

WATERFRONT
PARTNERSHIP
OF BALTIMORE, INC.

2013

FISCAL YEAR ANNUAL REPORT



This has been an exciting year for the Waterfront Partnership; and we are proud to share the progress we are making along the Waterfront.

In FY 2013 we expanded our services and placed an even stronger focus on promoting the Waterfront as a world-class destination. Through our major initiatives - Healthy Harbor, Waterfront Parks and A Smarter Way To Get There – we increased opportunities for community involvement. Also, by leveraging our public relations and direct marketing capabilities, we generated more awareness and drove tens of thousands of visitors to the Waterfront.

Additionally, we brought a new spirit of vitality to the entire Waterfront this year through our continued dedication to improved maintenance, beautification, and visitor services for our community's signature asset.

The positive impacts of our efforts on the Waterfront are visible and will continue to grow through partnerships with our stakeholders and a commitment to fostering high quality visitor experiences.

We invite you to dive into our 2013 Annual Report and take some time to review all of our accomplishments.



FY 2012/13 Highlights:

Marketing

- Increased email database to over 9,000 subscribers
- Generated a total of 441 media hits; 186 of those came from the It's A Waterfront Life Campaign, resulting in 14 million media impressions
- Established a Social Media presence on Facebook, Twitter and Instagram

Events

- Produced, supported and/or sponsored more than 60 events
- Increased attendance at Shamrock Shindig from 400 attendees to 4,000

Major Initiatives

Healthy Harbor

- Reached more than 7,000 individuals, raising awareness about the Healthy Harbor and Baltimore's water quality issues through several community involvement programs, such as the Healthy Harbor Education Tent, Lab Days and Discovery Tours
- Released the 2012 water quality report card at a press conference that was attended by over 100 people and covered by Baltimore's major media outlets
- Established WatershedStat, the Healthy Harbor Steering Committee and Work Groups as a means for holding our partners and ourselves accountable for cleaning up the Baltimore Harbor

- Launched the Inner Harbor Kayak and Canoe Adventures, which offered the public guided tours of the Inner Harbor using kayaks and canoes provided by Baltimore City

Waterfront Parks

- Installed two new pieces of play equipment, Piccadilly and Fireball, at Pierce's Park
- Provided free family-friendly programming to generate awareness and use

A Smarter Way To Get There

- Hosted two transportation fairs with attendance exceeding 1,500 individuals
- Grew the monthly "Walk Your Way To Health" program to more than 475 participants

