



STRATEGIC PLAN



**Bridging past and present.
Connecting to a more diverse Baltimore.**

Planning Made Possible By: The T. Rowe Price Foundation, The France-Merrick Foundation, and The William G. Baker Jr. Memorial Fund

INTRODUCTION

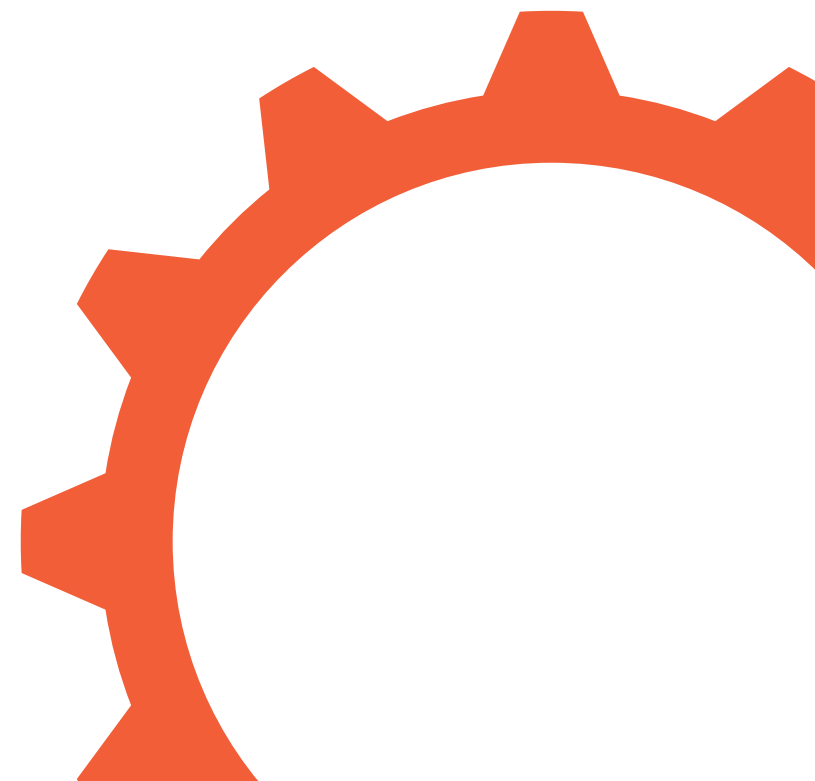
The Baltimore Museum of Industry's Strategic Plan envisions a bold future for the museum. It is a call to action to use the power of **history**, **storytelling**, and **dialogue** to illuminate the challenges and possibilities facing Baltimore today.



PLANNING

This plan was developed in partnership with the **DeVos Institute of Arts Management**, which challenged us to think expansively about our role in Baltimore and beyond.

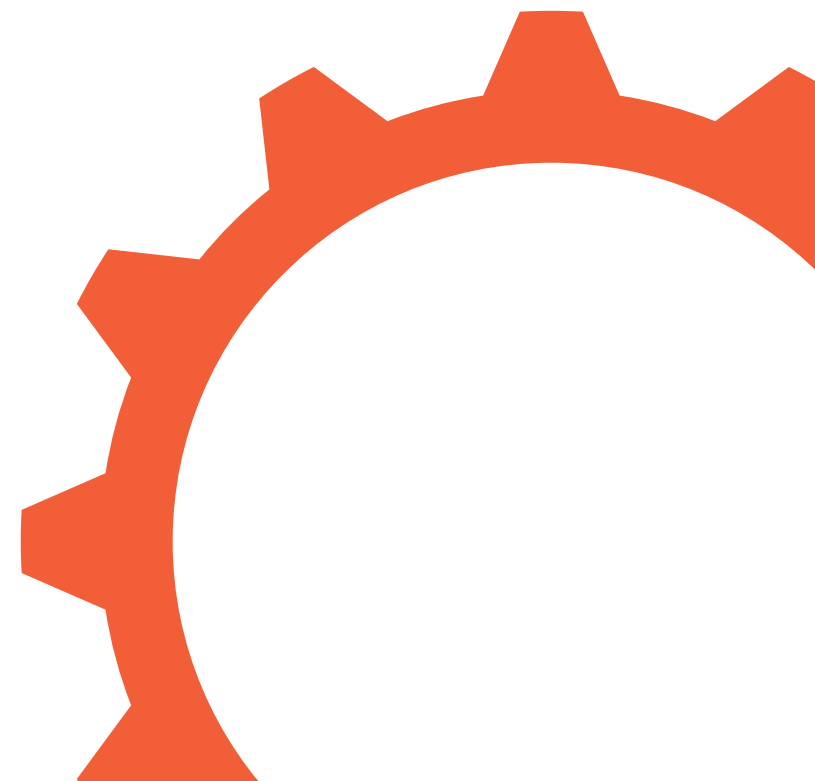
Together, we set out to envision a museum that is not only financially resilient but also deeply responsive to the city it serves — one that embraces equity, fosters dialogue, and uses history to spark forward-looking conversations about work, community, and opportunity.





