

PRIORITY OUTCOME

GROWING ECONOMY

Baltimore's citizens succeed the most when Baltimore's economy is strong and growing. This objective seeks proposals that strengthen and grow Baltimore's economy by working from the following tenets: a growing economy leverages public-private-non-profit partnerships; a growing economy respects and supports the diversity - ethnic, racial, socioeconomic, education level etc. - of the people we serve; and a growing economy recognizes the interconnectivity of all economic factors - investment, key economic drivers, workforce, quality of life, and infrastructure. Baltimore City government can achieve this outcome by focusing resources, people and policies in support of our identified goals, as well as other related activities.

SECTION 2: SMART GOALS

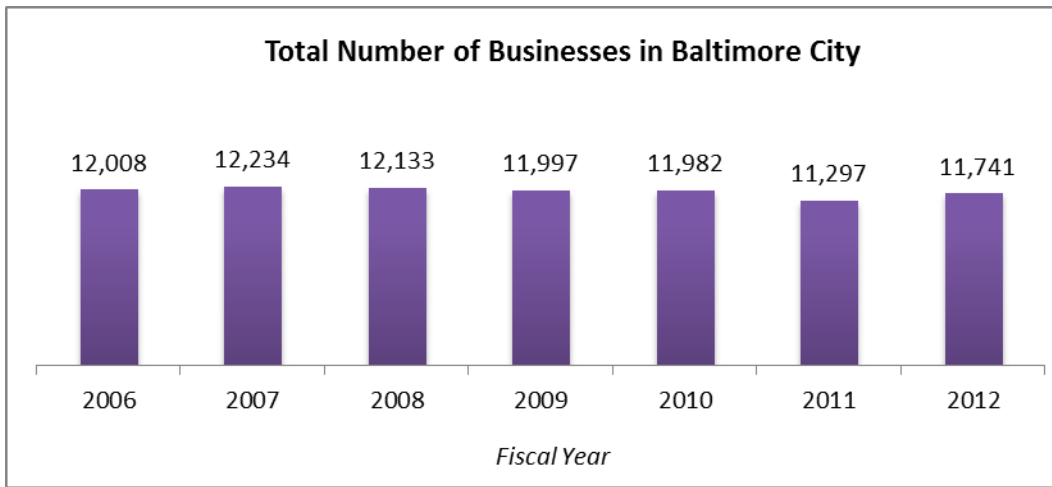
The following five goal areas will be used to focus the progress on this Priority Outcome by the end of 2015. Proposals that "move the needle" in these goal areas in the next five years will receive priority consideration for funding. At the same time, we recognize that many other indicators are important toward achieving the objective to achieve a Growing Economy and welcome additional proposals that focus on ways to grow opportunities in the City of Baltimore that may not be germane to one of the five areas below. Although safety, attractiveness of the City, and affordable housing opportunities all play a role in growing the economy, proposals for these types of projects more clearly align with other Priority Outcomes and should be directed to an Outcome team to which it more closely aligns than the Growing Economy team.

1. **Increase the number of city residents over 16 years old who have a job.** We seek to increase the percentage of city residents who are employed, whether they work in the City or in the region. Baseline: 54%.



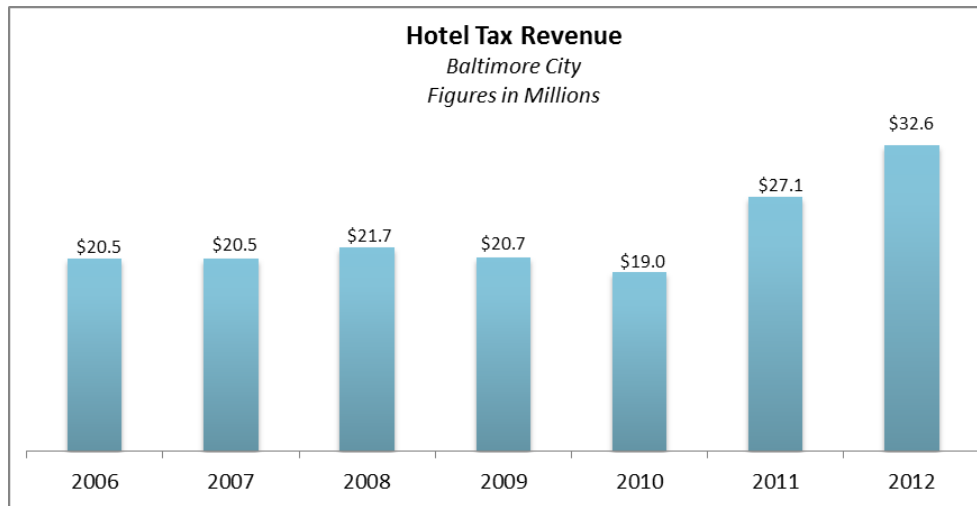
Source: 2009 Census/American Community Survey