Waterfront Services

Hospitality

- Served 96,925 guests seeking information and took 13,251 pictures for visitors

Safety

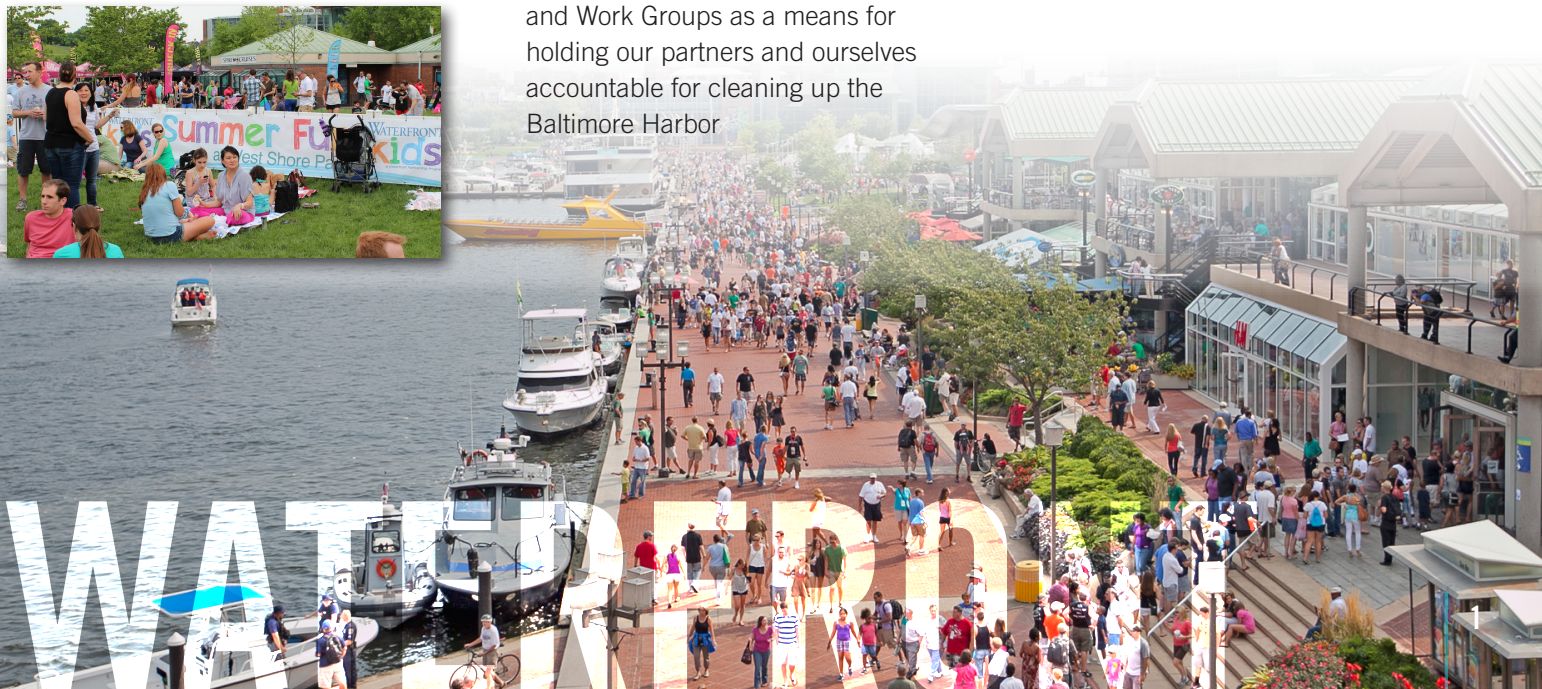
- Spent 5,027 hours patrolling the district on foot, bicycle and/or Segway

Clean

- Removed 735,765 pounds of trash from the district

Green

- Planted 20 new trees and 2,870 new flowers, installed 227 yards of mulch, and hung 35 new flowering baskets



The goal of the marketing program is to promote the Waterfront as a world-class destination for tourists and Baltimoreans and generate awareness about the Waterfront Partnership's major initiatives and services.

To meet this goal, the Waterfront Partnership has crafted a balanced and integrated campaign strategy to reach locals and tourists and further connect with these individuals through a number of channels and initiatives.



Waterfront Partnership Direct Marketing

The backbone of our promotional efforts is through our direct marketing capabilities. Through our email-marketing program and management of the Waterfront Partnership database, we are able to target nearly 10,000 people. In addition, we promote stakeholder events, entertainment, specials and news through these efforts. Our email-marketing campaign allows us to connect directly with nearly **10,000** tourists and locals. With an above average open rate exceeding 20%, the coordinated series of bi-weekly e-newsletters and messages allows recipients to stay current on all Waterfront breaking news and information.

Earned Media

Our public relations efforts focus on securing earned media. We utilize local media outlets to establish event calendar listings, grow impressions and to further reinforce all aspects of the Waterfront experience. This year we generated a total of **441 media hits**, **186** of which came from our "It's a Waterfront Life Campaign", resulting in **14 million media impressions**.

Media Highlights:

- City Paper: Best of Baltimore Readers Poll – Best Idea for Swimmable Harbor by 2020
- WMAR-TV: Interview with Beth about Harbor Harvest
- 105.7 The Fan: Downtown Diane discussing "It's A Waterfront Life"
- WBFF-TV: Hometown Hotspot featuring Waterfront Wellness
- BBJ: Article about improving the Baltimore Harbor
- Baltimore Sun Online: Article on Waterfront Partnership's expansion to Fell's Point



MARKETING

Digital Media

The hub of all Waterfront information is our website – www.WaterfrontPartnership.org. Designed as a resource for locals and tourists, this site provides the most updated information about events, initiatives, resources and news surrounding the Waterfront.

One of the most exciting areas of development is in the area of social media. Each year we delve further into this area. Our messages are highly structured to generate excitement and provoke interaction.

