



Baltimore Sister Cities

2022 PLAN

CHANGWON SOUTH KOREA
GBARNGA LIBERIA
LUXOR & ALEXANDRIA EGYPT
KAWASAKI JAPAN

ODESA UKRAINE
PIRAEUS GREECE
ROTTERDAM THE NETHERLANDS
XIAMEN CHINA

baltimoresistercities.org

Baltimore Sister Cities

2022 PLAN

This document contains the plan for the Baltimore Sister Cities program as a whole, and for each of the individual sister city committees.

COVID PANDEMIC NOTE

This plan was made in late 2021, when the COVID-19 pandemic continued to rage all around the world. Given the uncertainty of what may happen in 2022, this plan is tentative and subject to change.

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PROJECT THEMES – COLOR KEY

- Economic development
- Educational
- Cultural
- Health/environmental
- Government
- Organizational operations
- Other

PROJECT TYPES - KEY

Activity for multiple sister city committees to engage in (BSC-wide):









Thick blue border on the right

Other type of activity: Thin borders




TBC: Date or activity is to be confirmed later. Due to the pandemic, many things are uncertain.

Baltimore Sister Cities program (consolidated)

2022 PLAN

JANUARY 26 	Promote WTCI Annual State of the Ports — Promote and participate in this event to continue to grow recognition of BSC and our sister port cities.
JANUARY 27 	BSC Annual Membership Meeting & Celebration — Conduct annual general meeting to vote for directors of the board and approve the 2021 Report and 2022 Plan. This year the event will be virtual again due to the pandemic. The meeting will conclude with a celebration of our volunteers.
FEBRUARY 23 	Board leadership election — Elect executive officers for 2-year terms (2022-2024). This year, the Vice President, Treasurer, Secretary, and Assistant Secretary positions are up for election. Also elect new non-voting directors, approve a new Finance Committee, and approve 2021 financial report and 2022 budget.
FEB–APRIL 	GRANTS & FUNDS DEVELOPMENT Employee payroll giving programs — In February, apply to be added to several programs (United Way of Central Maryland, Combined Federal Campaign) to qualify for fall 2022 campaigns. These applications require a verification process and a long lead time. in March/April, re-apply for the 2022 Maryland Charity Campaign.
MAY 	Asian Pacific American Heritage Month (APAHM) Celebration [TBC] — Hold our annual joint event with our Asian committees (BCSCC, BKSCC, BXSCC), MIMA, and other Asian and Asian-American organizations in annual event that celebrates APA cultures and the contributions of APAs to Baltimore.
	Enoch Pratt Library Imagination Celebration event for kids [TBC] — The library has asked BSC committees to continue providing culturally themed activities for kids.
JUNE 7–11 	SelectUSA Summit 2022 [TBC] — Support Baltimore Development Corporation (BDC) and Port of Baltimore with their promotional efforts to international businesses, if requested. At the time this plan was written, the 2022 edition is planned to be an in-person event in National Harbor, Maryland.
JULY 	Sister Cities International (SCI) Annual Conference [TBC] — Have BSC representatives attend the conference, with the assumption it will likely be virtual again this year.
THROUGHOUT THE YEAR / ONGOING	








●	<p>International travel — Re-commence limited travel program in 2022. Target – at least 2 international trips or hosting international visitors by end of year, depending on how things go with the pandemic. See further below re. reviewing/refining BSC ‘Travel Policy & Procedures’.</p>
● ●	<p>Virtual exchanges — Continue to refine and implement virtual exchange programs with our sister cities, especially those focused on youth and education.</p>
●	<p>Simplify our organization and procedures in 2022, to include:</p> <ul style="list-style-type: none"> ● Review, refine and implement the new ‘Board & Member Special Committees’ organizational structure introduced in 2021. ● Review and rewrite the ‘Criteria for Baltimore Sister City Relations’ that was last reviewed in 2015. ● Review and refine BSC ‘Travel Policy & Procedures,’ especially travel ‘Release Forms.’ ● Continually improve and simplify our use of G-Suite. Encourage wider acceptance and use by BSC managers.
●	<p>Development of future sister city relationships — There are several pending requests for new sister city relationships (from Kribi, Cameroon; Nakuru City, Kenya; Embassy of Columbia in Washington, DC). Aim to close at least one of these opportunities in 2022.</p>
●	<p>Human resources</p> <ul style="list-style-type: none"> ● Find a way to finance & hire a part-time Executive Director in 2022. ● Recruit more volunteers and interns.
●	<p>FINANCE COMMITTEE</p> <p>Financial structure, procedures, and planning — Finance Committee to continue developing its role and determine whether revisions are needed to BSC’s financial procedures, in particular: check deposit policy, PayPal invoicing, and use of the PayPal button on the BSC web site for dues payments and donations. Proposals to be discussed and approved by the BSC board. BSC Internal Grant procedures (developed in 2019) will be implemented, depending on availability of funds for disbursing through internal grants.</p>
●	<p>GRANTS & FUNDS DEVELOPMENT</p> <p>Baltimore city grant request management — Prepare and submit applications for FY22 and FY23 continued Baltimore City Board of Estimates allocations under the 2018 5-year award of up to \$10,000 annually. Continue to coordinate and submit semiannual funding requests to City of Baltimore with BSC Treasurer.</p>

