



**WATERFRONT  
PARTNERSHIP**  
OF BALTIMORE  
**2015**  
**FISCAL YEAR  
ANNUAL REPORT**





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# 10 Years of **Dedication**

*A letter from our Chairmain and President*

## ***A Decade of Dedication. Another Year of Amazing Progress.***

This year the Waterfront Partnership of Baltimore celebrates a very important milestone – our ten-year anniversary. Ten years is a short time in the history of our great City but, thanks to the support of residents, businesses, and City government, Waterfront Partnership has made every moment of the last ten years count.

We hope you've taken time to read our Ten Year Report which documented in metrics our decade of dedication and the growth of the Waterfront over the last ten years. The Report was printed in the *Baltimore Business Journal* and is available on our website.

At the same time, we're focused on communicating our impact annually and looking ahead to the coming year. Please glance through our FY 15 Annual Report which is presented primarily through visual images and our stats.

Our work is never finished. The Waterfront is a living, breathing thing that grows and changes with time. Old facades fall away to reveal their true potential, like the Harbor Point development rising now from previously vacant industrial land. In the coming year, over 1500 Exelon employees will establish their new headquarters on Harbor Point as a new residential tower rises in the skyline. The center of the Inner Harbor will take on a new look as Harborplace is redeveloped, and 414 Light Street and 300 East Pratt Street take shape.

We're looking forward to installing our second Waterwheel, in Canton, and our Inner Harbor Ice Rink will be back for a second year in a more prominent location with a prominent sponsor in PANDORA.

To those who have been a part of our progress, we thank you. To those not yet fully acquainted with our work, we invite you to join us. Please give us a call to learn how to participate or visit [www.WaterfrontPartnership.org](http://www.WaterfrontPartnership.org).

Sincerely,



Michael Hankin, Board Chair



Laurie Schwartz, President



# 14M

OVER 14 MILLION PEOPLE VISITED, SHOPPED, DINED AND ENJOYED THE INNER HARBOR IN 2013 ALONE.



# 100%

THE INNER HARBOR NEIGHBORHOOD EXPERIENCED A POPULATION BOOM: GROWING WELL OVER 100% DURING THE PAST DECADE.



# 50%

COMMERCIAL PROPERTY VALUES AND PROPERTY TAXES JUMPED DRAMATICALLY, AS ASSESSMENTS ROSE BY 50%.



# 49%

CONSTRUCTION CONTINUED TO MEET DEMAND AS THE NUMBER OF RESIDENTIAL WATERFRONT PROPERTIES INCREASED BY 49%.



# 37%

BUSINESSES OPENED THEIR DOORS AT THE WATERFRONT AS COMMERCIAL SQUARE FOOTAGE INCREASED 37%.



# CELEBRATING 10 YEARS OF PROGRESS



# 16%

BETWEEN THE YEARS 2000 - 2011 NEW JOB OPPORTUNITIES AT THE WATERFRONT GREW BY 16%.



# 56%

MILLENNIALS RESIDING IN WATERFRONT NEIGHBORHOODS INCREASED OVER 56%.



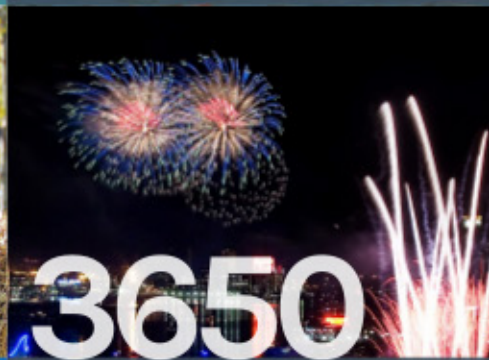
# 65%

FEDERAL HILL, INNER HARBOR, AND OTTERBEIN SAW A 65% INCREASE IN THE NUMBER OF 5-11 YEAR OLD RESIDENTS



# 40%

WATERFRONT NEIGHBORHOODS SAW A 40% INCREASE IN THE NUMBER OF NEWBORNS AND TODDLERS LIVING BY THE WATERFRONT.



# 3650

3,650 DAYS OF ENERGY, CREATIVITY, COMMITMENT AND LEADERSHIP OF THE WATERFRONT PARTNERSHIP STAFF AND BOARD.



WAY TO PARK  
→

summer  
**SALE**  
UP TO 70% OFF

WATERFRONT  
PARTNERSHIP  
OF BALTIMORE, INC.

CLEAN TEAM

WATERFRONT  
PARTNERSHIP  
OF BALTIMORE, INC.