Cooperative Marketing Campaign “It’s A Waterfront Life”

For the second year in a row Waterfront businesses pooled their advertising dollars to execute the collaborative campaign *It’s A Waterfront Life*. The campaign kicked off on Saturday, November 17, and was broadly advertised across billboards, radio, TV and online. It featured many new, as well as repeat popular free family-friendly events, discounted parking, dining and shopping specials.



Digital Media Statistics (FY 2012-13)

WaterfrontPartnership.org		
(Source: Google Analytics)	Total Visits	37,969
	Unique Visits	28,587
	Page Views	94,392
Facebook		
(Source: Facebook Insights)	Fans	2,874
	Post Reach	13,214 (average number of unique newsfeeds our posts appear on)
	Engagement	1,023 (average number of unique users who like, comment, share or click on our posts)
Twitter		
(Source: Twitter)	Followers	471
	Tweets	213
Instagram		
(Source: Instagram)	Followers	209
	Posts	19

Campaign Highlights:

- The Power Plant Holiday Light Show Spectacular returned this year with nightly shows from November 17 – December 31 featuring an unforgettable display of lights, lasers and pyrotechnics all choreographed to holiday music.
- Harborplace hosted the annual Holiday Parade and Santa’s Arrival, the Holiday Cookie Challenge, the 29th Annual Merry Tuba Christmas and daily photo sessions with Santa.
- Harbor East merchants partnered with local artists to create elaborate holiday window displays.
- The National Aquarium and the Maryland Science Center participated in dollar days offering all day admission for just one dollar.

By promoting Waterfront activities daily, the campaign was a huge success garnering **186 media** hits and drawing crowds numbering in the tens of thousands.



WATERFRONT PARTNERSHIP

The Waterfront and its many outdoor parks provide a breathtaking backdrop for special events. In FY 2013 the Waterfront Partnership team provided marketing, planning, production, hospitality, safety and clean team services for more than 60 Waterfront events. With a focus on creating experiences that were entertaining, often educational and always enjoyable; our events attracted Baltimoreans and tourists alike.

Event Highlights:

Event Series at West Shore Park

For the second year in a row the Summer Social Series at West Shore Park, which took place once a month on Friday evenings, May through August, was a huge success. Thousands of people enjoyed the free family-friendly events which featured live music by the Sons of Pirates, Strykers Posse, Kelly Bell Band and the Rollerblades, food trucks, beer, wine and signature cocktails. While parents socialized, their children enjoyed the Waterfront Kids play area, face painting, arts and crafts, and the Walter Sondheim Fountain.

Waterfront Wellness kicked off on May 25th; and over the course of the series, more than **4,000** participants gathered on weekend mornings at West Shore Park to work hard while enjoying

“The music is healthy for the soul, and the activity was great for my body. The outside Zumba, in the Inner Harbor, by the water, in the sun and fresh air, only makes my Zumba experience even better!” ~ Erica O’Connor

a beautiful Waterfront view. This year the free fitness class series featured boot camp, Zumba, yoga, crossfit and a three to seven mile promenade run. These classes were designed to accommodate all ages and levels and were taught by professionals in the wellness industry.

New this year was the **Urban Beach Party** series. Geared at attracting a younger demographic, this series was held one Sunday per month May – July at West Shore Park following the Waterfront Wellness classes and featured food trucks, beer, wine, signature cocktails and a DJ spinning the latest tunes.

Special Events

In October, more than **8,000** people gathered at West Shore Park for the **5th Annual Harbor Harvest**, which was designed to bring the country to the city. Families enjoyed a day packed full of free family-friendly activities such as the IKEA urban pumpkin patch,

a petting zoo, hay maze, face painting, live music and delicious food.

In November, West Shore Park was transformed into a **Winter Wonderland** to kick off the Waterfront holiday season. This event featured festive live music, holiday crafts, games, cookie decorating, lantern making, pony ‘reindeer’ rides, a holiday circus, food trucks and a beer and wine garden. Additional holiday events beginning in November and leading up to the New Year, included the nightly Power Plant Holiday Light Show Spectacular, Window Wonderland in Harbor East, 29th Annual Merry Tuba Christmas and the New Year’s Eve Spectacular.

