



Marketing **Plan**

Draft Version 2.0

MARCH 11, 2019

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SITUATION OVERVIEW

The Baybrook peninsula is comprised of the residential neighborhoods of Brooklyn and Curtis Bay in Baltimore City, and Brooklyn Park in Anne Arundel County, as well as the industrial areas of Fairfield and Hawkins Point. The community has several key assets that make it an attractive place to live: a wide mix of housing stock, including rowhomes and detached single family homes; a walkable commercial corridor; proximity to industrial jobs; and substantial green spaces including Garrett Park, Farring-Baybrook Park, and 11th Street Park. The peninsula is strategically located between two key commercial nodes in downtown Baltimore City and Glen Burnie.

However, the Baybrook peninsula experienced an economic downturn as many manufacturing and anchor businesses moved away, exacerbated by the housing crisis of 2007. This destabilized the community, increased unemployment, and caused a large shift in resident tenure rate, with the renter population increasing 14% since 2000.

Brooklyn and Curtis Bay residents have a median household income of \$36,679, which 14.3% lower than the city median (\$42,241, per Baltimore Neighborhood Indicators Alliance 2015). The median income in Brooklyn Park is \$55,898, compared to the county median of \$86,987.

Nearly a quarter live below the poverty level and 27.7% of residents over 25 years old lack a high school diploma; just 8.4% hold a bachelor's degree or higher. These factors create an environment where Baybrook residents are subject to higher than average rates of crime, vulnerable to predatory landlords, and have less access to necessary services than their peers in other parts of the city/county.

In 2016, Strong City Baltimore gathered stakeholders from Brooklyn, Curtis Bay, and Brooklyn Park to create the Greater Baybrook Vision and Action Plan, a long-term revitalization roadmap that addresses housing, economic development, transportation, and quality of life concerns in the Baybrook peninsula. Stakeholders' main recommendation was to establish a local community development organization to work across the city-county line.

Over the past two years, the Greater Baybrook Alliance (GBA) has emerged as an anchor for revitalization programs and a conduit to bring residents together across geographic and demographic difference on the peninsula; ultimately serving as a catalyst for revitalization.

Background and Data

This document is developed from the review of many previous studies of the community and research that we undertook. In particular, the *Greater Baybrook Vision and Action Plan* and the *Vision and Action Plan: Market Analysis and Branding* plan from Mahan Rykiel.

Sagesse surveyed residents over a series of weeks in September 2018. We hosted 5 listening session with various groups and 32 people participated:

- Brooklyn residents

- Curtis Bay residents
- Brooklyn Park residents
- Area business leaders
- Real estate professionals working in the area

An online survey was developed, targeted to area residents and those working in the community, 253 people participated in the survey and shared their perceptions and insights into their communities.

In addition, we took guided road tours of the three areas from leaders in those communities.

Survey Findings Overview

- Frustration with current situation.
- Desire to want change.
- New opportunities are welcome.
- Optimism for potential.
- Established residents are at their breaking point.
- New residents have higher threshold and resilience.
- Confusion over how GBA efforts work across jurisdictions.

GBA ORGANIZATION MISSION

To act as a catalyst and conduit for equitable development and reinvestment in the Brooklyn, Brooklyn Park, Curtis Bay neighborhoods and empower our residents to strengthen the Baybrook community.

DEMOGRAPHICS

Census statistics help us understand the history of the community and current state, giving insights into future trends – identifying areas of concern and opportunity.

From this data we know:

- Population is increasing
- Minority populations are growing rapidly, with Latino's more than doubling as of 2013.
- Median household income is decreasing and the poverty rate is increasing.
- Home owner occupancy is decreasing, while residents that rent is increasing.

	City-side	County-side	Total	2000 Total
Population	14,684	11,441	26,125	24,183
Racial Composition	50.3% White 37.8% Black 8.5% Latino	72.4% White 12.5% Black 5.7% Latino	60% White 26.7% Black 7.3% Latino	80% White 15% Black 3% Latino
Educational Attainment	34.9% No HS Diploma 6% Bachelor's or higher	19.5% No HS Diploma 9.5% Bachelor's or higher	27.7% No HS Diploma 8.4% Bachelor's or higher	23% No HS Diploma 7% Bachelor's or higher
Median Household Income	\$34,585	\$55,898	\$43,350	\$35,526
Poverty Rate	32.0%	11.4%	23.0%	19%

SOURCE: US CENSUS BUREAU, 2009-13 AMERICAN COMMUNITY SURVEY

	City-side	County-side	Total	2000 Total
Total Housing Units	6,230	4,525	10,755	10,513
Vacancy Rate	9.4%	3.4%	6.9%	
Tenure	36.1% Owner 63.9% Renter	78.8% Owner 21.2% Renter	55.1% Owner 44.9% Renter	61% Owner 31% Renter
Estimated Median Costs	\$1,158 homeowner \$811 renter	\$1,512 homeowner \$1,086 renter	\$1,355 homeowner \$856 renter	\$927 homeowner \$577 renter
Median HH Income	\$54,402 homeowner \$28,353 renter	\$63,454 homeowner \$38,063 renter	\$59,356 homeowner \$29,687 renter	\$42,585 homeowner \$25,470 renter

SOURCE: US CENSUS BUREAU, 2009-13 AMERICAN COMMUNITY SURVEY

LIFESTYLE SEGMENTATION

ESRI Tapestry Segmentation combines the "who" of lifestyle demography with the "where" of local geography to create a classification model with 67 distinct behavioral market segments, based on socio-economic and demographic characteristics.

Lifestyle segmentation generalizes the types of customers in your area, which is helpful in making sense of a complex market. This simplification, however, may not fully capture the particular traits of your customer base or may overlook the richness of groups in your area. This data is based on "snapshot in time" and is not continually updated. Use caution in the analysis of this information, although lifestyle segments can greatly help you understand customers in your area, regard the information as a part of the mix of demographic data.

Here is an analysis of zip code 21225.



The area is broken down into three market profile segments:

- 1) City Commons 29%
- 2) Parks and Rec 19.5%
- 3) Hardscrabble Road 13.8%

These are descriptions of each segmentation profile, these are not specific to any one community, but rather broadly describe the attributes of each category.



LifeMode Group: Midtown Singles
City Commons

Households: 1,106,600
Average Household Size: 2.67
Median Age: 28.5
Median Household Income: \$18,300

WHO ARE WE?

This segment is one of Tapestry's youngest markets, primarily comprised of single-parent and single-person households living within large, metro cities. While more than a third have a college degree or spent some time in college, nearly a quarter have not finished high school, which has a profound effect on their economic circumstance. However, that has not dampened their aspiration to strive for the best for themselves and their children.

OUR NEIGHBORHOOD

- Single parents (Index 315), primarily female, and singles head these young households.
- Average household size is slightly higher than the US at 2.67.
- *City Commons* are found in large metropolitan cities, where most residents rent apartments in midrise buildings.
- Neighborhoods are older, built before 1960 (Index 151), with high vacancy rates.
- Typical of the city, many households own either one vehicle or none, and use public transportation (Index 292) or taxis (Index 299).

SOCIOECONOMIC TRAITS

- Although some have college degrees, nearly a quarter have not graduated from high school.
- Unemployment is very high at 16% (Index 295); labor force participation is low at 53% (Index 84).
- Most households receive income from wages or salaries, but nearly one in four receive contributions from Social Security (Index 287) and public assistance (Index 355).
- Consumers endeavor to keep up with the latest fashion trends.
- Most families prefer the convenience of fast-food restaurants to cooking at home.



LifeMode Group: GenXurban Parks and Rec

Households: 2,449,600

Average Household Size: 2.51

Median Age: 40.9

Median Household Income: \$60,000

WHO ARE WE?

These practical suburbanites have achieved the dream of home ownership. They have purchased homes that are within their means. Their homes are older, and town homes and duplexes are not uncommon. Many of these families are two-income married couples approaching retirement age; they are comfortable in their jobs and their homes, budget wisely, but do not plan on retiring anytime soon or moving. Neighborhoods are well established, as are the amenities and programs that supported their now independent children through school and college. The appeal of these kid-friendly neighborhoods is now attracting a new generation of young couples.

OUR NEIGHBORHOOD

- Homes are primarily owner occupied, single-family residences built prior to 1970; town homes and duplexes are scattered through the neighborhoods.
- Both median home value and average rent are close to the national level.
- Households by type mirror the US distribution; married couples, more without children, dominate. Average household size is slightly lower at 2.51, but this market is also a bit older.

SOCIOECONOMIC TRAITS

- More than half of the population is college educated.
- Older residents draw Social Security and retirement income.
- The work force is diverse: professionals in health care, retail trade, and education, or skilled workers in manufacturing and construction.
- This is a financially shrewd market; consumers are careful to research their big-ticket purchases.
- When planning trips, they search for discounted airline fares and hotels and choose to vacation within the US.
- These practical residents tend to use their cell phones for calls and texting only.