ATLV  
4300

**100K**

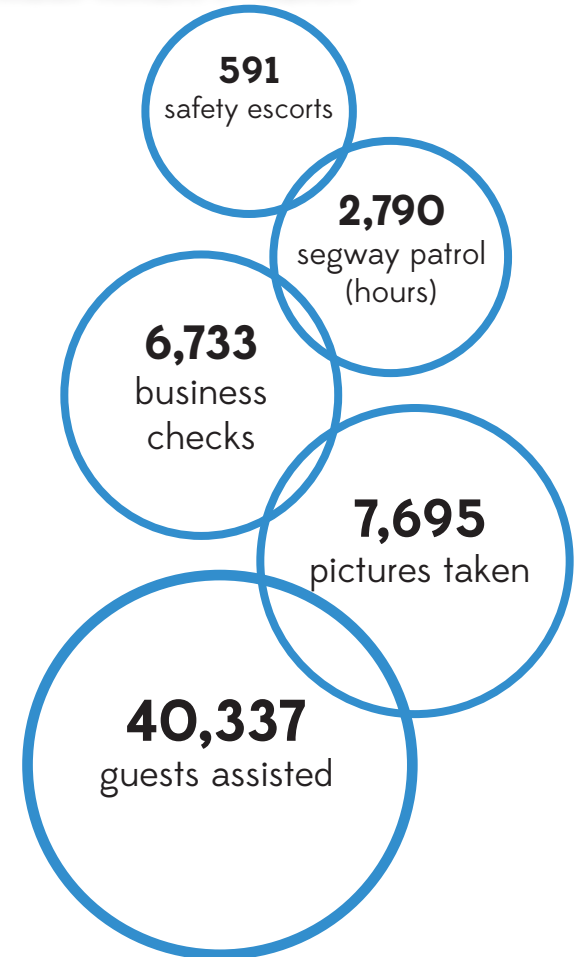
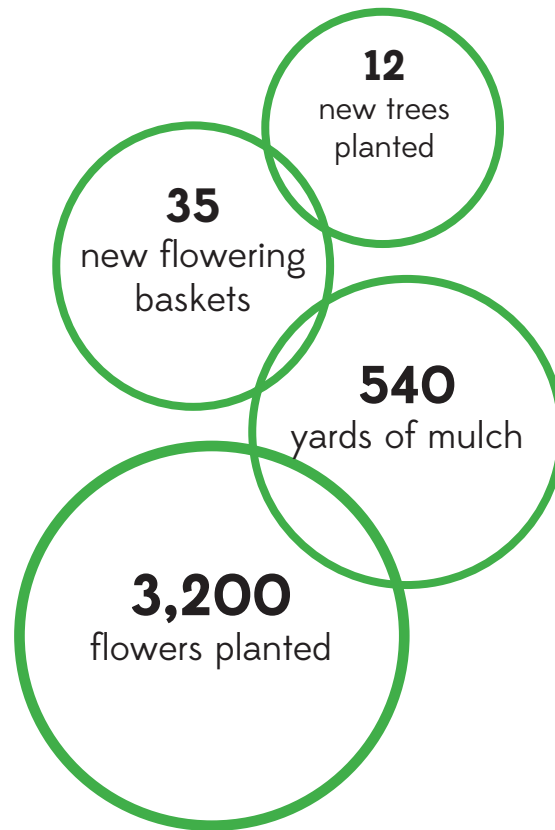
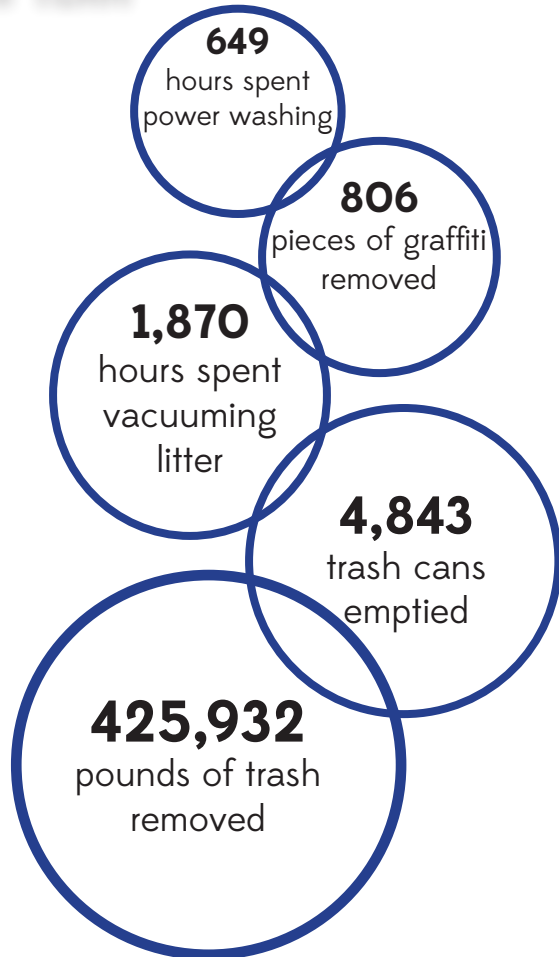
BEAUTIFIED THE WATERFRONT WITH OVER 100,000 FLOWERS AND 120 TREES – INSPIRING BALTIMOREANS AND VISITORS ALIKE TO ENJOY MORE TIME OUTDOORS.

