth

As the Baltimore Peninsula Partnership continues to evolve, achieving long-term financial self-sufficiency and growth remains a central objective. Over the coming years, BPP will focus on strategically expanding its BID footprint and securing broader stakeholder investment to ensure its continued success. Key to this effort will be engaging major property owners and institutional partners, such as Locke Landing and Under Armour, in BID participation.

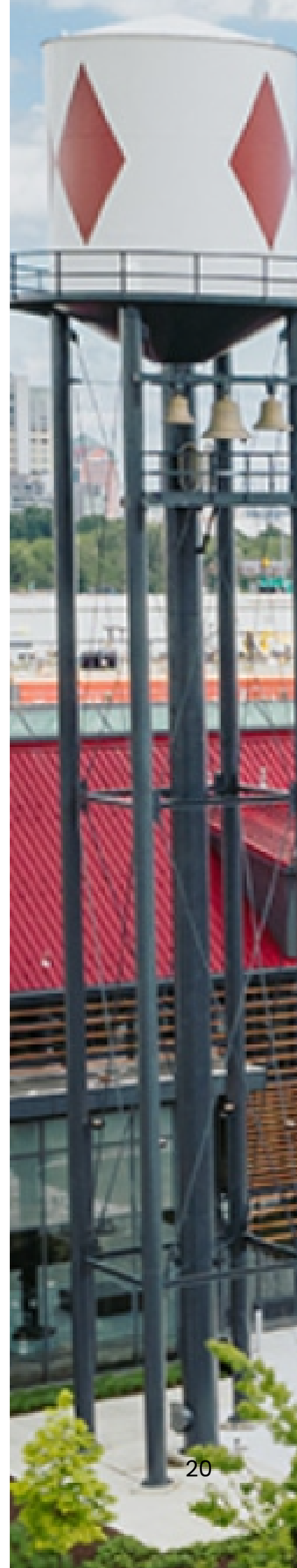
To facilitate this growth, BPP will implement targeted strategies, including:

- **Creative Fee-for-Service Options** – Establishing tailored agreements that offer enhanced maintenance, programming, and placemaking services as an entry point to full BID participation.
- **Coordinated Board Engagement** – Inviting major contributors to play an active role in shaping BPP's priorities, reinforcing shared investment in the Peninsula's future.
- **Value Proposition Outreach** – Conducting direct engagement with key stakeholders to clearly demonstrate the tangible benefits of BID membership and the role it plays in the Peninsula's long-term vibrancy.

These initiatives will be executed with a strategic focus on expanding BPP's revenue base and strengthening its financial position. A self-sustaining model will be built upon:

- **Higher property assessments fueled by increased neighborhood activity and development.**
- **An expanded BID footprint that incorporates new contributors.**
- **Growing voluntary contributions from engaged stakeholders who recognize the BID's impact.**

By taking these deliberate steps, BPP will position itself for long-term stability, ensuring that the Peninsula remains a thriving, well-maintained, and dynamic district.



Conclusion

The Baltimore Peninsula Partnership stands at a defining moment, and the strategies outlined in this plan provide a clear roadmap for sustainable growth. As BPP continues to refine its approach to its administrative operations, cleanliness and maintenance, events and programming, placemaking and economic development, a strong financial foundation will be paramount to our success.

The actions taken today—expanding stakeholder engagement, growing financial resources, and enhancing the Peninsula’s reputation—will shape the district’s trajectory for years to come. By ensuring strategic investment in people, places, and programming, BPP can:

- **Attract and retain the talent needed to execute its vision.**
- **Maintain a safe, welcoming, and vibrant Peninsula.**
- **Leverage public spaces to create a strong sense of place and foster continued economic growth.**

Through collaboration, strategic planning, and sustained investment, BPP will not only maintain the progress achieved thus far but also establish the Peninsula as a premier destination in Baltimore and beyond. The coming years will be critical in solidifying this foundation, and with the collective efforts of our stakeholders, BPP is poised to thrive well into the future.