LifeMode Group: Middle Ground Hardscrabble Road

Households: 1,507,700

Average Household Size: 2.66

Median Age: 32.4

Median Household Income: \$28,200

WHO ARE WE?

Hardscrabble Road neighborhoods are in urbanized areas within central cities, with older housing, located chiefly in the Midwest and South. This slightly smaller market is primarily a family market, married couples (with and without children) and single parents. Younger, highly diverse (with higher proportions of black, multiracial, and Hispanic populations), and less educated, they work mainly in service, manufacturing, and retail trade industries. Unemployment is high (almost twice the US rate), and median household income is half the US median. Almost 1 in 3 households have income below the poverty level. 60% of householders are renters, living primarily in single-family homes, with a higher proportion of dwellings in 2-4 unit buildings. This market is struggling to get by.

OUR NEIGHBORHOOD





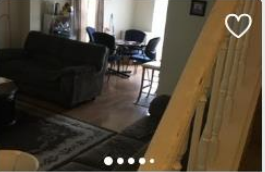










- Renters: About three-fifths of households.
- Primarily family households, married couples with or without children, single parents (Index 203), and multigenerational households (Index 137).
- Primarily single-family homes (61%), with a higher proportion of dwellings in 2-4 unit buildings (Index 225).
- Older housing, built before 1960 (59%), with a higher proportion built in the 1940s (Index 215) or earlier (Index 257).
- Almost four-fifths of owned homes valued under \$100,000 (more than 3.5 times the US).
- Higher percentage of vacant housing units at 18% (Index 155).
- Most households with 1 or 2 vehicles (71%), but 19% have no vehicle (Index 204).

SOCIOECONOMIC TRAITS

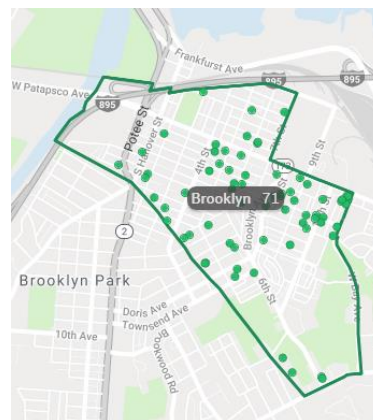
- Education completed: 38% with a high school diploma only (Index 137); 28% with some college or an associate's degree (Index 97).
- Unemployment rate is higher at 11.2%, almost twice the US rate.
- Labor force participation rate is lower at 57.1%.
- Wages and salaries are the primary source of income for 70% of households, with contributions from Supplemental Security Income for 12% (Index 232) and public assistance for 7% (Index 254).
- These cost-conscious consumers purchase sale items in bulk and buy generic over name brands.
- They tend to save money for a specific purpose.

Home Listings > BROOKLYN

Sample of homes currently for sale March 2019.

 <p>\$255,000 ↑ 4bd 3ba 315 Frankle St Brooklyn, Baltimore, MD</p>	 <p>\$269,900 ↓ 5bd 3ba 5221 6th St Brooklyn, Baltimore, MD</p>	 <p>\$209,000 3bd 3ba 1,760 sqft 4105 Highland Ave Brooklyn, Baltimore, MD</p>
 <p>\$179,900 ↓ 5bd 3ba 1,800 sqft 4007 3rd St Brooklyn, Baltimore, MD</p>	 <p>\$164,900 3bd 3ba 1,152 sqft 200 Maude Ave Brooklyn, Baltimore, MD</p>	 <p>\$159,000 ↓ 2bd 2ba 1,228 sqft 4707 Virginia Ave Brooklyn, Baltimore, MD</p>
 <p>\$133,999 ↓ 3bd 2ba 1,050 sqft 4709 Virginia Ave Brooklyn, Baltimore, MD</p>	 <p>\$119,900 ↓ 3bd 2ba 1,020 sqft 516 Maude Ave Brooklyn, Baltimore, MD</p>	 <p>\$103,000 ↓ 4bd 3ba 1,080 sqft 3810 S Hanover St Brooklyn, Baltimore, MD</p>
 <p>\$74,900 4bd 2ba 1,024 sqft 3710 9th St Brooklyn, Baltimore, MD</p>	 <p>\$70,000 ↓ 3bd 2ba 992 sqft 3826 W Bay Ave Brooklyn, Baltimore, MD</p>	 <p>\$70,000 3bd 1ba 992 sqft 4121 Doris Ave Brooklyn, Baltimore, MD</p>
 <p>\$70,000 ↑ 2bd 1ba 784 sqft 3603 Saint Margaret St Brooklyn, Baltimore, MD</p>	 <p>\$60,000 1,656 sqft 4220 Audrey Ave Brooklyn, Baltimore, MD</p>	 <p>\$60,000 1,656 sqft 4222 Audrey Ave Brooklyn, Baltimore, MD</p>

Source: Trulia.com

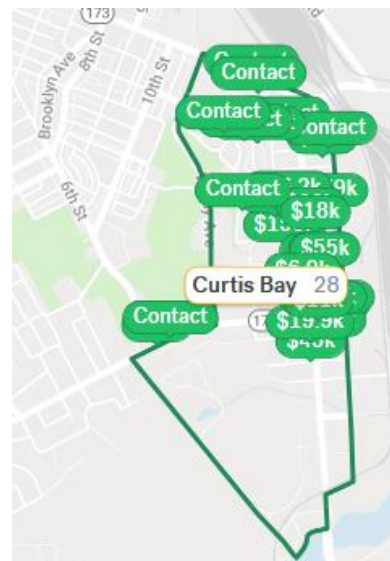


2017 Home Sales and Permit Data.

Source: Live Baltimore

Average Home Price	\$53,997
Median Home Price	\$40,000
Residential Sales	112
Renovation Permits	264

Sample of homes currently for sale March 2019.










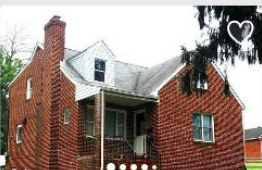


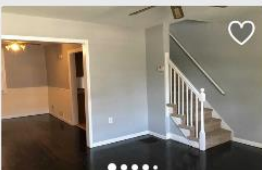




Source: Live Baltimore

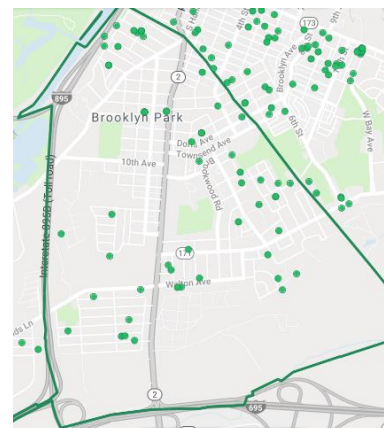
Average Home Price	\$45,990
Median Home Price	\$32,000
Residential Sales	37
Renovation Permits	126

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Home Listings > BROOKLYN PARK

Sample of homes currently for sale March 2019.

 <p>\$289,999 3bd 3ba 1,235 sqft 217 Berlin Ave Baltimore, MD</p>	 <p>\$269,900 ↓ 5bd 3ba 5221 6th St Brooklyn, Baltimore, MD</p>	 <p>\$269,900 ↓ 3bd 3ba 1,463 sqft 4017 Highland Ave Brooklyn, Baltimore, MD</p>
 <p>\$229,000 3bd 3ba 1,176 sqft 111 3rd Ave Baltimore, MD</p>	 <p>\$224,900 ↓ 4bd 2ba 1,280 sqft 14 Short St Baltimore, MD</p>	 <p>\$224,900 3bd 2ba 1,700 sqft 5005 Kramme Ave Baltimore, MD</p>
 <p>\$179,900 ↓ 4bd 2ba 2,080 sqft 5805 Park Rd Baltimore, MD</p>	 <p>\$179,900 ↓ 5bd 3ba 1,800 sqft 4007 3rd St Brooklyn, Baltimore, MD</p>	 <p>\$175,000 ↑ 2bd 1ba 1,290 sqft 222 Audrey Ave Baltimore, MD</p>
 <p>\$129,900 3bd 2ba 975 sqft 201 W Edgevale Rd Baltimore, MD</p>	 <p>\$124,900 3bd 1ba 1,069 sqft 322 Old Riverside Rd Baltimore, MD</p>	 <p>\$119,900 ↑ 3bd 3ba 1,080 sqft 3426 Round Rd Cherry Hill, Baltimore, MD</p>
 <p>\$70,000 ↓ 3bd 2ba 992 sqft 3826 W Bay Ave Brooklyn, Baltimore, MD</p>	 <p>\$70,000 ↑ 2bd 1ba 784 sqft 3603 Saint Margaret St Brooklyn, Baltimore, MD</p>	 <p>\$70,000 3bd 1ba 992 sqft 4121 Doris Ave Brooklyn, Baltimore, MD</p>



Source: Trulia.com

BRAND ASSETS

Vision + Action Plan

The 2019 Greater Baybrook Vision + Action Plan identified guiding values with the following key words:

- Equity
- Accessibility
- Sustainability
- Opportunity
- Diversity
- Stability

ASSETS > GBA ORGANIZATION

New organization developed over years of research, planning and support, with leadership that is focused on the future

Objective view of all Greater Baybrook communities, with no particular alliance or agenda for a specific neighborhood area

Funding continues to grow as organization expands programming and staffing

Provides financial support and technical assistance to member neighborhoods

Positive perception within the community and seen as the entity that can bring forth needed change

State, city and county collaboration of efforts; high-profile project for elected officials

ASSESTS > TRI-COMMUNITY AREAS

Location, proximity and convenience (downtown Baltimore, Annapolis, BWI and i95)	Community organizations committed to improving neighborhoods and supporting residents
Home value (affordable), quality and variety of architectural styles	Access – jobs, transportation, highways, recreation, retail
Growing population base	Low percentage vacant homes
Lower cost of living	Diversity of populations
Friendly neighbors, close-knit community	Water views and recreation access
Rich history	Parks and green space
Walkable	Commercial districts
Chesapeake Arts Center	Opportunity Zone areas
Building facade improvement incentive programs	Seeing improvements in certain areas of the community

ASSESTS > BROOKLYN

Gateway into south Baltimore City (Port Covington development)	Rapidly growing Latinx resident base
Garrett Park	Farring-Baybrook Youth Athletic Complex
Bay Brook Elementary/Middle new construction	Variety of housing styles – row and detached homes
Masonville Cove Environmental Center	Baltimore City skyline and water views
Suburban feel without being directly in city	Enterprise, HUB and Grocery Store Incentive Zones

ASSESTS > CURTIS BAY	
Suburban feel without being directly in city	Home-grown community leaders; community organizing victories
Creation of community land trust	Proximity to Fairfield industrial jobs
Farring-Baybrook Youth Athletic Complex	Masonville Cove Environmental Center
Baltimore City skyline and water views	Enterprise, HUB and Grocery Store Incentive Zone
Filbert Street Garden; home to 2 wildlife projects, providing a home to 200-300 native bats and hosting the largest community garden beeyard in the State of Maryland	Streets named after trees: (from north to south, these run perpendicular to Pennington and Curtis) Sassafras, Sycamore, Spruce, Popland, Plum, Locust, Hazel, Filbert, Elmtree, Cypress, Cherry, Birch, Aspen, and Alder

ASSESTS > BROOKLYN PARK	
Good place for families and raising kids	Detached homes with nice sized yards
Low property taxes	Limited) access to Patapsco River
Youth athletic field complex	Farmers Market
Senior amenities	North County Recreation Center
Very affordable area in Anne Arundel County	New housing developments - Woodfall Greens 230 market-rate apartment units, Pleasants Development Phase I to include 125 townhomes and 16 single family homes

BRAND CHALLENGES

CHALLENGES > GBA ORGANIZATION

Lack of knowledge around what the GBA organization does and how it is relevant to residents

How to manage cross-jurisdictional issues that are controlled by the local entities

Build cohesion and cooperation across three distinctive communities, located in different jurisdictions (e.g. Brooklyn Park doesn't feel like it fits into GBA map or focus efforts)

Communicate realistic expectations about the pace of change within the communities

Perceived lack of interest from elected officials for these communities, need to generate more vocal support of the work of GBA from local and state elected leaders

CHALLENGES > TRI-COMMUNITY AREAS

Lack of pride; embarrassed to tell others they live there	Unlikely to recommend living in the community to others
Negative perceptions and reputation	Crime and perception of not being safe
Lack of knowledge where communities are located; border confusion	Surrounded by water, but not easy to access from communities
Geographic isolation	Low engagement of residents
Lack of curb appeal and too much trash, particularly abundant on main thoroughfares	Three Communities across two jurisdictions and need for an overarching identity
Large percentage of renters compared to home-owner occupants	Lack of desirable retail outlets and restaurants in areas
Home values decreasing	Poorly managed rental housing
Aging populations; family not taking over homes	Homelessness and homeless campsites in surrounding wooded areas
Drug addiction and treatment centers	

CHALLENGES > BROOKLYN + CURTIS BAY

Communities are ignored by city leaders	Deteriorating and abandoned properties
Decline of neighborhoods and commercial areas	Challenging for newcomers to break into community leadership

CHALLENGES > BROOKLYN PARK

One of the lower income areas, as compared to other parts of the county	Neighborhoods spread out, bisected with busy roads
Increasing traffic congestion (new housing developments adding to this)	An area that has experienced more decline than others in Anne Arundel County ("but still not as bad as adjacent neighborhoods in Baltimore City" as quoted by a resident)

BRAND IDENTITY REQUIREMENTS

GBA ORGANIZATION

- Have a visual connection to the community brands, with a more business-focused aesthetic.
- Baltimore City and Anne Arundel County collaboration
- More of an abstract concept, over a literal interpretation.

TRI-COMMUNITY AREAS

- Cohesive look as a group with independent identities than can stand alone
- Natural amenities (water, trees, green space, gardens)
- Friendly, diverse and inclusive
- Residential communities
- Retail and main street destinations

BROOKLYN

- Leafy streets
- Vibrant commercial corridor
- Southern gateway to Baltimore City
- Vistas of downtown Baltimore

CURTIS BAY

- Filbert Street Garden (various nature features)
- Street named after trees in alpha order

BROOKLYN PARK

- Small town feel
- Ease and convenience; "Inside the beltway"

ASPRIATIONAL BRANDS

Each of these neighborhoods have distinctive imagery that comes to mind when you think of them – from thriving main streets to well-preserved and inviting housing. They have each overcome years of decline and transitioned into revitalized areas with their own unique character. Greater Baybrook communities share in these stories.

- Dundalk
- Central Baltimore
- Highlandtown
- Glen Burnie
- Pigtown

BRAND THEMES

Location, Proximity and Convenience

The Southern gateway to Baltimore City, these walkable neighborhoods are close to major job centers, highways, BWI airport and retail. Many areas feature water views with a city skyline backdrop.

Home Value, Variety and Quality

These neighborhoods offer a sense of suburban living with generous yards and feature a variety of housing styles for an affordable urban lifestyle.

Parks, Recreation and Nature Amenities

A variety of athletic fields, recreation and environmental centers are scattered throughout the community, offering unique amenities within programmed parks and green spaces. Access to the Patapsco River and public gardens create a special urban oasis for residents.

Social Connection and Diversity

A welcoming and close-knit community that offer a family-friendly neighborhood experience, where population diversity is growing rapidly.

BRAND STATEMENT

Greater Baybrook is a walkable and family-friendly community with exceptional park and recreation amenities, that offers a variety of housing options for a suburban-like lifestyle within quick access of downtown Baltimore, all at a great value.

NOTE

Although previous studies suggested leveraging the concept of “Maryland’s Working Waterfront” it was agreed upon that it was not a concept that was relevant to who these communities are today and where they envision the brand moving towards. This is not a concept that will be further explored with these efforts.

TARGET AUDIENCES

The primary focus for initial communications should be to internal audiences. With the majority of residents and workers stating that they would not recommend the community to others there is an urgent need to build pride within the community and help those people realize the positive attributes of the area, so they will openly and enthusiastically share that information with others.

Primary Audiences

- Area residents
 - Owner-occupants
 - Renters
- Area business owners
- Latinx populations
 - Residents
 - Business owners
 - Potential residents and business owners in the Baltimore area
- Partners
 - Local government leaders
 - Private foundations
 - Partner organizations

Secondary Audiences

- Real estate professionals
- Small business entrepreneurs
- Developers and investors
- New resident prospects
 - First-time homebuyers
 - Starter families
 - Friends and family of current residents
- Latinx populations
 - Potential residents and business owners in the Baltimore area

MARKETING OUTCOME GOALS

1	Positively influence perceptions of the Greater Baybrook communities.
2	Develop and sustain unique brand identities for Greater Baybrook and the three individual communities.
3	Generate community engagement and pride with residents and business owners, both within and across neighborhoods.
4	Retain and attract new residents and business owners.
5	Increase homeowner occupancy rate by 30% in city Baybrook neighborhoods.
6	Identify responsible investment that increases value in residential and commercial properties.
7	Establish the Greater Baybrook Alliance a reliable resource for and about the community; increase trust between residents and businesses.

STRATEGIES

Six strategy paths have been created to accomplish the identified Marketing Outcome Goals. Within each path are specific tactics and how to successfully implement them.

- 1) Brand Establishment
- 2) Build Community
- 3) Tell Your Story
- 4) Identify + Attract Home Buyers
- 5) Support + Grow Businesses
- 6) GBA as a Catalyst

What is Place Branding

All communities have a brand, even if residents have not actively managed a branding effort. Brands are simply what others think of your neighborhood. It is deeply anchored in psycho-sociology, taking into account both tangible and intangible attributes. Either good or bad, brand beliefs of your community are held by anyone aware of it.