**10** YEARS

*“I really enjoyed my visit to the Inner Harbor area. The staff members that I met treated me with warmth and respect. The entire area had a clean well kept feel to it. Every aspect of my visit was impressive.”*

*~ Mystery Shopper*

# Greeting our visitors and making them feel **welcome, secure, and charmed**





1000+

INSPIRED PLAY IN THOUSANDS OF KIDS BY BUILDING THE AWARD-WINNING PIERCE'S PARK, FEATURING INTERACTIVE SCULPTURES, A MUSICAL FENCE AND A LIVING WILLOW TUNNEL

10 YEARS

*“Our kids loved running, jumping, and dancing. Such a joy to watch them too! Points to you for having kids activities to keep them occupied so they had tons of fun -- which let the grown-ups have a good time, too”  
~ Karen & Randy D.*

# Programming & managing our parks for **special events and everyday moments**



In FY2015 the Waterfront and its many outdoor parks and public spaces proved to be much sought after destinations for special events. The Waterfront Partnership events team produced the following signature events:

**World Cup Viewing Party:** 700+ decked out fans joined together at West Shore Park to cheer on team USA.

**Summer Social Series:** Our annual Waterfront concert series was a crowd pleaser yet again – featuring local bands, bar service by Dooby’s, a rotating array of food trucks, a kid’s zone, and the interactive Walter Sondheim Fountain. Thousands of families joined us one Friday per month all summer long for these low key, free, family-friendly concerts.

**Waterfront Wellness Series:** From first time participants to avid health nuts, our Waterfront Wellness series appealed to all by offering free, professionally taught fitness classes for 17 weeks. Bootcamp, Zumba, Yoga, Parkour - we had something for everyone.

**Harbor Harvest:** It’s not everyday you’ll find barnyard animals and a pumpkin patch in the City. But, in October we brought the country to the City for our 7th annual free children’s festival. Over 3,000 families enjoyed a pumpkin patch, hay maze, pony rides, train rides, and other fall festivities without ever having to leave the Waterfront.

**Inner Harbor Ice Rink:** The Rink proved to be a much missed winter amenity and we are proud to have brought it back after a 10-year hiatus. It was open seven days a week, featured festive programming, and offered an affordable family-friendly Waterfront activity that more than 20,000 took advantage of.

**Shamrock Shindig:** Pierce’s Park was overflowing with partygoers enjoying live Celtic music, food truck fare, and adult beverages at our annual Irish-themed event.

**Waterfront Play:** Our dedicated Park Play Ambassadors facilitated play and organized games for kids of all ages visiting West Shore Park.

**Waterfront Behind the Scenes:** This innovative networking series took participants behind the scenes to discover and learn about things they never even knew were happening or even possible at our Waterfront.

**Harbor Market:** We redefined McKeldin Square and lunchtime for downtown employees with the launch of Harbor Market. Featuring the best food trucks, local vendors and fun recess style games it was like we opened up a mini weekend in the middle of the workweek.

In addition to producing our signature events the events team reviewed permit applications as well as provided marketing, planning, production, hospitality, safety and clean team services for more than **120 Waterfront events**.

THE WATERFRONT HOSTED  
41 PRIVATE EVENTS  
39 PUBLIC EVENTS  
19 RUNNING EVENTS  
18 FILMINGS  
9 EVENT SERIES





20K

ENSURED THREE MONTHS OF WINTERTIME LAUGHTER AND FUN FOR 20,000 SKATERS BY BRINGING THE INNER HARBOR ICE RINK BACK AFTER A TEN-YEAR ABSENCE.

10 YEARS

*“Our young men, their families and my staff all had a wonderful time ice skating. The weather was just right for the event and the atmosphere was filled with laughter and holiday cheer!”*  
~ Rev. Dorsey

# It's a Waterfront Life: A collaborative holiday campaign



Coupled with new festivities, long-time traditions, and an expanded media buy - we successfully activated and brought attention to the Waterfront during a notoriously slow period of time.

## Event Highlights

**National Aquarium's Holiday Celebration:** 40% increase in attendance

**Rock the Dock Family Holiday Bash:** 45% increase in attendance

**Maryland Science Center's Midnight Noon:** Sold Out

**Waterfront Partnership's Inner Harbor Ice Rink:** 20,000 skaters

**Santa Photos & Santa's Place Light Show:** 10% increase in attendance

**Baltimore Visitor Center Seasons Eatings & Arts and Crafts with J:** 39% increase in attendance

## Media Highlights

**Public Relations:** 516 media hits resulting in over 300 million impressions

**Waterfront Life Website:** 63,526 page views, 10% increase year over year

**Digital Ads:** 4,257,103 impressions

**Email:** Four dedicated blasts were sent to the WPB opt-in database of over 10,000 recipients - with an average open rate of 24.7%