ACTIVATE & INSPIRE

The museum's Strategic Plan provides a framework for achieving the museum's goals by more fully **activating** the BMI and its waterfront campus through bold programming that **inspires** visitors to think critically about the intersection of work and society. It outlines key strategies to realize this vision over the next five years.



MISSION

The Baltimore Museum of Industry interprets the diverse and significant human stories behind labor and innovation in Baltimore, cultivating a sense of belonging and inspiring visitors to think critically about the intersection of work and society.



IMPACT

The BMI seeks transformation of thinking and action in three critical areas:

PEOPLE

The BMI enhances awareness that all work has dignity; that innovations can come from anyone, anywhere; and that understanding work—its impacts and opportunities— can lead to a more healthy and just society.

PLACE

The BMI promotes increased understanding of the successes, challenges, and inequities that characterize today's Baltimore, shedding light on how and why the city and its waterfront have evolved over time.

WORK

The museum provides a holistic understanding of how work, or lack of work, have defined Baltimore, and explores pathways to create an increasingly sustainable, flourishing, just, and beautiful Baltimore through thoughtful industry. It promotes understanding of who finds work, and who does not, in Baltimore, and how government, employers, and non-profits can support increased resilience for individuals and the city.

STRATEGIES

The success of the BMI's Strategic Plan is dependent on building and maintaining symbiotic relationships between front-of-house activities and the systems that support them while appreciating their fundamental interconnectedness.

OUR WORK

Center our work on the discussion of industry, with a continuing focus on the past, and an increased focus on the present and future. Use Baltimore as a lens on the change taking place worldwide, through stories that are focused on Baltimore; that place local stories within a broader context; or that shed light on national or international stories that prompt visitors to ask, "Why is Baltimore not involved?" and, "How can that change?"

EXHIBITIONS

Increase the cadence of temporary exhibitions to at least two per year, featuring bold content that centers equity and diversity, that activates the campus, and that reflects popular "crossover" themes. **Update long-term exhibitions with content focusing on contemporary life**, as well as discussions about the future, wherever relevant.

PROGRAMMING

Organize our public programming in clusters or arcs inspired by content related to our temporary exhibitions, positioning the museum to be a thought leader. Create and maintain substantive public program content and more relevant activations related to the past, present, and future of work.