In March, more than **4,000** people filled Pierce’s Park to participate in the **2nd annual Shamrock Shindig**. This Irish themed festival featured live Celtic music by Barley Juice, strolling entertainers, a shamrock kids zone, games, food trucks, beer, wine and mixed drinks.



MAJOR INITIATIVES

In FY 2013, the Waterfront Partnership made the Healthy Harbor, Waterfront Parks, A Smarter Way to Get There and Inner Harbor 2.0 major initiatives of its operation. The success and viability of these initiatives was incumbent upon collaboration and cooperation amongst all Waterfront stakeholders; and the impact these initiatives have on the Waterfront will continue to grow with further support and collaboration.



Creating a Healthy Harbor

Our Healthy Harbor Initiative has had an incredible year of projects, media events and programs that improved water quality, raised awareness of Baltimore's water pollution issues, and gave people unique, up close experiences with the Harbor's marine ecosystem. We have also expanded our relationship with City government and implemented new systems for tracking our progress towards greener neighborhoods, cleaner streams and a healthy Harbor.

Engagement Activities

Activity	Number of people	Audience
Healthy Harbor Education Tent	5,000 (estimated)	Inner Harbor visitors
Healthy Harbor Discovery Tour	163	People who work or live near the waterfront
Healthy Harbor Lab Days	175	Students at Clean Water Schools and members of the public
Clean Water Schools Project	2,158	Students at targeted schools
Other public speaking engagements	223	Community associations, colleges and universities, etc.
TOTAL	7,719	

Healthy Harbor Highlights:

Living Laboratory

We envision the Inner Harbor as a Living Laboratory of unique demonstration projects and learning experiences that engage the public and foster a sense of environmental stewardship for the Harbor and Chesapeake Bay. Ongoing Living Laboratory projects include our 2,000 square feet of floating wetlands near the World Trade Center and the rain gardens at Pierce's Park; both of which now have beautiful interpretive signs to inform the public about their purpose.

This year, new public engagement projects reached an estimated 7,719 people including visitors to the Harbor, employees of waterfront businesses, and students from Baltimore City schools. On weekends throughout

the summer, a staff of Healthy Harbor environmental educators worked at the water's edge in the Inner Harbor using blue crabs and other living organisms pulled from the water to teach visitors about the Harbor. In the spring, we partnered with the Chesapeake Bay Foundation to offer the Healthy Harbor Discovery Tour. During these two-hour evening boat trips, participants from downtown businesses helped to test water quality and netted fish, crabs, and jelly fish to learn what is living in the Harbor. Finally, we offered Healthy Harbor Lab Day field trips to Baltimore City schools in partnership with Towson University and the Clean Water Schools project. These fun and educational field trips taught students the science of Baltimore's marine ecosystem through experiments conducted in a laboratory setting at the Columbus Center in the Inner Harbor.



Healthy Harbor Report Card

The Healthy Harbor Report Card educates the public about local water quality while allowing us to track our progress towards a swimmable and fishable Harbor. A rigorous water quality-monitoring program conducted by Blue Water Baltimore supports the report card program.

The 2012 report card was released at a June press conference attended by over 100 people and was covered by Baltimore's major media outlets. The event featured speeches by Mayor Rawlings-Blake and Councilman James Kraft as well as speakers from Blue Water Baltimore, the Maryland Science Center, the Choose Clean Water Coalition, and Waterfront Partnership. An estimated 10,000 report cards have been distributed through City libraries, schools, and the Internet, as well as through our partners at Blue Water Baltimore and the Parks & People Foundation.

Accountability

Holding our partners and ourselves accountable for cleaning up the Baltimore Harbor is key to the success of the Healthy Harbor Initiative. Recognizing that we cannot have a meaningful impact on water quality without support from the Mayor's Office; we partnered with City Hall to establish WatershedStat in November 2012. Modeled after Baltimore's successful CitiStat program, WatershedStat is targeting City efforts at discrete locations with the goal of improving water quality in targeted areas so that effective solutions can be implemented Citywide.