2. **Increase the overall number of businesses in the City.** We seek to increase the employer base with a combination of retained and new businesses. This effort is a strong indicator of the City's ability to both attract private investment and promote entrepreneurship. Baseline: 11,982 businesses.

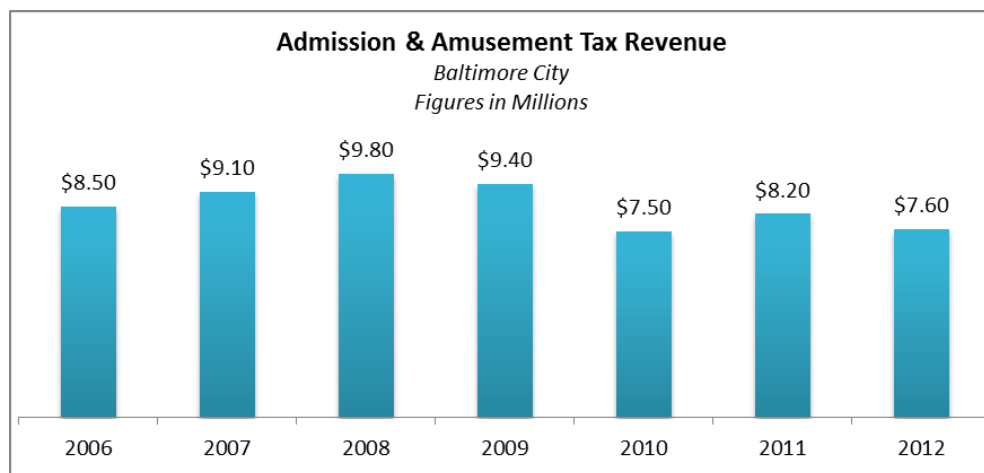


Source: Baltimore City Department of Finance, Personal Property Tax Data

3. **Increase economic activity from tourism and entertainment and attraction offerings.** Hotel and admission and amusement taxes collected are a strong indicator of the City’s ability to attract convention, group, and leisure visitors. Baseline – Hotel Revenue: \$24.8 million. Baseline – Admission/Amusement Revenue: \$7.5 million.