A brand is not a logo or a campaign. Successful neighborhood brands offer the promise of something positive, and hopefully unique, to your target audiences. It is about the expectations of those inside and outside the community.

Brands are not what you say about your neighborhood, but are what others believe about it. It is what people think about your community based on their own experiences, or what they have heard or seen.

Elements of successful community branding:

- Promises something and delivers on the promise in some tangible way.
- Projects something unique within its market area.
- Is relevant to an audience large enough to use the brand and keep it going.
- Consumers must be aware of the brand and believe it has value.

A successful brand is unifying, distinctive, focused and consistent, and makes a promise to current and potential residents, homebuyers and other target audiences of what the community will deliver upon. All marketing strategies and tactic should be designed to support and reinforce the brand across the spectrum of target audiences.

> BRAND ESTABLISHMENT

TACTIC	DESCRIPTION	PLATFORMS
Create branded logos, tagline and style + use guides	Building from the approved Brand Themes and Brand Statement, develop unifying messages and images to be used in all communications, programs and events. Create separate items for the individual communities: Brooklyn, Curtis Bay, Brooklyn Park; that can also be presented as “Greater Baybrook”. Create related items for the GBA organization.	All communications channels
	Create a Brand Tool Kit that includes resource information and provide details on the items below. This should be an electronic document that is shared with each community to ensures the brand is clearly understood and implemented consistently.	
Develop standardized communications copy	Written copy that concisely describes each entity (communities and GBA). This should be crafted and vetted with stakeholder input so that everyone is speaking from the same platform and consistently highlighting the most important aspects of each. Information should be tailored for specific audiences. <i>Example: you will likely not tell the story of the community to a potential investor the same way you would to a potential resident.</i>	All communication channels (website, email, social media, print collateral, events, media relations and paid advertising)
	Create standardize “brand messages” to ensure consistent information and language. <i>Example: how Masonville Cove Environmental Center or the Chesapeake Arts Center is described and presented as a unique asset to the community should be the same whenever cited.</i>	
	Always be collecting verified data that can be shared with audiences. Document important statistics and accolades to demonstrate positive change and forward momentum. Sharing this information will keep stakeholders excited and engaged and help spark attention from outside of the community.	
	Do all of this for both GBA and the individual communities. Submit updates to Live Baltimore of the descriptions of the city neighborhoods, including neighborhood features and photos. Investigate if there are similar opportunities for Brooklyn Park in Anne Arundel County.	

TACTIC	DESCRIPTION			PLATFORMS
Produce library of professional-quality photographs featuring the best of the community	Hire a professional photographer or identify a community volunteer that has experience in producing quality, high-resolution images. This person should have talents in composing an image well, lighting people and interior locations and photo-retouching. These images will likely be used in all communication materials for several years and are worth the investment. Have a solid mix of professional and “snap-shot” photographs in your library – together these images will be the foundation of new conversations about the community.			All communication channels (website, email, social media, print collateral, events, media relations and paid advertising)
	Focus on important community assets , landmark locations and iconic imagery – things that will make a connection when people see them in real life.			
	Document important community events and milestone accomplishments.			
	Be sure to include people , a photo of beautiful porch-front home is merely a real estate focus; when you add people to the situation, enjoying the close-knit community and presenting a positive experience, you begin to create a story with just one photograph.			
	Stage photo shoots , highlighting important locations with a wide diversity of people that represent the community; be sure that people from your target audiences are included. These photo sessions can be time consuming to plan (from site location scouting to securing volunteers to participate as “talent”) but are required elements for building a website and designing collateral materials that are authentic to your community and not stock photography.			
	Share these images freely with community members, local businesses and other partners for them to use in their communication and promotional materials. Be sure to also include the Brand Tool Kit.			
	> TIP #1 In addition to capturing things within a photo frame you also want to try to capture a feeling and environment that people can see themselves reflected in – it’s one way for people to	> TIP #2 The best time for outdoor photographs will be from spring through early fall. It may take several months to schedule a successful photo session, make sure planning begins well in	> TIP #3 Have “talent” posing for photos sign a photo release form so that you have permission to use the images on the website and in marketing materials.	

TACTIC	DESCRIPTION			PLATFORMS
	begin to see the community in a different light, literally.	advance of the season you would like to capture. Also be aware of the time of day that best creates the mood. <i>Example: late afternoon might be the best time to capture images in Garrett Park as the sun drops on the horizon and emits a warm glow onto the housing across the street.</i>		
Collateral Materials + Displays	Design branded templates for flyers, newsletters, brochures, postcards and other materials that each community can customize for their own use. This will ensure brand consistency and present more professional communications. <i>Example: design a flyer template shell with important brand and design elements where the community then only needs to add vital information and can spend less resources on designing.</i>			email, events and general information opportunities
	Create a brochure for Greater Baybook that features information about the communities and the GBA organization. When designing, consider target audiences that you intend to reach, which will help frame information to be included. If budgets allow, create one to attract residents and another for business recruitment and produce in English and Spanish. Be sure to prominently include the website address and social media accounts where people can find more information.			
	Create a branded display to be used at events – these could be events within Greater Baybrook or those outside, like the Live Baltimore housing fairs. Elements to consider: branded table cover, table top display, retractable banners, brochure holders and more.			
	> TIP #1 In lieu of a traditional brochure, consider a postcard design series that features different visuals and messages or that is	> TIP #2 Identify distribution channels for brochures to understand print quantity needs. Could include: partner locations, libraries, local businesses,	> TIP #3 Graphic design costs can be high to create initial designs, but when designs are created with a consistent, on-brand approach, future	

TACTIC		DESCRIPTION		PLATFORMS
	targeted to a different audience on each.	Live Baltimore relocation information packages and real estate offices.	materials should take much less time to create and cost less.	
Branded Merchandise (Swag)	The Greater Baybrook communities need to connect with the new brand as much as possible so that they can begin to understand and embrace it, take pride in where their neighborhood is headed and help spread the word. Branded merchandise items should cover a wide variety of options that can act as “personal billboards”. Identify ways to build connections between the city and county communities, so that they feel part of a shared identity. Be sure to include items for adults and children alike. Suggestions: clothing, stickers, beverage containers, mobile phone holders, key chains and pens.			Distribute at all events (within and outside of the community), prominently display in communications and in social media photos, use as incentive giveaways for event registrations and surveys
	Hit a variety of price points so you have low-cost items that can be given away free in large quantities, as well as premium items that can be used as rewards for participation, or with volunteers and partners, and that can be sold.			
	Develop items that can be installed on the exterior of homes and business . This could include branded flags installed on buildings with flag poles, mini-banners that are installed on soft ground with metal stakes and sticker decals on storefront windows. This can be an excellent visual extension of the large banners to be installed on street light poles.			
	> TIP Develop and test some less-obvious concepts, people like to support efforts that feel less like “advertising” and that are created from the community-up, as opposed to top-down from a “sanctioned” entity. This approach may need a delicate balance of staying “on brand” with the messaging.	> TIP Consider identifying sponsors for higher priced items so that they can be given away for free in larger quantities throughout the community. <i>Example: a branded tee shirt may also include a smaller logo of the sponsoring company.</i>		

TACTIC	DESCRIPTION			PLATFORMS
Brand Launch Event	Produce a public brand-launch, celebration event to draw attention to the years of community-wide engagement - introducing Greater Baybrook, the Alliance and the individual community identities. Use the event to inform and energize residents and business owners, and celebrate stakeholders and partners. Announce what will be coming on the horizon in an effort to keep up the momentum.			website, email, social media, print collateral, video, media relations and paid advertising
	An event like this gives the opportunity to acknowledge supporters and funders , and shine a spotlight on community leaders. Create a speaking agenda that includes dignitaries, important partners and community members.			
	This would be a very media-worthy event , with the goal of conducting a public “reset” on the perceptions of the community. This event could coincide with the unveiling of the newly installed street banners (great photo-op moment for media). Retain a media relations consultant to assist with writing and distributing a press release and media advisory. They should conduct outreach to local media to secure their attendance at the event and follow up for continuing interview opportunities. Consultant should also gather clippings and presented a final report with potential long-term media interest.			
	> TIP f the budget allows, consider running a limited paid ad campaign to help bolster exposure of the new branding. Billboards on high-traffic areas in the general community vicinity or digital ads with graphic exposure.	> TIP Make sure the event is captured with photographs and video if possible.	> TIP It can sometimes take weeks or months for outreach to result in an actual media story; results are realized through consistent follow up.	

> BUILD COMMUNITY

Cultivating pride within the community will be an important in first step in these marketing efforts. It's unrealistic to expect people from outside the community to believe things that those already living there do not embrace. These internal marketing efforts need to be nurtured through consistent implementation and expansion of supporters within each community.