Water Quality Grades

Indicator	2010	2011	2012
Annual Rainfall	43.5 in	56.5 in	37.5 in
Chlorophyll a	C-	D+	D-
Dissolved Oxygen	D	C	C-
Water clarity	C-	C+	D+
Nutrients	F	n/a	C
Overall	D+	n/a	C-

"I enjoyed our visit and would absolutely return. I would recommend it to others based on the cleanliness and safety. It was a nice way to spend the day, with a lot to see and do in the area. We enjoyed seeing the ducks and turtles and learning more about the area. ~ Secret Shopper Testimonial

In early 2013, we expanded the role of the Healthy Harbor Steering Committee when we invited the head of the Baltimore City Bureau of Water and Wastewater to co-chair the committee. This important step greatly improved communication between the City and other partners resulting in more time spent discussing issues and solutions related to cleaning up our City's neighborhoods, streams, and Harbor.

As we expand the steering committee's role, we are also creating new work groups. The first such group is the Trash Work Group, which aims to respond to community concerns about trash and litter. The group is made up of environmental nonprofits and representatives from the Baltimore City. The Trash Work Group is currently working to install corner cans in targeted Baltimore neighborhoods. As this pilot gets underway, the group will also be

addressing systems issues related to trash and litter in Baltimore City.

Making Waterfront Parks More Attractive

Waterfront Partnership maintains, promotes and activates Baltimore's Waterfront parks.

Pierce's Park, a favorite meeting place for local families, has proven to be a great new and very unique attraction on the Waterfront; featuring original sculptures designed for the Park, a musical fence, living Willow Tunnel, native plants and a large horn sculpture. This park is sure to bring smiles to children's faces for years to come. In spring, we planted six large new shade trees; and in mid-summer we gave area families two more reasons to play all day in Pierce's Park with the installation of two new pieces of play equipment, "Piccadilly" and "Fireball".





A Smarter Way to Get There

With gas prices on the rise, more and more people are looking to use alternative transportation to and from the Harbor. “A smarter way to get there” promotes alternative transportation and helps educate Waterfront visitors, residents, and employees.

In FY 2013 Waterfront Partnership hosted two transportation fairs attended by over **1,500** employees.

In partnership with Bike Baltimore, Joe’s Bikes and Bike Maryland, we hosted a pit stop in Harbor East offering bike maps, safety tips and bicycle tune-ups for the Annual Bike to Work Day.

Our monthly Walk Your Way to Health program continued to grow – with more than **475** employees participating throughout the year.

Waterfront Partnership continued to support employers by meeting individually with each of the large Waterfront employers, hosting an Enterprise Rideshare information session, and creating and distributing “a smarter way to get there” packages for new hires in the Waterfront area.

Inner Harbor 2.0 – An Updated Master Plan for the Harbor

Fifty years ago, Baltimore’s business leaders rallied to save Downtown and the Inner Harbor. This year, Waterfront Partnership rallied to set a new, more positive course for Baltimore’s Inner Harbor.

First, we asked the City to analyze the current state of the Harbor’s infrastructure. The City’s Department of Transportation hired a local engineering firm, RKK, to perform a “State of Good Repair Study” that provided a detailed evaluation of current infrastructure conditions. Based on the results and joined by the Greater Baltimore Committee, we hired Ayers Saint Gross to work with City government, area stakeholders and us to prepare an updated Master Plan for the Harbor.

So many dynamics have changed since the Harbor was first developed, most notably the dramatic increase

in middle-income residents choosing to live around the waterfront and downtown. Canton, Locust Point, South Baltimore, Federal Hill and Harbor East are now filled with residents walking, jogging and biking along the waterfront Promenade and generally creating new waterfront communities filled with residents seeking more outdoor recreational space and clean water. In increasing numbers, families are buying homes along the waterfront communities and downtown; and are choosing to stay and raise their families here. These demographic shifts drove the updated planning, which seeks to provide new, free attractions and amenities to meet the needs of our residents first – and then tourists.

Throughout the planning process we met with over 200 stakeholders. Thanks to the Department of Planning a survey was prepared and emailed to thousands of Baltimore communities. Over 1,000 responses told us what our residents liked and did not like about the Harbor.

Inner Harbor 2.0 will be released toward the end of 2013 and we look forward to championing its implementation in the coming year.



Acting as the driving force behind a cleaner, more attractive Waterfront, the Waterfront Partnership continues to provide clean, green, safety and hospitality services on a daily basis throughout our district.