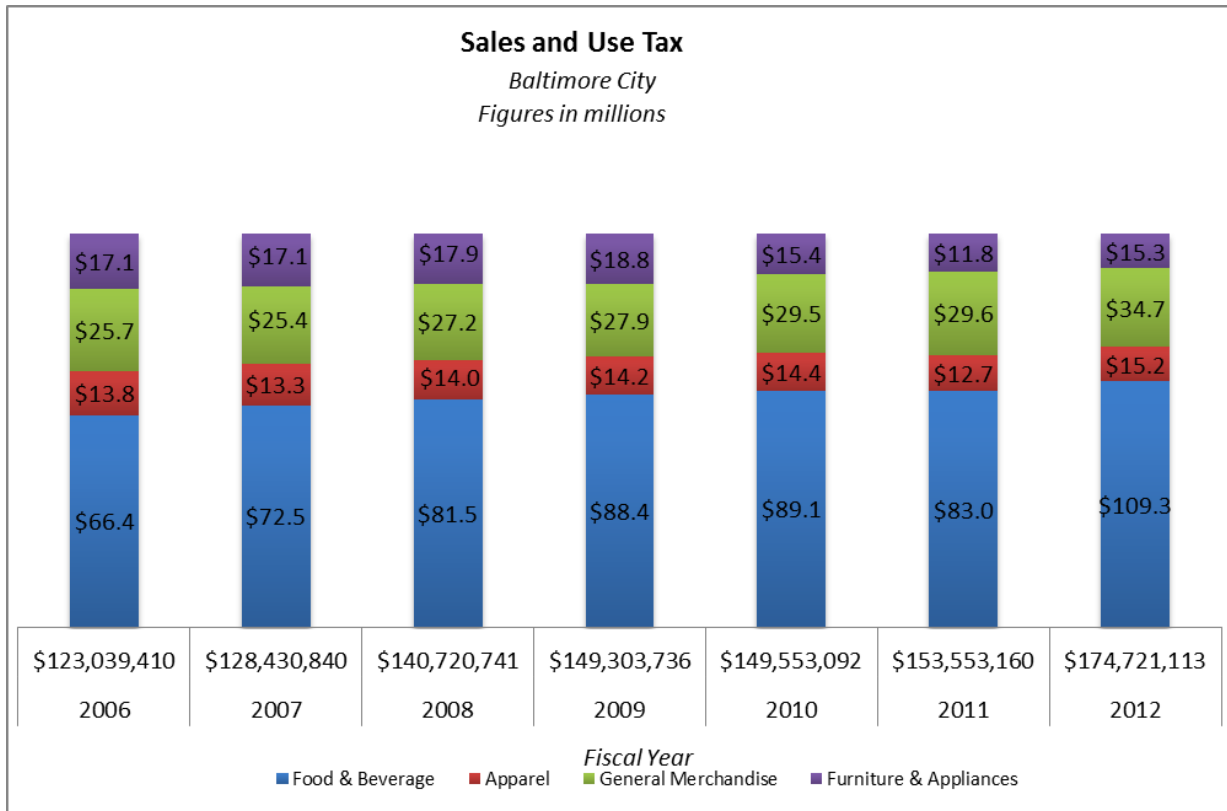


Source: Baltimore City Department of Finance. Note: The Hotel Tax increased from 7.5% to 9.5% in Fiscal 2011.



Source: Baltimore City Department of Finance

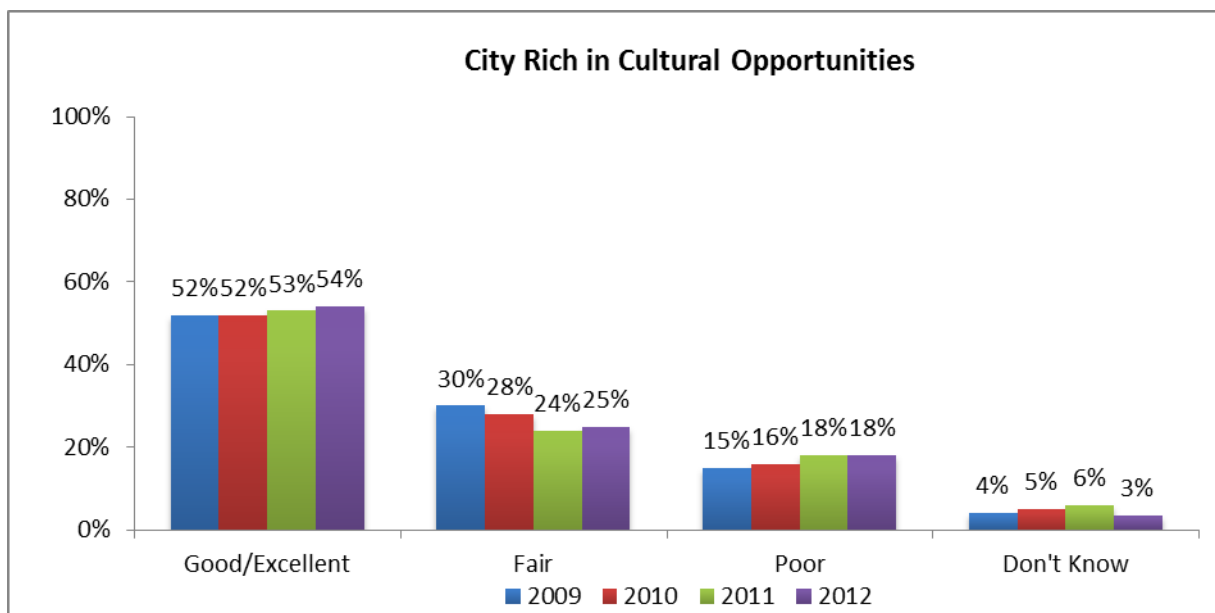
4. **Increase the total amount of retail activity.** Local retail options add to a citizen's quality of life, while also infusing more dollars in our neighborhoods. The proxy measure for retail activity is the amount of State sales tax revenue generated in Baltimore City. Baseline: \$150.4 million



Source: State of Maryland Comptroller's Office

*Includes furniture and appliances; general merchandise; apparel; and food and beverage