TACTIC	DESCRIPTION	PLATFORMS
Cultivate pride within the community	Create a " Believe in Baybrook " internal campaign. Initial focus should be on gathering the community around shared interests that result in tangible improvements that can help build pride and get residents connecting. Consider community improvement and block beautification projects, could include: installing porch lights or brackets to display branded flags on homes, landscaping, flower boxes and tree plantings.	Internal communication channels (website, email, social media, print collateral, and events)
	Develop a tool lending library for home repair and gardening. Consider modeling after or partnering with the Baltimore Community Tool Bank or the Station North Tool Library .	
	Identify area eye-sores that can be transformed with community volunteer efforts; places that can be readily seen by residents and passers-by alike. These could include painting buildings and crosswalks, commissioning murals, or landscaping high-traffic public spaces. <i>Example: Hanover and Potee Streets to the Anne Arundel County line are high-profile "gateway" areas that need special, continuing attention. Enhance the i-895 highway underpasses on Hanover Street, expanding the mural concept to wrap around and under both sections and research better lighting options (see the high-impact programmed LED lighting on St. Paul Street at the Orleans Street underpass).</i>	
	Recognize outstanding community commitment . From exceptional volunteers, to well-maintained yards and impressive renovation projects – create friendly competitions and award accolades that can be used to create neighborhood pride and inspire other neighbors to do the same.	

TACTIC	DESCRIPTION		PLATFORMS
	<p>> TIP</p> <p>Awards that can be installed outdoors also communicate to those passing by that this is a proud neighborhood that cares about how it looks. Expand on the “Curtis Bay Yard of the Week - First Place Most Natural Yard”, this example was be found on their website, featuring a resident in front of their home with an award sign.</p>	<p>> TIP</p> <p>Create a fun competition event between the 3 communities for title of “Baybrook’s Best” where they vie to win a coveted trophy and bragging rights. This could be an element of a new community signature event and include family-friendly themes like food cook-offs, kickball tournament, talent shows – easy things that everyone can get involved in and meet new people across the communities.</p>	
Create opportunities to bring community members together	Identify opportunities that bring people around a shared mission of helping to promote and improve the neighborhood – both within and across the three communities.		Internal communication channels (website, email, social media, print collateral, and events)
	Host annual, family-friendly appreciation event to celebrate accomplishments and share information on upcoming projects. Provide food, entertainment and fun, while recognizing outstanding residents, businesses, partners and volunteers.		
	Form a parent’s group to share resources and organize activities across communities, taking advantage of the wide spectrum of recreational, environmental and artistic activities.		
	Identify responsible landlords and property management organizations in the community and encourage them to become more involved, featuring them as model of how other organizations should be.		
	Outreach to senior residents to develop programming and encourage them to “age in place” in the community. Identify ways to connect them to volunteer opportunities and youth in the community.		

TACTIC	DESCRIPTION	PLATFORMS
Cultivate community leadership	Create a Neighborhood Ambassador program , recruiting residents throughout the three communities that represent a wide variety of demographics and ethnicities that are relatable to target audiences. These leaders can act as “spokespeople” to talk with prospective residents, businesses and the media, and be the frontline communications team for social media conversation engagement. Develop a “certification” program that involves a brief presentation of community facts and highlights, so that they are armed with accurate statistics and information on upcoming developments to help dispel myths and misperceptions. <i>Example: provide information on school construction projects and performance scores so they can talk about the improvements and successes the local schools.</i>	website, email social media, print collateral, video, events and media relations
	<p>> TIP</p> <p>Present certified Neighborhood Ambassadors with free branded swag and offer them VIP access for events and other special opportunities – shine a spotlight on them and encourage others to join in the effort.</p>	
Empower Communities	Develop training for neighborhood leaders to educate and assist them in their specific community challenges (e.g. crime, housing code violations, vacant lots etc...) and to cultivate the future leadership of the community. Offer them help with getting access to the city, county and state government agencies and provide hands-on training.	website, email, social media, print collateral, video, events, media relations and paid advertising
	Assist communities with support on how to market their own neighborhoods . Armed with new brand identities and their Brand Tool Kit, offer training on how tell the stories of their community, social media strategies and best practices. Encourage them to share efforts and successes with the GBA team so they can be shared with the greater community.	
Consistent Communications	Keep stakeholders informed and involved – sharing news, stories and successes along the way will ensure continued engagement.	
	The primary platform for communications should be email and social media, but research should be conducted to determine the percentage of residents that are not connected to the internet and if there may be a need to supplemental efforts with some level of print communications – possibly in English and Spanish. According to BNIA,	

TACTIC	DESCRIPTION			PLATFORMS
Consistent Communications	upwards of 16% of Baybrook and 23% of Curtis Bay households do not have a computer, smartphone. Source: https://bniajfi.org/digitalaccess .			Internal communication channels (website, email, social media, print collateral, and events)
	Produce a monthly e-newsletter under the Greater Baybrook brand that features a broad range of community and GBA organization information, driving traffic to the website for more detailed information.			
	Expand outreach to Spanish speaking communities and identify bi-lingual Neighborhood Ambassadors within this group that can help build the information distribution network.			
	Create New Resident Welcome Packages that include basic and vital information like trash days, school options, community association information and government representatives, as well as fun things to do and local discounts.			
	> TIP: Welcome Package These are often physical packets that could be distributed through the local neighborhood associations or picked up at the GBA office, but offering a digital on-line version on the website should also be a considered if distribution channels may be a challenge.	> TIP: Welcome Package Develop contact lists from package recipients to use in future outreach and surveys to gauge satisfaction in the community from newcomers.	> TIP: Email Lists Create segmented email contact lists using a campaign management product (e.g. MailChimp or Constant Contact) so that customized communications can be sent to targeted groups. These lists may include: each community, business leaders, real estate professionals and others. It's important that lists are set up at the inception so they can be correctly managed as the volume of contacts grows.	

TACTIC	DESCRIPTION	PLATFORMS
Events	Identify existing community events that can be brought to greater scale, enhanced and more widely promoted through the involvement of GBA.	website, email, social media, print collateral, video, events, media relations and paid advertising
	Produce and partner on events that serve and support the needs of people in the immediate communities. Fun, casual events that focus on food, arts, ethnic cultures, outdoors and family.	
	Create new community-centric events that showcase the unique assets and diversity - something that locals come to cherish and that can draw in outsiders (concepts that can't be readily found nearby).	
	Assist communities in developing and promoting their own neighborhood-based events that could include: <ul style="list-style-type: none"> • Farmers markets • Yard sales • Block parties • Back to school celebrations and donation drives 	
	Greater Baybrook Event Ideas: <ul style="list-style-type: none"> • Greater Baybrook Signature Event: create or partner on developing a new, large-scale event that celebrates Greater Baybrook and helps bring all three communities together. This should be produced around a major community asset (recreation or park facility, Chesapeake Arts Center or Masonville Cove Environmental Center) and should include family-fun, music, food and many elements already noted (e.g. recognizing community leaders and accomplishments, neighborhood competitions). • Home + Garden Tours: highlight exceptional outdoor gardens and/or homes to open to public tours, consider working with real estate agents to have homes for sale open as well. • New Resident Welcome Reception: host free quarterly gatherings for new residents to attend that can help get them quickly engaged and connected to the community and the work of GBA (also invite Neighborhood Ambassadors as greeters). Work with area real estate agents, home builders and apartment 	

TACTIC	DESCRIPTION		PLATFORMS
Events	<p>communities to identify these residents. Learn how they found the community and how can they help you find others like them.</p> <ul style="list-style-type: none">• Holiday-themed: from Easter egg hunts, July 4th fireworks displays, Halloween pet costume contests, Thanksgiving fun-runs, and holiday light decorations – create events that continue to give residents a reason to keep coming together.• Latinx-themed event targeted to immigrant populations as prospective residents and business owners.• Pop-Up's: utilize vacant storefront spaces to create temporary businesses and shopping or dining themed events. Market to local start-up businesses as an affordable way to test their concept, while demonstrating the viability of available locations and offering unique options to residents.		
	<p>Research relevant events within and outside of the community that reach target audiences where GBA can attend to share messages about the community and distribute promotional items.</p>		
	<p>> TIP</p> <p>Research events that already exist in the region to gain inspiration for creating your own and identify potential dates. Consider: Dundalk Heritage Festival, Belair-Edison Beer & Wine Festival, Hamilton Festival, Patterson Park Flea Market, Charles Village Festival, SoWeBo Festival, Highlandtown Festival, Pigtown Festival and many more.</p>	<p>> TIP</p> <p>With limited staff capacity, utilize Neighborhood Ambassador volunteers to assist in these efforts and raise sponsor funds to help offset the costs of production rental items and a possible event consultant coordinator.</p>	

> TELL YOUR STORY

> > WEBSITE

COMPONENT	DESCRIPTION
Concept	Tell the story of the communities and the GBA organization and be the home for all community-related information.
	Build a website focused on Greater Baybrook, presented by the GBA organization. Create “micro-sites” within it that can act as destination sites for the individual communities. The “micro-site” approach could help communities with limited resources and expertise to have an online presence that is actively updated and provides consistent and current communications.
	GBA could manage the website with the assistance of community leaders helping to keep neighborhood information up to date.
	Research found only one active website, for Curtis Bay http://www.ilovecurtisbay.com/ . This site for Brooklyn http://www.betterbrooklyn.org has not been updated in many years and website for Brooklyn Park could not be found.
How to Get Started	Develop a needs list with community stakeholders – what information and features would they like to have included? Identify necessities and ideals (note that budget will play a significant role in what can be achieved).
	Research websites with features and qualities that you would like to emulate. Bookmark and share with others for feedback.
	Document a needs list and draft an outline of requirements for this new site (the beginnings of a web site map).
	Secure a vetted website developer contractor to build the site. Be realistic about needs and ability to manage the site in-house; if you create custom features you may need an experienced developer to maintain.
	Begin gathering content – text copy, photographs and other graphics.