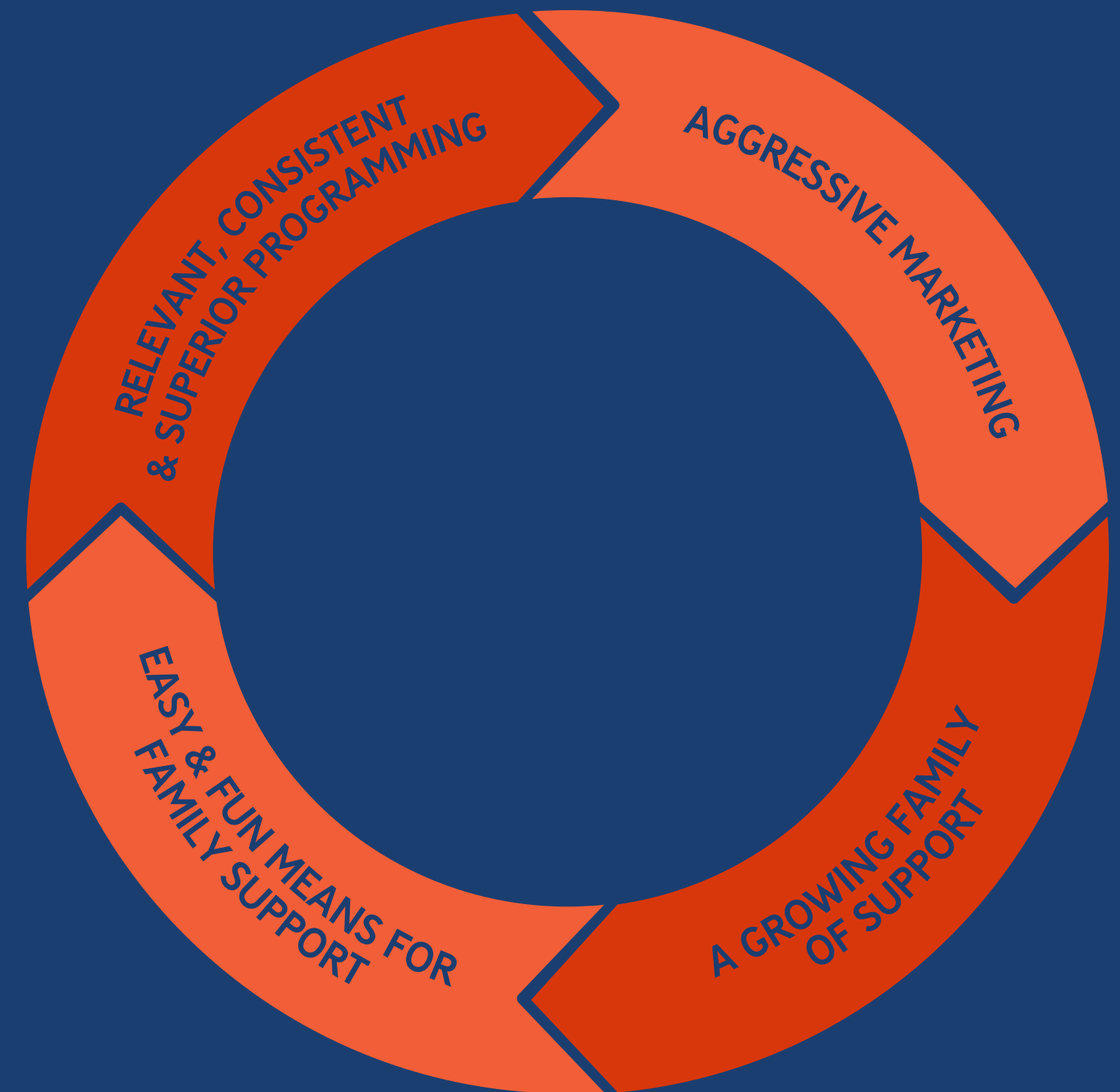
COLLABORATION

Enliven the waterfront campus with activities that link to both Temporary and Long-Term Exhibitions through strategic partnerships.

THE CYCLE

Today, perhaps more than ever, sustainable organizations require unique, differentiated missions and the mastery of four, sequential activities:

1. **Relevant, consistent, superior programming.**
2. **Aggressive programmatic and institutional marketing.**
3. **A growing family of donors, members, and trustees.**
4. **Easy, fun, and personal means for the family to support the organization.**



THE BMI WILL:



- Become the leading platform in Baltimore for dialogue around the past, present, and future of work.
- Be understood and appreciated throughout Baltimore for its programs and impact.
- Meaningfully grow its public and student attendee base for public programs and exhibitions, leading to an increasingly robust membership.
- Build and sustain a family of board, emeritus, advisors, volunteers, and funding partners that provides sustainable monetary, in-kind, and expertise-based resource.
- Grow and diversify its annual contributed revenues with an increased focus on institutional support, public funding, memberships, and individual giving.
- Activate and expand the mission-driven uses, sustainability, and profitability of the BMI campus.
- Make necessary investments in human and physical infrastructure to aid a sustainable, joyful and risk-tolerant environment.



Thank you.



Visuals Prepared By Chelsea Redding (Director of Marketing & Communications for the BMI) April 2025