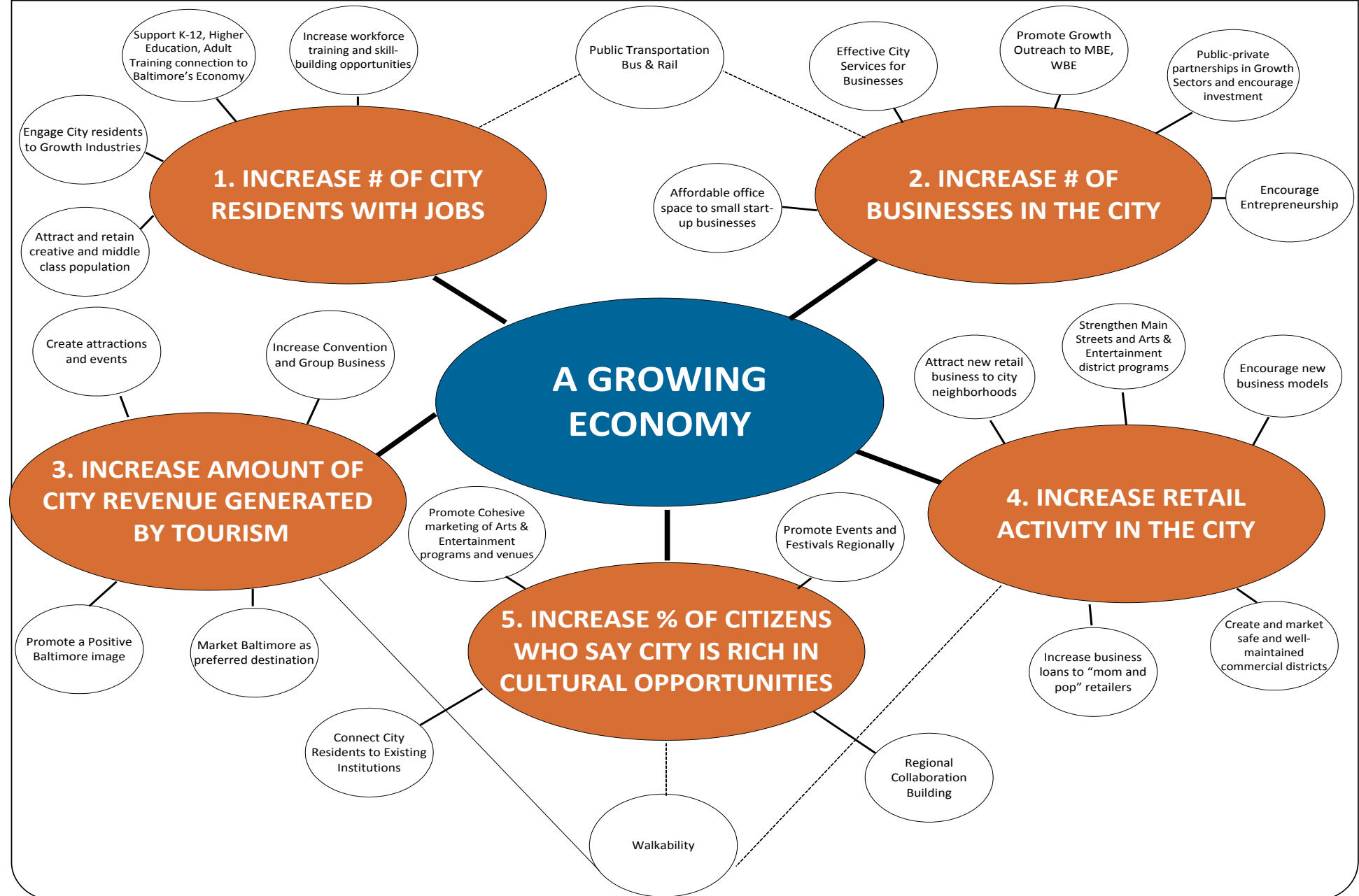
5. **Increase the number of citizens who rate the City as being rich in cultural opportunities.** Baltimore's rich arts and culture amenities are true community assets. The Baltimore Citizen Survey asks residents to rate the availability of cultural activities in Baltimore. Baseline: 52%. (Definition = Excellent or Good rating.)