COMPONENT	DESCRIPTION
Recommendations	Secure a new domain name to support the community brand (GreaterBaybook.com is available).
	Feature bold visuals of the communities, people and assets throughout. Begin to change how people within the communities see themselves and how outsiders look in.
	Make it easy for current residents and businesses to get connected to each other and find information they need. Get them excited about what is happening in their community and being part of it.
	Create pages that profile each community. These “ micro-sites ” will help build individual community identities, while presenting them as part of Greater Baybook.
	Lead with the communities and make a strong connection to the GBA as the conduit, include all needed information about the organization and its work.
	<p>Suggested content:</p> <ul style="list-style-type: none"> • Information about the communities, unique assets, history and possible properties for sale • Descriptions of assets: park, recreation facilities, schools and more • Interactive map that shows community boundaries and location of key assets • Resources for home buying and renovating (incentive programs, foreclosure prevention, counseling programs, recommended real estate agents, home sale listings) • Resources for renters • Resources for business owners (incentives, grant programs and workshops) • Events calendar (create individual landing pages for important events you want to promote) • News / blog feature (for posting of topical and promotional information) • General community resource information (elected officials, government services, community associations, block improvement initiatives) • About the GBA organization, programming, staff and committees • Donate • Contact • Email sign-up • Social media links and feeds

COMPONENT	DESCRIPTION
	Install a language translator tool on the website so that the information is readily accessible to all visitors.
	Secure additional domain names for each community to use and link to each respective “micro-site”, these are currently available: <ul style="list-style-type: none"> • BmoreBrooklyn.city • CurtisBay.city • BrooklynParkNeighborhood.com
	Install Google Analytics and regularly analyze website traffic. Identify most popular pages, percentage of unique and return visitors and length of time of on site. Use this information to help understand popular content to continue to produce and share on social media.
Website Tips	The most time-consuming aspect of building a new website is the gathering and production of content (writing and editing copy, selecting and sizing images).
	Well-written, detailed copy and quality photographs that represent the people and community assets are the most important elements of your website. Strong and relevant visuals are a key factor in visitors staying engaged on the site and looking beyond the homepage.
	Know that in addition to a website developer you may also need to retain a project manager, graphic designer, copywriter or photographer; if these needs cannot be filled by staff or volunteers.
	Create an Editorial Calendar document that will be the guide for website news/blog posts, email campaign schedule and social media postings. Inventory community events, important dates and topical information. Actively manage and update document monthly.
	Make sure that people can easily find your website by utilizing search engine optimization techniques (SEO). This is often a feature included in WordPress websites but must be built out for each page. <i>Example: when searching “Curtis Bay Baltimore” in Google, the site http://www.ilovecurtisbay.com still does not come up 4 pages deep into results. Over 90% of people stop searching after page 1 results.</i>
	This will likely be your most high-profile communications tool. Allot an investment of staff time and/or contractor expertise to ensure that the content is current, informative and engaging.

> TELL YOUR STORY

> > OTHER OUTREACH METHODS

TACTIC	DESCRIPTION
Email Campaigns	Electronic email communications are an effective way to stay connected to the community, share important information and promote initiatives. Email management tools allow you to easily create and manage campaigns, design customized layout templates and build targeted segmented email lists. This is also an easy method to communicate to targeted audiences in other languages.
	Using the Editorial Calendar as a guide, create a campaign schedule at least 90-days in advance (6 months is preferred) so that you can schedule targeted deployment dates, plan messaging, gather needed content information and secure proof-reading approvals. Using this tool effectively will assure that you don't inundate your audience with too many emails at one time.
	Publish a monthly e-newsletter to communicate vital information and progress updates, event promotions and feature news that drives traffic back to the website. Ideally, you are regularly creating new and engaging content for the website and email is an important way to let people know about it and where to find it.
	Create e-blasts for special promotions, offerings, and events. These emails usually only contain 1 topic of information and are to be used for the time in between monthly e-newsletters.
	Design custom branded email templates that are consistent with visuals and copy found on the website. The e-newsletter template should have a standard framework of categories of information (e.g. GBA updates, community news, project initiative updates, events and news links); this becomes something for readers to look forward to with each issue and helps when building each issue. Include links to your social media accounts in the footer, above the standard contact information.
	Developing email contact lists is an important way to manage email addresses from a variety sources. Create segmented lists so that you can easily target specific audiences. Lists might include: the 3 communities, business owners, real estate professionals, stakeholders and partners, and those that prefer Spanish language communications. You can also easily send messages to all segments.
	Track engagement on campaigns to understand what information readers respond to, review analytics monthly to see what produced the highest amount of "clicks". This provides insight into what type of content

TACTIC	DESCRIPTION		
Email Campaigns	<p>should continue to be produced and if the template should be tweaked to push information higher in the layout. <i>Example: we have found that listings of impressive homes for sale within a community are very popular content that is clicked and shared, as a result we feature that information in the top section of an e-newsletter.</i></p>		
	<p>> TIP</p> <p>Products like MailChimp or Constant Contact are popular and integrate well with WordPress websites so you can easily archive past email campaigns, giving a wider reach outside of those on your email list. It also give website visitors an idea of what they will received if they sign up for your email list.</p>	<p>> TIP</p> <p>e-newsletters are more time consuming to produce than they may appear. Creating original content and going through all the steps detailed above can take several weeks to complete, don't underestimate the staff or contractor time to do these well.</p>	<p>> TIP</p> <p>Building segmented email lists should start when creating the account, it can be very difficult to try and do this after all contacts are loaded. Creating lists also keeps costs down so that you only pay for an email address once that may be on multiple lists.</p>
Social Media	<p>Facebook: current Greater Baybrook Alliance account (@greaterbaybrook) has 292 page likes. Most posts tend to focus on community events, meetings and resident support opportunities. There is very limited audience engagement with “likes” or comments/questions.</p>		
	<p>Instagram: current Greater Baybrook Alliance account (@greaterbaybrookalliance) has 123 followers and posts tend to be very similar to what is shared on Facebook. On average, there are less than 10 “likes” per post and very few comments.</p>		
	<p>Suggested platforms:</p> <ul style="list-style-type: none"> Facebook: large and highly visual space for text and images, photos, videos, blog teasers, event listings, news links, and sharing business member and partner information; diverse audience reach, skews older demographic. Post 3-7 times per week. Twitter: text and image content, limited to 280 characters, real-time and topical information, heavy on news and “headline sharing”; very wide audience, engagement is “of-the-moment”. Post daily. Instagram: photo and video sharing, a way to tell stories visually, highlight community and business offerings; diverse audience reach, skews younger demographic. Post 3-7 times per week. 		

TACTIC	DESCRIPTION
Social Media	<ul style="list-style-type: none"> • YouTube: an easy to access location where all of your videos can be stored and source links created to embed videos on website. Create a Greater Baybrook branded “channel”.
	Based on the time investment needed to successfully manage social accounts we suggest 1 account, per platform that presents information about the Greater Baybrook communities and the GBA organization. If individual communities have the capacity to manage and actively post to their own accounts, they should be encouraged to do so and all groups should share each other’s content.
	Using the Editorial Calendar as a guide, identify content focus areas for social media postings (what type of information will you share, and what type will you NOT), this could include: communities, residents, neighborhood assets, businesses, events and general positive storytelling. Be sure to coordinate how you push out information - keep circling back to new content you are creating for your website; one blog post can easily be translated into 3-4 social media posts to continue driving traffic back to the site. Keep your target audiences in mind, what will be relevant and interesting to them?
	Invest time to attract new followers and stay engaged with them. Actively follow new accounts, comment on and share information from other accounts you follow. Establish yourself as a knowledgeable and reliable resource for all things related to the community. Successful social media is a two-way online conversation, respond to people’s comments and questions to your posts, create polls and surveys. Be sure to actively monitor all accounts, including other platforms like Next Door. Consider tracking key words related to the community and respond to negative stories or comments with factual information and positive messaging, keywords may include: #baybrook, #curtisbay, #brooklynbaltimore #brooklyn park; also track names of important facilities (schools, recreation centers and parks).
	Create custom branded images (header, background and profile) for each platform account, utilizing eye-catching images that show a sense of place and change them out regularly.
	Consider utilizing paid social media campaigns when needing to reach a wider audience to promote events and special initiatives; this can include “boosting” posts, display ads and paid influencer campaigns.