**Social Media:** 40% increase in Facebook likes and 21% increase in Twitter followers

42 Days  
11 Special Events  
9 On-Going Events  
300 Million  
Media Impressions

# Promoting a world-class destination

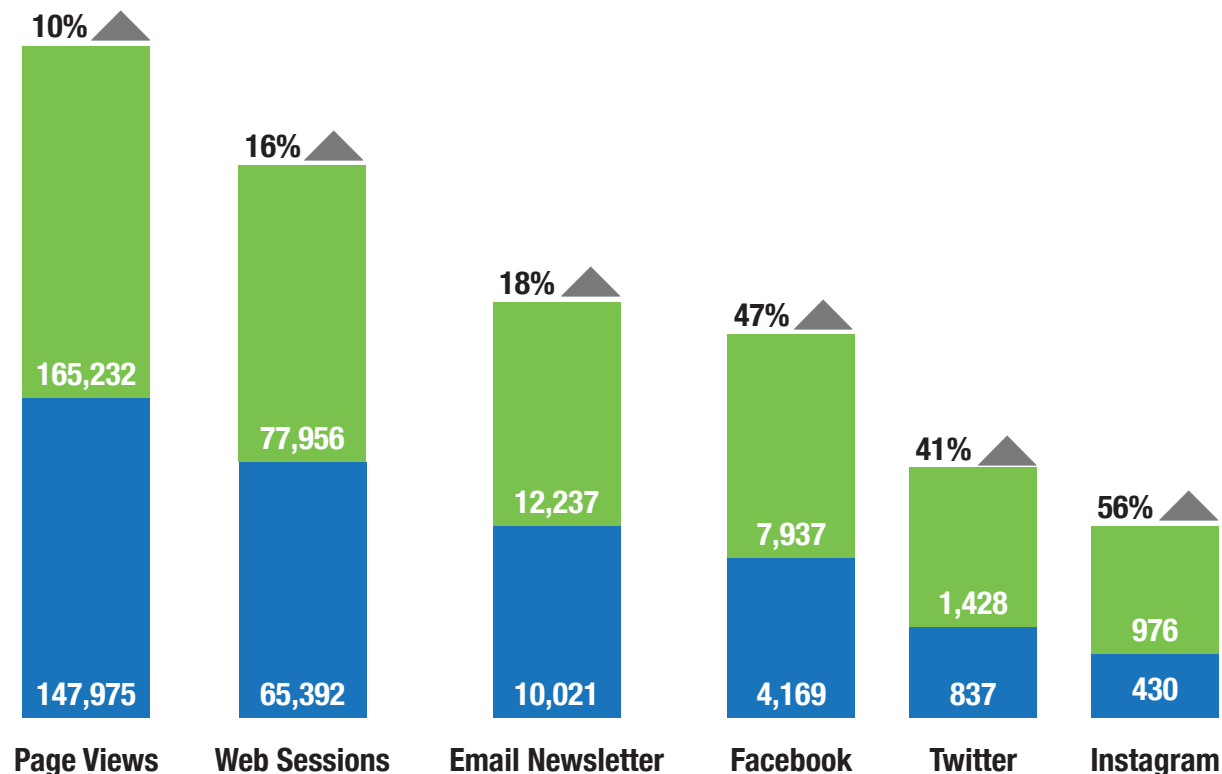
Waterfront Partnership’s marketing is focused on branding and promoting the Waterfront as a world-class destination for locals as well as generating awareness about the Partnership’s major initiatives and services.

As we continued to refine our marketing efforts this year we developed and executed a balanced campaign strategy that leveraged our direct, social, and earned media capabilities. Each outlet produced positive results, increasing awareness substantially year over year (see chart below).

In celebration of our 10 year anniversary we crafted a brand platform and refreshed Waterfront Partnership’s branded “look” by tweaking our color scheme, softening our logo, redeveloping our website and creating a 10 year summary print piece.

In early FY 16 we will expand our current marketing focus and begin a publicity plan to reach Baltimore business leaders and area employees.

**664**  
MILLION MEDIA  
IMPRESSIONS

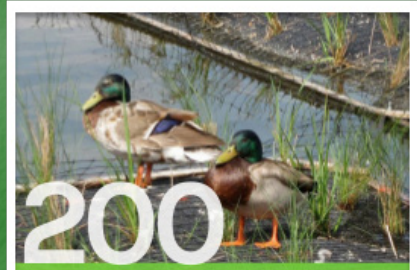


## New Brand Elements

- Logos
- Business Cards
- Letterhead
- Envelopes
- Email Signature
- Website
- Brand Platform



Sources: waterfrontpartnership.org Google Analytics, Facebook Insights, Twitter, Instagram, Profiles PR



200

THANKS TO VOLUNTEERS FROM OVER 200 LOCAL BUSINESSES WE INSTALLED MORE FLOATING WETLANDS, RAIN GARDENS, AND OYSTER CAGES - ALL TO BENEFIT THE HEALTH OF THE HARBOR.