Source: Baltimore Citizen Survey, 2009 & 2010

SECTION 3: CAUSE-AND-EFFECT MAP

A GROWING ECONOMY



SECTION 4: SUGGESTED STRATEGIES

We believe there are four all-encompassing strategies that touch all of the growing economy goal areas. Therefore, any proposal that uses the following four strategies to address our goals will be looked upon favorably:

OVERARCHING STRATEGIES SUPPORTING JOBS, BUSINESSES, RETAIL, TOURISM, AND ARTS GOALS

1. Strengthen connectivity of residents to the economic mainstream, educational institutions, and cultural opportunities, while targeting historically isolated populations.
2. Maintain and improve public infrastructure to protect the value of economic development investments and attract new private investment. The focus here is on infrastructure that directly supports areas of the City targeted for economic development, including tourism and arts, culture attractions and retail. Prioritize efforts that focus on safety, transit-friendly/walkability, IT infrastructure and major economic drivers.
3. Identify and market a strong Baltimore brand through positive regional and national marketing, more effective local information dissemination to residents, tourists, students and businesses, and improved and innovative means of providing such communication. This brand should identify Baltimore as an exciting place for tourism and residency as well as a strong business-friendly community and an attractive place to locate businesses.
4. Partner with other governments and regional partners to improve the access and connectivity of the City's residents, businesses and community assets. The City is placed in one of the most stable and growing regional economies in the country. However, not all of these economic development opportunities have been and are available to the City. The City should build tighter relationships with other governmental and regional partners in order to advance a unified, wider and stronger regional economic presence that can benefit all.

Jobs Goal

Growth in the number of city residents who hold a job corresponds to increases in the City's tax base, consumer capacity, and overall improvement in residents' quality of life. In order to work in well-paying positions with growth potential, residents must possess skills aligned with those required by local businesses and emerging markets. Training and enhancement incentives and opportunities, as well as efficient infrastructure, should be purposefully created to help the city's various population segments succeed.

We seek proposals that support one or more of the four overarching strategies (listed above) and:

1. Foster a workforce to support Baltimore's economy and key economic drivers. Link and align skill pipelines (K-12, higher education, adult training programs) to actual industry standards for growth sectors including the arts, bioscience, business services, construction, computer, health care and social assistance, hospitality and tourism, internet and data and software-related services, port and port-related services, and sustainable energy and environmentally driven services. Encourage youth work experiences, including internships, summer jobs, and co-ops.
2. Attract and retain both a creative class and a middle class population which contribute to the economic strength of the region. We expect proposals that will attract and retain the "creative class" which includes artists, scientists, engineers, architects, designers, educators, as well as shift the socioeconomic makeup of

Baltimore City residents by creating/enhancing opportunities for workers with mid-management skill sets and above.

3. Reengage low skill working Baltimore citizens in opportunities to increase their skill set for career paths and ensure that low wage/low skill and unemployed persons have opportunities, not just for workforce hard skill training, but also necessary work readiness skills. Successful proposals will include documented best practices for linking low wage and low skill workers, especially African American males, to employment pathways that demonstrate long term wage increases by directly linking economic incentives and the strategic involvement of the nonprofit and philanthropic sectors. The linkage to economic incentives must go beyond a “paper requirement” of intent to hire but include engagement by the businesses that receive the incentive, both prior to and after receipt, and if not met, offer an alternative such as revenue penalties (example: variable interest rates for loans).

Business Goal

Increasing the number of businesses in the City supports other goals and strategies to increase employment, shopping and a diverse community. It is critical to support existing local businesses, through retention and regular outreach as well as to attract new businesses, large and small, to Baltimore. Entrepreneurship, business development support and national marketing to relocating companies are all important factors to the success of this activity.

We seek proposals that support one or more of the four overarching strategies (*listed above*) and:

1. Foster public-private partnerships to invest in Baltimore’s key growth sectors. These include the arts, bioscience, business services, construction, computer, health care and social assistance, hospitality and tourism, internet and data and software-related services, port and port-related services, and sustainable energy and environmentally driven services.
2. Increase business-friendly and streamlined services, regulations, tax structure and perception.
3. Promote growth of MBE/WBE businesses in the City.
4. Provide affordable office space and other support to start-up small businesses and affiliated job creation activities (co-ops, DIY/crafters, agriculture, etc.).
5. Encourage and support entrepreneurship efforts in the local community.
6. Mobilize public, private, and non-profit leadership to collaborate in expanding all sources of investment.

Tourism Goal

A sound tourist based economy requires a broad multi-faceted approach that includes investments in cultural and physical infrastructures as well as investments in marketing and promotional activities that appeal to diverse visitor segments. A positive visitor experience correlates to the following must-have destination attributes: easily accessible, safe, visitor-friendly, customer-oriented, exciting and vibrant.