For the first time, the Waterfront Partnership expanded our district to include Fells Point, specifically the 1600 -1800 blocks of Thames Street and the 700 – 800 blocks of Broadway Street in Fells Point. This expansion got underway after the Fells Point Main Street Association approached the Waterfront Partnership requesting services. After discussions to determine their needs, the Waterfront Partnership established a comprehensive package including cleaning, hospitality and safety services.

“I’ve visited Baltimore quite a few times now and I must say that the tour guides really do make a difference. They are very knowledgeable and I can tell they give 100% effort to their roles and responsibilities.” ~ Dwight Foote

Keeping Waterfront Guests Safe & Informed

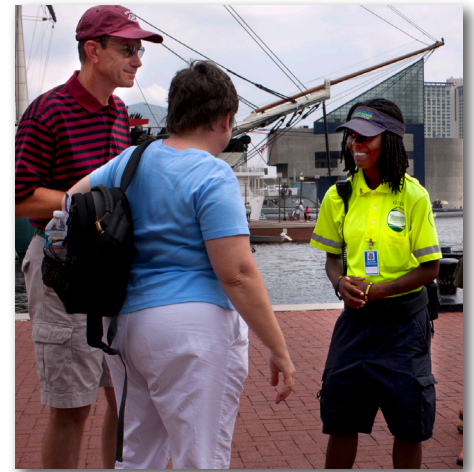
Our Hospitality and Safety Guides are carefully selected for their outgoing personalities and trained to keep a friendly face, watchful eye and extend a helpful hand when needed - creating a safe and friendly atmosphere for visitors along the Waterfront.

In FY 2013, the Hospitality Guides provided assistance for **96,925** guests seeking information on everything from walking directions to the best place to find snowballs and crab cakes.

Additionally, our guides snapped **13,251** pictures for visitors looking for a souvenir of their visit to the Waterfront.

With Safety Guides on foot, bicycle and Segway, the Waterfront is a safer place

to work, live and play. Safety Guides conducted **8,180** business checks, escorted **853** employees to their car or office and served as a watchful eye by spending **5,027** hours patrolling the district with Guides on Segways.



Keeping The Waterfront Sparkling Clean & Trash Free

The Clean Team works diligently on a daily basis to keep the Waterfront sparkling clean and beautiful.

This fiscal year, Clean Team members emptied **4,096** district trash cans, collected **735,765** pounds of trash, dedicated **667** hours to power washing, **1,996** hours to vacuuming litter and removed **757** pieces of graffiti.

“The promenade area, landscaping, and the water area were clean and free of debris.” ~ Secret Shopper Testimonial



Keeping The Waterfront Lush & Colorful

The Green Team made the Waterfront more lush, inviting and colorful than ever. This fiscal year, Green Team members installed more than **277** yards of mulch, planted **20** new trees from Harbor East to the Inner Harbor, planted **2,870** new flowers and hung **35** flowering baskets.

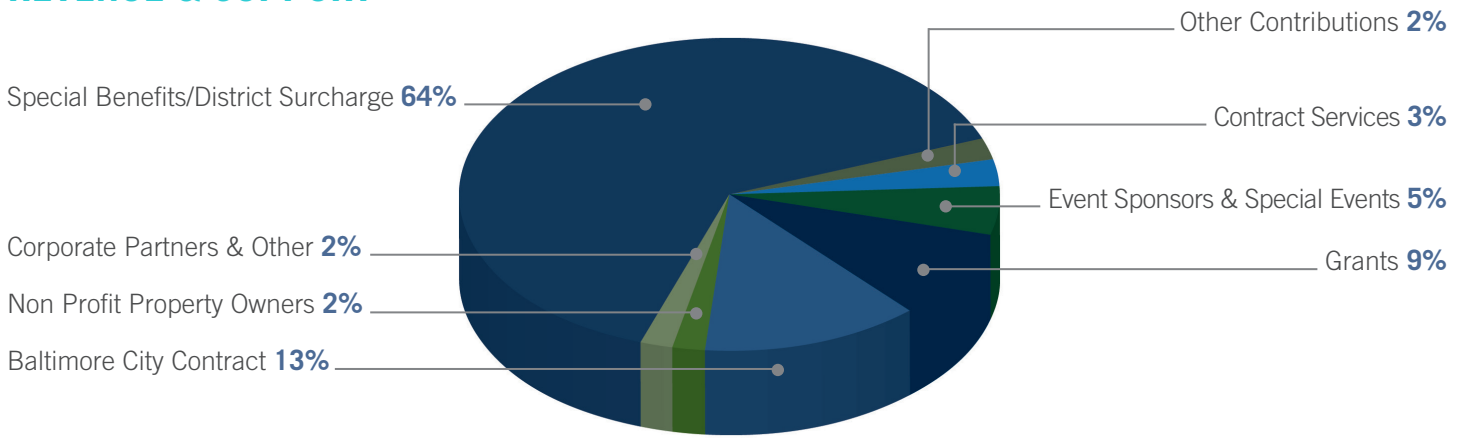
In addition to the beautiful landscaping, the Green Team also installed boulders in Pierce’s Park and created our first new native planting garden along Lancaster Street. They also transplanted plants that were in overcrowded beds to new areas to help fill in voids and have converted some of the annual flower beds to perennial beds to conserve water.