TACTIC		DESCRIPTION	
Social Media	> TIP Utilize a social media management program like Hootsuite to post to multiple platforms from one place, with easy scheduling features and comprehensive analytic information.	> TIP Consider engaging with social media account takeovers – allowing a community or business leader, board member or partner to temporarily “take over” one of your accounts for a fixed period of time, where they can share their stories and perspectives of the community. This can be an excellent way to add fresh content and gain followers from their networks, while easing staff time posting content.	> TIP The importance of video in social media continues to grow rapidly and is far more likely to be shared than static posts; it can also greatly improve reach as algorithms prefer to populate feeds with this type of content. Be sure that staff is integrating live video from events and creating mini-videos (under :45 seconds) whenever possible.
	<p>Video is a powerful, popular and important way to communicate on mobile devices and through social media platforms. Develop an ongoing series of storytelling videos produced for online. Focus on interesting content that can be quickly created and less on presenting polished production values. Be relevant, topical and on-brand - tell the stories of the people and community assets. Utilizing just a smart phone, there are many applications and products that can assist with easy file production.</p> <p>Consider creating a professionally produced video showcasing the Greater Baybrook communities – include interviews with community members and utilize a drone to highlight the key location assets. This longer video can then be broken out into shorter “vignette videos” of each community. All videos should be embedded on the website and shared in emails and multiple times on social media.</p>		
Earned Media	Investing time and expertise in cultivating media relations can be highly effective for gaining exposure with a limited budget. There is still no greater ability to reach a mass audience that is unfamiliar with your message than with objective, third-party editorial media coverage. Getting publications and reporters to take notice can be a long-term investment, some publications can take up to a year or more to result in a feature story. It also makes for excellent content to share in emails and on social media.		
	Establish GBA as a respected, knowledgeable and reliable resource with local media outlets and specific reporters that have beats covering relevant topics. Cultivate interesting and relevant stories to pitch the media, stay on top of current events and trends and identify connections to Greater Baybook for a potential		

TACTIC	DESCRIPTION	
Earned Media	new story angle. Stay connected with reporters and build relationships (Twitter is an easy way to reach out to them).	
	Outreach to media outlets is a requirement for any events where you are looking to draw people in from outside to attend; this can help bring legitimacy to the event and reach a much wider audience.	
	Regularly post events on community calendars of local publications and online outlets.	
	> TIP If someone from the media contacts you, that is <u>always</u> the first call you return. Reporters are often on tight deadlines and you don't want to miss an opportunity to share your expertise and build relationships.	> TIP Consider retaining a media relations consultant, as needed, to assist with media outreach. They will have current contact information for assignment editors and reporters, and likely have existing relationships that they can leverage. The ability to conduct professional and consistent follow-up with media outlets is a key factor in generating actual coverage.
Paid Advertising	In addition to media coverage earned with outreach to editorial staff, you may also need to add paid advertising to your outreach plans and budget. The ability to target messages to desired audiences is easier than ever before by creating customized communications that reach people based on their demographic, geographic or online behavioral profiles. This allows for greater impact with a limited budget. Developing paid campaigns that drive engagement around storytelling efforts will be key to reaching new audiences outside of existing networks.	
	Google Adwords – purchased through the Google search engine, targeting specific key word searches and directing traffic to selected pages of the website. There is the ability to target audiences and track impact, but it can be costly.	
	Social Media Ads – these can be for your specific social account pages, posts or to outside links (e.g. website, event registration) and offer an excellent ability to target audiences, set specific budgets and track impact. The same campaign can be placed on Facebook and Instagram through one system. Using your budget wisely, you should create custom target audiences for campaigns – this could be in a effort to reach new or “look-a-like” audiences or to ensure that important information is seen by existing followers.	
	Display Ads – can be purchased on all sorts of websites, from local sites to national networks using geographic or behavioral targeting for your community. The prices can vary wildly depending on geographic	

TACTIC	DESCRIPTION
Paid Advertising	reach and frequency or duration of a campaign. There are also design fee considerations for static, animated or video ads. This method is most effective for large budget or short-term promotional needs.
	Traditional advertising outlets can include print, radio, television and outdoor. Although these channels can be effective, they tend to reach very broad audiences, are usually very costly and can have additional design production fees. These methods can be effective for large budget or short-term event promotion. Hyper-targeted campaigns with limited flights can also help build brand awareness. <i>Example: Shopping cart or bus shelter advertising in South Baltimore or Glen Burnie</i>
	In addition to the cost of ad placement, there also may be fees related to copy writing, graphic design and video production.

> IDENTIFY + ATTRACT HOME BUYERS

TACTIC	DESCRIPTION	PLATFORMS
Overall Strategy	Focus on four approaches: <ul style="list-style-type: none"> Encourage current owners to improve homes Outreach to area renters to become owners Attract new home buyers to Greater Baybrook Identify and recruit new residential investors and partners 	website, email, social media, print collateral, video, events, media relations and paid advertising
	Connect with new residents to understand why have chosen Greater Baybrook <u>now</u> . This will give you insights into a variety of deciding factors and help identify where you are doing well and where improvement is needed. The best prospect for your next “resident customer” is to understand your most recent customer. Utilize the New Resident Welcome Packages as an introduction to conduct this follow up.	email, print collateral, events, surveys
	Identify current renters that are prospective home buyers and tailor strategies for their needs. This will likely include a greater focus on counseling, credit repair and financial planning to prepare them for the purchasing stage.	
	> TIP Once your communication channels are built out (website, email and social media) it will be easier to reach targeted audiences and inform them about these opportunities.	
Buyer Incentive + Assistance Programs	Inventory existing home purchase and renovation incentive programs and identify new programs that may be needed to attract target audiences and secure funds. Categorize programs by city, county and state and indicate which communities they can be used in. Create sample financial scenarios for buyers so they can understand how different programs can be bundled for significant savings. <i><u>EXAMPLE:</u> if you purchase a home in Brooklyn for \$120,000, use a Maryland Mortgage Program product with a 4% down payment assistance grant and received a Live Baltimore “Buying Into Baltimore” \$5,000 grant you could realize a savings of over \$10,000.</i>	

TACTIC	DESCRIPTION	PLATFORMS
Buyer Incentive + Assistance Programs	Identify area companies that are participating in the Live Near Your Work program and help them promote the program to employees and recruit new companies in the area to participate in this homeownership incentive program. List of current Baltimore City participating employers https://livebaltimore.com/live-near-your-work .	website, email, social media, print collateral, video, events, media relations and paid advertising
	Leverage Live Baltimore Buying Into Baltimore incentive program funds. Even if they are they are not touring your area for an event, buyers in your city communities can be eligible for the grant funds. Create your own community mini-tour or promotional campaign around the same time to generate interest.	
	Talk with organizations that have been successful in securing funds to create special incentive programs to be used exclusively in targeted areas of their communities and learn how the same could be developed in Greater Baybrook (e.g. Dundalk Renaissance Corp, Belair-Edison Neighborhoods Inc., Southwest Partnership, NHS Baltimore and others).	
	Offer regularly-scheduled, free homeownership education sessions , focusing on first-time home buyers. Information should include: neighborhoods overview, incentive programs, buying process and loan programs. Offer more intensive financial literacy and credit repair counseling for those in need. Ensure all is offered in English and Spanish and partner with industry professionals to teach these classes.	
	Develop education events on how to purchase distressed properties in the community and information on how to renovate them. Ideally, build formal relationships with home improvement contractors and small developers that could be potential instructors and resources for buyers.	
	> TIP Partner with a certified home ownership counseling agency for buyers using government funded programs, as a counseling certificate is required prior to signing a home purchase contract.	
Events	Create events to re-introduce area residents to what these communities have to offer and to attract potential new residents from outside the community. Produce housing fairs and tours to showcase neighborhoods, homes for sale and rent, new housing developments and home buyer programs. Work with real estate agents to open available homes for sale. <i>Example: Dundalk produces an annual housing fair with guided tours of homes, home</i>	

TACTIC	DESCRIPTION	PLATFORMS
Events	<i>buying related exhibitors, education sessions and a special purchase incentive for those that attend the event.</i>	website, email, social media, print collateral, video, events, media relations and paid advertising
	Consider creating events that focus on newly renovated homes with how-to and DIY information. Tour homes with outstanding renovations for inspiration and to help drive “over investment” that can lead to greater home values over time. Partner with real estate listing agents, experienced groups like ACDS and home repair specialists.	
	Participate as an exhibitor in Live Baltimore <i>Buying Into Baltimore</i> housing fairs and other housing-related events in both the city and county.	
	> TIP Producing housing fairs and tour events can be a time consuming undertaking, particularly with a small staff. Seek sponsorships to assist with costs and create a special project budget; consider hiring an event production consultant with experience planning and executing these types of events.	
Develop Partnerships	Create a directory of “ Preferred Real Estate Agents ” that you can confidently refer to prospective home buyers. Identify agents that are currently selling homes in the area and invite them to an orientation event about Greater Baybrook. This could include a bus tour of area highlights, followed up with an overview session of community assets, available home purchase and renovation incentive programs and information about upcoming developments. Provide lunch and the opportunity for them to sign up for your preferred program where those agents will exclusively be featured on the website and at events. This should be offered to a limited number of agents and at an affordable annual fee, which could increase as the program and popularity grows. <i>Example: Belair-Edison has been operating a successful program for several years http://www.belairedison.city/find-a-home/premier-real-estate-agents.</i>	website, email, social media, print collateral, video and events