We seek proposals that support one or more of the four overarching strategies (*listed above*) and:

1. Promote a positive image of Baltimore to national/international audiences.
2. Market Baltimore as the preferred destination for travel.
3. Solicit convention and group business.
4. Improve/expand/create transportation infrastructure that primarily serve tourists. Proposals may also address how an existing transportation service can operate more efficiently.
5. Improve/expand/create facility infrastructure that primarily serve tourists. Proposals may also address how an existing facility can operate more efficiently.
6. Improve/expand/create attractions and events that primarily target tourists.

Retail Goal

The growth of retail activity in the City directly supports our priority goals of increasing jobs and businesses. Retail options add to a citizen's quality of life, while also infusing more dollars in our neighborhoods. The creation of new retail options will allow the City to retain vital citizen dollars that are currently being spent in other jurisdictions. Meanwhile, the jobs created will aid in the city's employment growth and also enhance retail spending.

We seek proposals that support one or more of the four overarching strategies (*listed above*) and:

1. Attract new retail businesses to city neighborhoods.
2. Encourage new business models and promotional efforts to grow service-oriented businesses in underserved communities.
3. Streamline government processes to start businesses (i.e. permits, plan options, inspections, multiple agency reviews).
4. Create business loans focused on "mom and pop" retailers that will provide the link to increased activity in city neighborhoods.
5. Promote opportunities to "buy local" in Main Streets, A&E districts, farmers markets, etc.
6. Create and market well-maintained and safe physical infrastructure in commercial districts to facilitate districts to grow, thrive and attract neighborhood/local shoppers.

Arts Goal

A thriving arts community is a critical quality of life component with true economic power. Research shows there is a gap between Baltimore's attractive arts assets and the perception that our citizens have about the availability and quality of arts and culture. Additionally, we recognize the emerging craft and home-based art businesses that contribute to the community.

We seek proposals that support one or more of the four overarching strategies (*listed above*) and:

1. Promote cohesive marketing of arts and entertainment opportunities.
2. Develop, promote and invest in the City's cultural institutions and arts/ entertainment/ cultural programs. We expect proposals that will foster relationships among the City's cultural institutions and reinforce connections between the programs that they produce, in order to advance a cohesive presence that can benefit all.
3. Attract and retain a creative class population, which contributes to the economic strength of the region. We expect proposals that will attract and retain the "creative class," including artists, scientists, engineers, architects, designers, and educators, as well as support opportunities that promote, market and enhance existing hubs of culture and creativity.
4. Address citizen perception regarding cultural opportunities available in the city. The Baltimore Citizen Survey asks residents to rate the availability of cultural activities in Baltimore. While over half of survey respondents rate the availability of opportunities as good-excellent; results among the younger demographic (18-34), show that their perception of cultural availability is among the lowest. We expect proposals that seek to answer why this citizen perception exists, with particular emphasis on the younger demographic.

SECTION 5: CRITERIA

Value. Proposals that demonstrate good value tell us what we can expect to be delivered per dollar spent. Value is a measure of both efficiency and the effectiveness of a service.

Strength of alignment with the Priority Outcomes, Goals, and listed strategies.

Innovation. Innovative proposals demonstrate new solutions or the degree to which the service improves or re-engineers the way a service is currently delivered. Even high-value services as they currently are delivered have areas for improvement.

Multiple Priority Outcomes. We seek proposals that demonstrate the ability to address multiple Priority Outcomes concurrently.

Leverage. We seek proposals that demonstrate the ability to leverage other funds or resources for service delivery, and/or collaborate with other internal or external entities. Partnerships can also be with neighborhood groups or other non-service providers.

Evidence-based. We seek proposals that deliver a service that is proven effective through empirical data or professional best practices. This can be an agency's data gathered through CitiStat or some other performance measurement effort, or reliable data gathered by another organization.

Part of a Strategic Plan. We seek proposals that advance an existing or emerging strategic plan. Strategic Plans outline clear goals and objectives with specific action items, funding sources, individual roles, and time lines. Examples include the Sustainability Plan, Comprehensive Master Plan, Ten Year Plan to End Homelessness, Birth Outcomes Plan, etc.

Customer Service Focus. We seek proposals that focus on providing excellent customer service. Think of customers broadly and to include internal customers, such other City agencies or City staff members, and external customers, including citizens and users of City services.

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