10 YEARS

# Healthy Harbor: Swimmable & Fishable by 2020



Since successfully installing the world's first Water Wheel powered trash collector in May 2014 we have continued to receive international acclaim for our innovative approach to keeping trash out of our Harbor and the Chesapeake Bay. We are now raising money to build the world's second Water Wheel trash interceptor at the outfall of Harris Creek, a completely piped stream in Baltimore's Canton neighborhood.

**224 TONS  
OF TRASH  
REMOVED FROM  
THE HARBOR**

To extend the reach of the Inner Harbor Water Wheel and grow our audience we invite the public to interact with the device via Mr. Trash Wheel, an online Twitter persona. Mr. Trash Wheel's educational and entertaining personality has garnered over 3,000 followers and over 1 million impressions in his first year.

Our goal is to have a Harbor that doesn't need trash collectors because trash doesn't end up in our waterways in the first place. To that end, we work with community leaders in upstream neighborhoods to develop "Alley Makeover" projects that reset resident expectations for what their dirtiest spaces can and should be. Using a combination of cleanups, bin giveaways, and community-led art projects, we beautify alleys, educate residents, and build social fabric among neighbors.

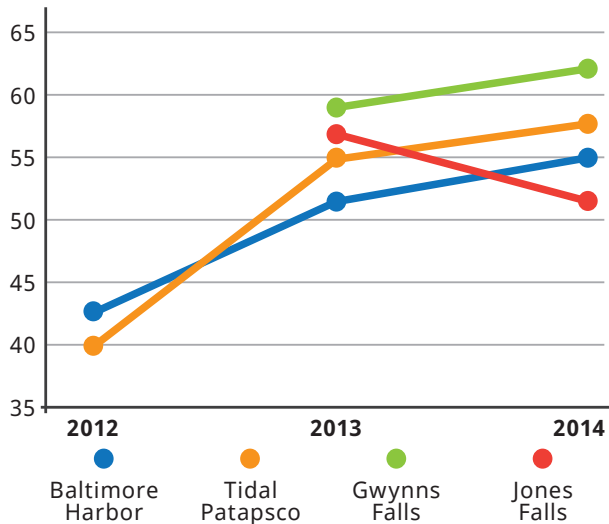
The Alley Makeover projects have resulted in improvements in our target alleys but, more importantly, they have informed a larger conversation about trash and litter in Baltimore. In April 2015 Mayor Rawlings-Blake endorsed a list of recommendations that we prepared in partnership with the Mayor's Commission on Sustainability for improving the cleanliness of Baltimore City. The Mayor wasted no time in implementing our recommendations and has already announced a citywide municipal trashcan program and the creation of a peer-to-peer network modeled on our community work.

At the Waterfront, we continue to find new ways to engage and educate the public about the local environment. We are developing an innovative restoration plan for the canals around the Inner Harbor. This plan calls for the creation of "Living Canals" that include enhanced habitat for local wildlife and innovative green technologies for cleaning the water. We also doubled the number of volunteers participating in the Great Baltimore Oyster Partnership, our collaboration with residents, downtown businesses, and the Chesapeake Bay Foundation. In its second year over 100 volunteers helped plant 61,775 oysters at a protected reef in the Tidal Patapsco River.

Our partnerships with businesses, nonprofits and City government are essential to the long-term success of our work. In 2015 these partnership grew and got stronger as we all continued our work towards a truly swimmable and fishable Baltimore Harbor.

# Healthy Harbor: Key Metrics

## Report Card Grades



## Great Baltimore Oyster Partnership

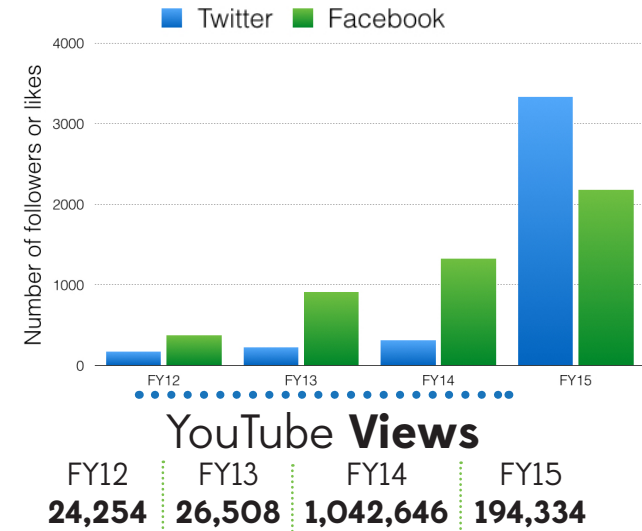


FY14: 50,000 spat

FY15: 61,775 spat

Number of spat (baby oysters) raised in the Inner Harbor and planted in the Tidal Patapsco River.