TACTIC	DESCRIPTION		PLATFORMS
Develop Partnerships	<p>Conduct outreach to develop partnerships with housing related organizations that offer guidance, technical support and possible program development. All program efforts do not have to originate with GBA and may be more effective when partnering with other entities. Organizations such as: Habitat for Humanity, Neighborhood Housing Services of Baltimore (NHS), ACDS, Baltimore Community Lending, St. Ambrose Housing, Rebuild Metro and well as small developers and contractors are a great start. <i>Example: Dundalk has created official partnerships with small developers to renovate homes in the community for their Market Boost program https://www.dundalkusa.org/renovate-repair/market-boost-w-developers.</i></p>		<p>website, email, social media, print collateral, video and events</p>
	<p>> TIP</p> <p>Inquire if ACDS could provide certified homeownership counseling for both city and county buyers.</p>	<p>> TIP</p> <p>If you are able to secure incentive funds from a partner or government source in quire if NHS of Baltimore may be able to act as the fiscal agent in distributing funds.</p>	

> SUPPORT + GROW BUSINESSES

TACTIC	DESCRIPTION	PLATFORMS
-	Create a business-friendly environment that encourages investment, diversifies retail offerings, provides potential jobs, and attracts residents to keep their spending local. Introduce GBA to businesses, from industrial to retail, understand their concerns and help make them feel part of a bigger, community-wide movement. Keep in mind target audiences and the potential need for Spanish language materials.	-
Encourage New Commercial Investment + Redevelopment	Gather information from city and county partners to produce materials that detail relevant and current local data points , local market trends, future development plans and other related information that can be easily accessed and shared.	website, email, social media, print collateral and media relations
	Recruit a co-working space to open in the community to offer a place for entrepreneurs, small businesses, and non-profits to work in a creative and collaborative environment. <i>Examples: Dundalk Renaissance created a space on the first floor of their building with The Forge https://www.dundalkusa.org/the-forge/incubation and the new Function Coworking Community in Hamilton offers a standard co-working facility in addition to a large gallery, performance and meeting space that is available to the local community to use https://befunction.al.</i>	website, email, social media, print collateral, video, events, media relations and paid advertising
	Continue to host the commercial real estate bus tour presented by BDC and AAEDC. Expand outreach to attract more investors, developers and business owners searching for new opportunities. Share the complete story of how the community is improving and invite local business owners to share their success stories.	
	Create demonstration projects that showcase the untapped potential of how area commercial spaces can be re-envisioned, redeveloped and marketed. Offer informational sessions on how to buy commercial properties and land in the community, available grants and funding, zoning and permit laws and current available listings.	

TACTIC	DESCRIPTION	PLATFORMS
Encourage New Commercial Investment + Redevelopment	Explore the viability of packaging live/work spaces (storefront on first floor and residence above), identify areas that are currently zoned as such and create a targeted incentive program to attract prospects to the program.	
	Inventory existing grant and loan programs for commercial properties. Identify new products and programs that may be needed, including technical support. Categorize programs by city, county and state and indicate which communities they can be used in. Consider facade improvement programs and a store-front security gate mural program.	
	Create a working group of commercial real estate agents/brokers, investors, developers to help understand the current situation, opportunities and potential strategies for improvement with commercial properties. Host a walking tour of the Hanover Main Street to discuss specific suggestions on how to improve the corridor.	website, email, social media, print collateral, video and events
	Maintain a current list of retail and commercial properties available for sale or redevelopment and post on website if possible.	website, email, social media, and paid advertising
Nurture Business Growth	Partner with organizations like the Anne Arundel County Chamber of Commerce and City of Baltimore Small Business Resource Center to understand their services and connect them to small businesses in the community. These businesses may need information on local hiring and how to find prospects, financial support programs, and access to elected officials and decision makers. Help them to better understand the community and how market their businesses to customers.	website, email, social media, print collateral, video and events
	Inventory existing grant and loan programs for small business owners. Identify new products and programs that may be needed, and potential partners for technical support. Categorize programs by city, county and state and indicate which communities they can be used in.	
	Identify the types of retail and restaurant outlets that the community wants and will actively support. Develop a target list of categories to recruit to the community, filling in areas where there are weaknesses and creating unique offerings that will help to establish	

TACTIC	DESCRIPTION	PLATFORMS
	the area as a consumer destination. Share with local development agencies, investors and commercial real estate brokers.	
Promote Area Businesses	Entice consumers to patronize local retail and restaurants. Highlight businesses in e-newsletters with grand openings, information, profiles and discount incentives.	website, email, social media, print collateral, video and events
	Create a map-driven directory of local business on website and feature a “business of the month” on the site and in e-newsletters. Be sure to include business promotion posts on social media channels. <i>Example: built off the Google Maps platform http://n27street.com.</i>	
	Develop themed shopping events to support existing businesses and encourage Pop-Up short-term and seasonal leases of retail space. Both Dundalk and Belair-Edison have undertaken these types of efforts; marketing and promotion is key for success in generating consumer traffic.	

> GBA AS A CATALYST

TACTIC	DESCRIPTION
Establishing the Organization	Establish the GBA as an informed entity in the community ; government, private-sector and media should be able to look to you for information about the community and its future. The organization should be in-tuned to the state of the market and develop new programming in anticipation of upcoming trends.
	GBA needs to invest in long-term strategies to build familiarity with the organization and strong connections with the various communities.
	Be realistic about what can be successfully accomplished in a set time frame. Better to complete 3 projects within a year that generate positive results, than attempt 6 that return minimal success.
Strategic Neighborhood Intervention	Focus on high-visibility areas that are easily seen by residents and passers-by to make investments and improvements. Identify specific target blocks for demonstration projects; leveraging assets and existing success to build momentum. Focus on small wins – building community support and pride, while improving the physical appearance of the community (improving the “curb appeal”).
	Apply for Baltimore City Main Street designation on Hanover Street to bring additional resources to the commercial corridor, increasing attention and investment in the area.
	Create a program to reach owners in the community that lease their properties. Encouraged them to improve and better maintain their properties, educating them on laws and legal responsibilities, community trends, available assistance programs and organizations that can offer support.
Capital Improvements	<p>Capitalize on the hundreds of thousands of travelers that come through Hanover Street to Ritchie Highway and begin to change perceptions with improved visual cues.</p> <ul style="list-style-type: none"> • Create branded gateway-welcoming, way-finding and promotional signage. • Develop a landscaping plan for the grassy median road areas and engage the community in improvement projects. • Expand the light pole banner program beyond the Hanover Main Street area.
	Enhance the visual appearance of public and private spaces with art installations, commissioned murals and branded community signage.

TACTIC	DESCRIPTION
	<p>Consider creating a competitive residential property improvement program, where cash awards are given to the best projects. <i>Example: taking inspiration from San Francisco, the “Painted Ladies” homes of Charles Village began in the late 1990’s with a program that encouraged residents to paint the facades and front porches of their rowhomes in vibrant colors. The contest was funded by The Annie E. Casey Foundation, offering \$3,000 for the best front porch. Residents reviewed applications and awarded prizes up to 3 times per year. Over 100 homes were painted in the first 5 years of the program, with many more since. These homes are now iconic imagery for the neighborhood and City of Baltimore.</i></p> <p>Leverage community investment designations</p> <ul style="list-style-type: none"> • Enterprise Zone • Opportunity Zone • HUB Zone • Grocery store incentive area • Sustainable Community designation
Awards + Designations	Research opportunities to pursue awards and notable designations for the communities and community leaders. Each recognition is another reason to talk with the media and communicate back to audiences with new information. Also consider historic designations which have been found to increase property values over time.
Produce Reliable Data	<p>Create fact sheets that feature important data points and highlight current initiatives and future plans. Share with partners and community leaders to use in their own communication materials, presentations and with the media.</p> <p>Track current benchmarks and compare them to the city, other area counties and statewide to see where the community stands today and monitor how its improving. In addition to Census data, information on home sales and foreclosure volume, median sales price, days on market, renovation permits awarded, new businesses opened and other relevant information should be considered.</p> <p>Conduct annual follow-up surveys to track how perceptions and outcomes are improving. Continue to conduct focus groups annually for the next several years with new residents and businesses to chart changes in beliefs and actions.</p>