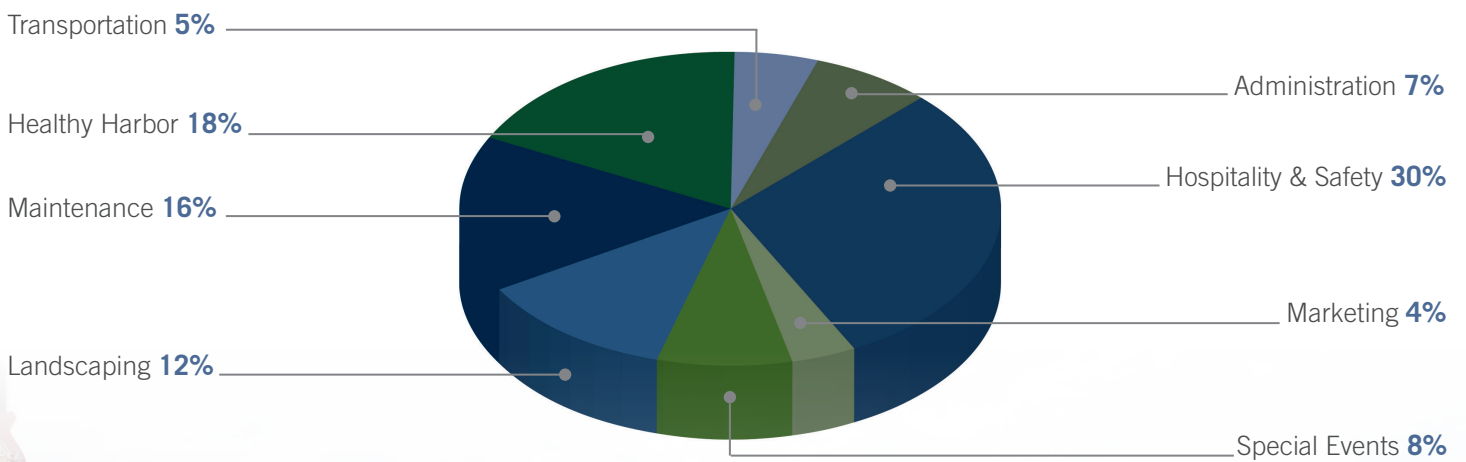
“The flowers brought beautiful colors to the scenery. They looked healthy and well taken care of. The planters were well taken care of and the plants inside of the planters appeared to be healthy as well.” ~ Secret Shopper Testimonial



REVENUE & SUPPORT



EXPENSES



FIGURES

Each year brings more opportunities to enhance Baltimore's signature asset, the Waterfront. We are excited by this opportunity and pledge our continued hard work on the Waterfront's behalf in FY 2014.