## Social Media

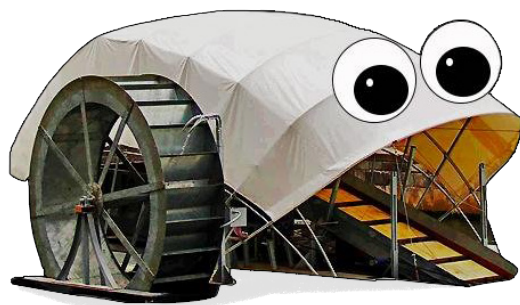


## YouTube Views

Fiscal Year	Views
FY12	24,254
FY13	26,508
FY14	1,042,646
FY15	194,334

**433 students** from 15 Baltimore City schools attended **Healthy Harbor field trips**

**1,673 homes** powered by **224 tons** of trash collected by the Water Wheel



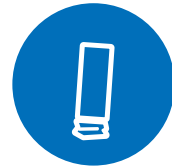
## Water Wheel Trash Composition



**133,750**  
Plastic Bottles



**176,550**  
Polystyrene Containers



**3,994,000**  
Cigarette Butts



**2,446**  
Glass Bottles



**72,242**  
Grocery Bags



**112,424**  
Chip Bags



**852**  
Sports Balls



*This is the destination that sparked an urban waterfront renewal revolution and annually draws 14 million visitors to Baltimore.*

# Adding new amenities that can be enjoyed by locals and visitors alike



## Transportation Task Force

In response to growing concerns voiced by Waterfront area employees over traffic congestion and commute times, the Partnership convened the largest employers and developers in Harbor East and Harbor Point, to identify solutions.

Working with the City Department of Transportation and a local transportation planning consultant made available by DOT, the group met monthly throughout the year to prepare a Plan. The level of interest was high, evidenced by a **60% return rate** of an employee survey, with some large employers registering over **80% response rates**.

From preparing heat maps showing clusters of employee origin locations to identifying gaps in public transportation, the Task Force's comprehensive recommendations will be released in FY16.

Participating employers included Legg Mason, Exelon, Morgan Stanley, Under Armour, OneMain Financial, Laureate, Hopkins Carey School and WRA; and developers Harbor East Management, Beatty Development and WorkShop Development.



## Investing in Harbor Infrastructure

On the heels of the Inner Harbor 2.0 plan being released and a major commitment of capital funding by the City and an investment by the state, Waterfront Partnership led the implementation process for many of the recommended public improvements.

We oversaw the detailed design of a light fixture and pole based on the conceptual design by Ayers Saint Gross. Months of work on the detailed design, materials selection and installation locations will result in a spectacular addition to the Harbor scape. Beautiful, nautical appearing poles and fixtures will be installed in FY 16.

Matching benches and trash urns were installed by DOT all along the promenade, working with WPB, during the year.



## New Parks

The priority recommendation out of Inner Harbor 2.0 was to remake Rash Field, to help anchor the South Shore of the Harbor.

Waterfront Partnership was asked by the City to take the lead on a first phase of design to make the park more attractive, accessible, and useable while funds are assembled for a longer term Rash Field redevelopment.

Aimed at making the site more useable for more people, the Partnership drafted and issued an RFQ for a design team to recommend improvements that will begin construction in FY 16.



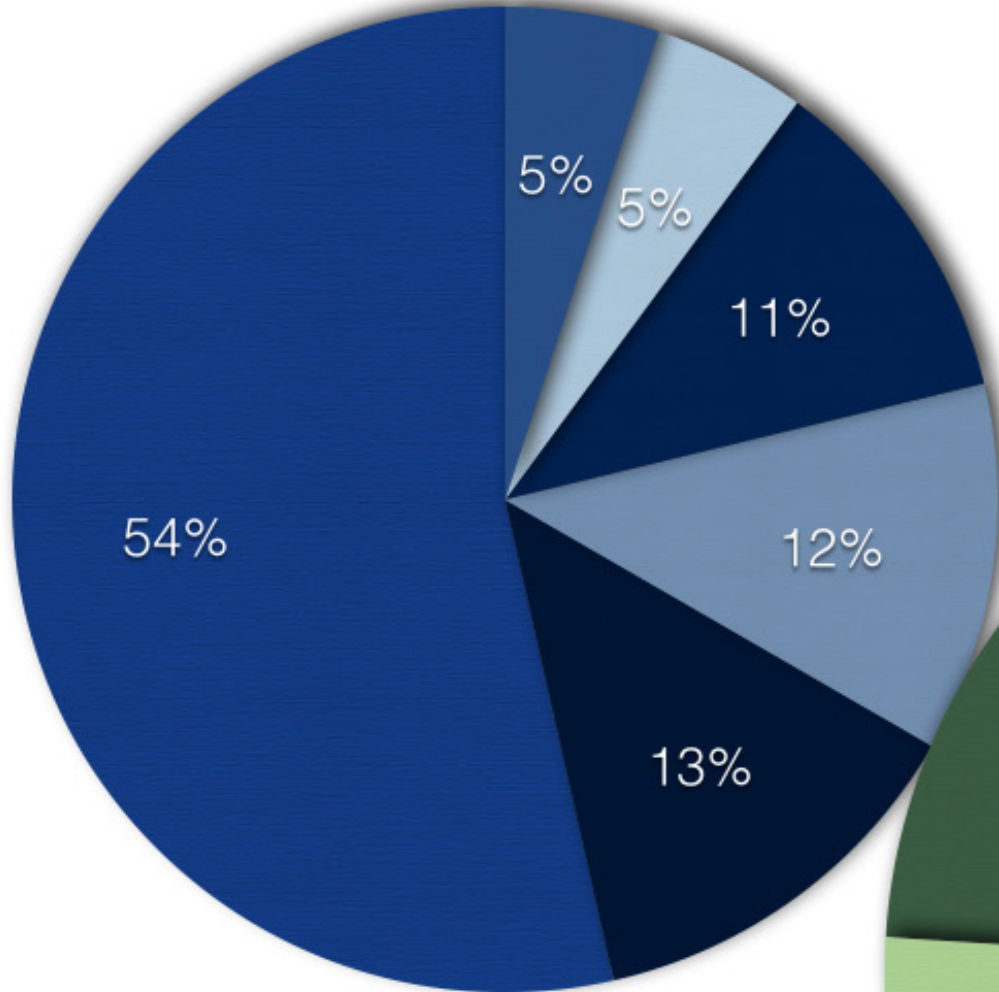


3650

3,650 DAYS OF ENERGY,  
CREATIVITY, COMMITMENT AND  
LEADERSHIP OF THE WATERFRONT  
PARTNERSHIP STAFF AND BOARD.

10 YEARS

*Creating an active, beautiful,  
and sustainable future for  
Baltimore's world-class  
Waterfront*