Marketing:

- Secure funding, develop and manage the third annual collaborative winter campaign, It's A Waterfront Life – with an increased focus on retail participation and promotion and a goal to exceed 200 media hits
- Manage communications with stakeholders to foster cross promotions and overall awareness of activities taking place around the Waterfront. Execute one cross-promotion per quarter – beginning with a local campaign in January
- Develop, launch and manage a brand campaign to generate awareness and funding for the Inner Harbor 2.0 master plan
- Continue to develop and expand Social Media efforts through strategic posts and messaging on Facebook, Twitter and Instagram. Increase followers on each site by 10%

Events:

- Establish a systematic event process for external clients looking to produce their event at a Waterfront venue
- Continue to produce and increase attendance at Waterfront series: Waterfront Wellness, Summer Socials & Fall Flings
- Solicit additional sponsorships for special events: Harbor Harvest & Shamrock Shindig
- Work with Waterfront stakeholders to develop additional free family-friendly programming along the Waterfront
- Manage and produce the new event, Chesapeake Crab & Beer Festival

Healthy Harbor

- Increase attendance of the Inner Harbor Kayak and Canoe Adventures, which offer the public guided tours of the Inner Harbor using kayaks and canoes provided by Baltimore City
- Develop and launch the Waterfront Oyster Partnership, and create five oyster gardening zones around the Inner Harbor sponsored and maintained by downtown businesses that have been trained to be “oyster gardeners” by the Chesapeake Bay Foundation
- Develop and implement the largest Healthy Harbor project yet - install a Solar Powered Water Wheel Trash Interceptor in the Jones Falls, which will remove up to 70% of the trash floating in the Baltimore Harbor

Waterfront Parks

- Continue to maintain and manage park grounds and equipment
- Establish new free family-friendly programming to promote park usage

A Smarter Way To Get There (ASWTGT)

- Host transportation fairs to generate awareness about transportation options
- Work with Waterfront employers to disseminate information to their employees about transportation alternatives
- Continue to host walk and lunch events to generate awareness and promote healthy living



Waterfront Services:

- Work smarter by deploying additional machines for litter removal
- Reduce our carbon footprint by purchasing “green” equipment such as electric carts
- Expand Fells Point from a 4-day per week schedule to a 7-day per week schedule
- Support special projects for Waterfront stakeholders



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9/2013



THE BOARD

Laurie Schwartz, President

Laurie has dedicated her career to helping make Baltimore an even better place to live and work. In the early 1980's, Laurie helped the City and area businesses start Downtown Partnership and then served as its first President for over 15 years. Following a stint at City Hall with Mayor O'Malley, Laurie worked as an independent consultant for 9 years. During this time, she helped waterfront property owners, waterfront area attractions and the City of Baltimore start Waterfront Partnership of Baltimore, Inc.; and in 2010, agreed to join the organization full time as its Executive Director.

Adam Lindquist, Healthy Harbor Manager

Adam joined the Waterfront Partnership team in 2011. He received his Masters of Urban Planning from the University of Maryland, College Park, and his experience includes working for the Water Resource Division of the Maryland Department of Planning. He is a passionate conservationist and involved with protecting and restoring the rivers and streams of his community. He is excited to be helping lead Waterfront Partnership's Healthy Harbor Initiative and looks forward to one day swimming in the Harbor.

Eric Souza, Operations Manager

Eric joined the Waterfront Partnership team in 2009. He is a graduate of Baltimore International College and has many years of experience in Hospitality and Tourism Management. Eric's day-to-day job includes managing the Waterfront Partnership's Operations Team, which consists of the Safety, Hospitality and Clean Team members. He enjoys sharing his knowledge of the City with all of the Waterfront visitors and helping to make Baltimore a wonderful city to work and live in.

Lisa Aiello, Accounting Manager

Lisa joined the Waterfront Partnership team in 2012. She received her degree in Accounting from UCONN and has worked in the accounting field since 1995. Lisa's favorite part of her job is knowing she can make a positive impact for an organization that makes Baltimore a better place to live and visit.

Sarah St.Clair, Marketing Manager

Sarah joined the Waterfront Partnership team in 2013. She received her degree in Communication from Radford University and her experience includes brand development, promotions, social media management, marketing and event planning. Sarah is excited to be a part of the Waterfront Partnership team and is dedicated to making the Waterfront a world-class destination for Baltimoreans and tourists.

Beth Laverick, Events Manager

Beth joined the Waterfront Partnership team in 2010. She received her degree in Mass Communication from Towson University and her experience includes sales, marketing, promotions and event management. Beth is a big Baltimore fan and enjoys every aspect of City living. Beth's favorite part of her job is spending time at the Waterfront and working to add more programming and events at the Harbor for families.