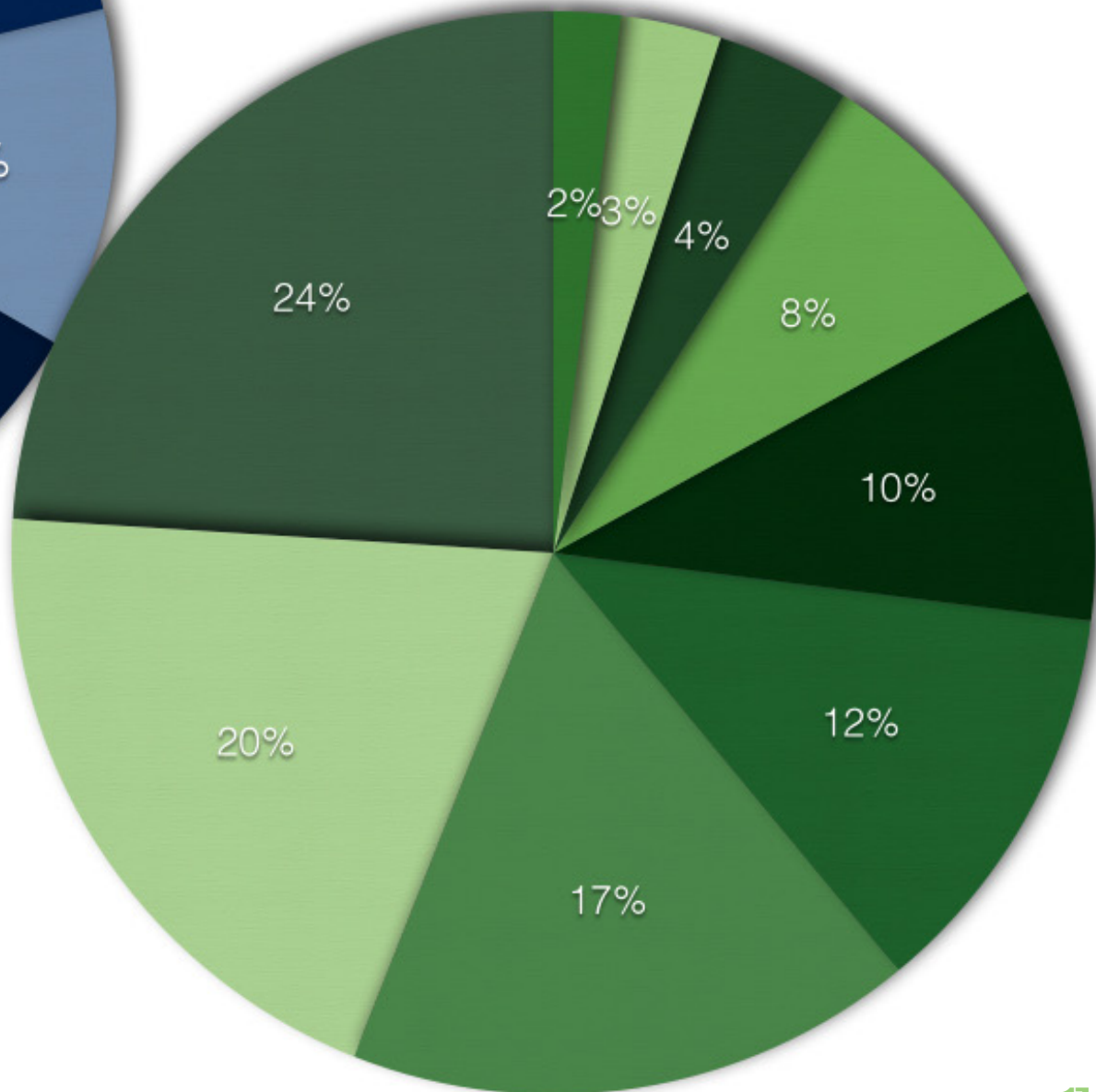


## Revenues

- Contract Services
- Event Sponsors & Special Events
- Corporate Partners/Contributions
- Grants
- Baltimore City
- Special Benefits/District Surcharge

## Expenses

- Corporate Cultivation
- Ice Rink
- Marketing & Events
- Maintenance/Clean Team
- Hospitality & Safety
- Contract Services
- Administrative
- Landscaping
- Healthy Harbor



# Thank You

*Funders, Contributors, Sponsors, & Grantors*

## Core Funders

Allied Signal Inc.  
Ashkenazy Acquisition  
Brown Advisory  
The City of Baltimore  
Cordish Company  
Elm Street Development  
Ferndale Fence  
Harbor East Management  
Living Classrooms Foundation  
Marriott Courtyard Hotel  
Maryland Science Center  
Merritt Properties  
Meyers Jabara  
National Aquarium  
The Rusty Scupper

## Annual Contributors

Bozzuto Group  
Harbor Magic Hotel  
Laureate

Legg Mason  
Morgan Stanley  
M&T Bank  
Towne Park  
WRA

## Grantors

The Abell Foundation  
The Baltimore Community  
Foundation  
BC Critical Area Commission  
The Clayton Baker Trust  
Constellation  
Exxon Mobil  
Keith Campbell Foundation  
Maryland Environmental  
Services/Maryland Port  
Pearlstone Family Foundation  
Rauch Foundation  
T. Rowe Price

## Sponsors

Ayers Saint Gross Architects  
Baltimore City Recreation & Parks  
Baltimore City Department  
of Transportation  
Beatty Development  
BGE  
Bobby's Portable Restrooms  
Brick Bodies  
Brickman  
Brown Advisory  
Canton Club  
Charm City Yoga  
Constellation  
Cross Street Partners  
Chesapeake Beverage  
Dooby's  
Downtown Baltimore  
Family Alliance  
Ford Motor Company

General Growth Properties  
IKEA  
Legg Mason  
MAC Harbor East  
Mahan Rykiel Associates, Inc.  
Medifast  
Peak Performance Training  
PNC  
Ripley's Believe It or Not  
Riverside Health of Maryland, Inc.  
TD Bank  
The Can Company  
The City of Baltimore  
The Next Ice Age  
Urban Evolution  
Visit Baltimore  
Zipcar

# Fiscal Year 2015

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**Michael Beatty**

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**Matt Boccia**

Global Guardian LLC

**James Bond**

Living Classrooms Foundation

**Ernest Burkeen**

Department of Recreation and Parks

**Wayne Christmann**

Legg Mason & Co., LLC.

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Baltimore Development Corporation

**Wilbur “Bill” Cunningham**

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**Mike Durham**

The Sport Shop

**Rachel Duncan**

Constellation Energy

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Resident

**Andrew Frank**

Johns Hopkins University

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Baltimore City Council

**William Johnson**

Department of Transportation

**Tim O’Donald**

Harbor East Management

**Dave Petty**

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**John Racanelli**

National Aquarium

**Van R. Reiner, Board Secretary/Treasurer**

Maryland Science Center

**Patrick Richards**

Laureate Education, Inc.

**Ed Rudzinski**

Marriott Waterfront Hotel

**Zed Smith**

Cordish Company

**Rochelle “Rikki” Spector**

Baltimore City Council

**Tracee Strum-Gillian**

Parsons Brinckerhoff

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Economic & Neighborhood Development

Fiscal Year 2015

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**James Bond**

Living Classrooms Foundation

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Ashkenazy Acquisition

**David Benn**

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**Tim O'Donald**

Harbor East Management Group

**Edward Prutzer**

Rusty Scupper

**John Racanelli**

National Aquarium

**Van R. Reiner, Board Secretary/Treasurer**

Maryland Science Center

**Ed Rudzinski**

Marriott Waterfront Hotel

**Zed Smith**

Cordish Company

**Carl "Bill" Struever**

Cross Street Partners

**Colin Tarbert**

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President



**Adam Lindquist**  
Director  
Healthy Harbor Initiative



**Sarah St.Clair**  
Director of Marketing



**Eric Souza**  
Director of Operations



**Lauren Moloney**  
Project Manager



**Amber Chavis**  
Sr. Staff Accountant



**Leanna Wetmore**  
Community Coordinator



**Megan Campbell**  
Event Coordinator



**Waterfront Partnership Staff**