	<p>Increase size of grants task force — Add representatives from each sister city committee to the task force.</p> <p>Review grant submissions — Continue coordinating and reviewing grant applications by sister city committees for quality control.</p> <p>Compile list of funding sources — BSC grants task force to compile a list of sources for potential funding sources for different program types in which the sister city committees are engaged, using the grants database available via the Enoch Pratt Central Library.</p>
	<p>CORPORATE MEMBERSHIP</p> <p>Manage corporate memberships — Coordinate new memberships and the delivery of membership program’s benefits to the members. Continue identifying and soliciting more candidates. Quarterly reviews of the results. Discuss with BSC board the concept of incentivizing committees by splitting BSC corporate membership fees with initiating committee.</p> <p>Create a task force — Identify volunteers within committees that currently have corporate members, under leadership of the (assistant) treasurer, to solicit and manage BSC-level corporate members.</p>
	<p>MARKETING/PROMOTION</p> <p>Social media — Set up more social media channels for BSC (Twitter, Facebook, Instagram); start implementing cross channel strategies using BSC volunteers and interns to help run social media platforms to increase BSC reach.</p> <p>Newsletters — Publish a BSC e-newsletter on a platform such as MailChimp or Constant Contact; have sister city committees participate in contributing content explore purchasing space for a BSC news column in local digital publication to expand awareness of BSC to a wider audience. Continue the existing periodic “Esprit de Corps” newsletter for internal communications until the public e-newsletter can be implemented.</p> <p>Interns — Get interns on board to help with marketing e.g. through the Handshake platform.</p> <p>Website improvements — In Q1-Q2, make quick-win improvements to support the corporate membership program, add BSC branding, etc. Later in the year, strategize and implement more comprehensive redesign.</p>
	<p>PARTNERSHIPS</p> <p>World Trade Center Institute (WTCI) — Continue to send BSC events and announcements to WTCI for promotion to their membership; promote WTCI events and activities to BSC members. Continue to advocate for BSC within</p>

	<p>WTCl and the development of a mutual partnership. Advocate for continued funding of yearly WTCl membership within the BSC budget.</p> <p>MD/DC District Export Council (MD/DC DEC) — Continue to cross-promote events. Attend MD/DC DEC meetings.</p> <p>Maryland International Education Consortium (MIEC) — Work with BSC’s new liaison to MIEC (Adam Julian from University of Maryland Baltimore County and a member of BOSCC) to re-engage our cooperation</p> <p>Towson University Asian Arts & Culture Center (TU AA&CC) — Continue promoting TU AA&CC’s events, including exhibitions, workshops, and the annual Asia North festival/exhibition that celebrates the contributions of Asian-Americans to Baltimore’s arts and culture.</p>
RECURRING MEETINGS	
<ul style="list-style-type: none"> ● 	<p>BSC board meetings — Hold meetings on at least a bi-monthly basis. It is important to resume in-person or hybrid (virtual & in-person) board meetings as soon as feasible in 2022. Timing depends on the COVID pandemic situation and City Hall policy for meetings in the building.</p>
<ul style="list-style-type: none"> ● 	<p>Finance Committee meetings — Hold at least 2 meetings.</p>

Changwon Sister City Committee (BCSCC)

2022 PLAN

JANUARY 13 	Mayor Brandon M. Scott video remarks to Changwon — Mayor of Baltimore to provide congratulatory video message to Changwon for their special city celebration event that takes place on January 13.
	17th Annual Korean-American Day — Michelle Lee, BCSCC co-chair, is part of the steering committee for this annual event hosted by Korean American Foundation – Greater Washington (KAFGW). Speakers include Consul General Kwon Seijong, Gen. (Ret.) John H. Tilelli, Jr, and U.S. Congress Representatives, and other dignitaries. Event includes awards presentation, Korean music performers, and cultural presentations.
JANUARY 27 	BSC Annual Membership Meeting & Celebration — Join other BSC committees at the annual general meeting and contribute to the festivities.
APRIL 	Enoch Pratt Free Library Imagination Celebration event for kids — Contribute culturally-themed activity for kids to the monthlong program hosted by Baltimore’s public library system. The library has chosen the book “What Will You Be?” for this year’s theme. BKSCC plans to provide a Korean traditional doll dance.
APRIL / MAY 	Asia North 2022 — Support this annual Baltimore event hosted by TU AA&CC that celebrates AAPI arts and culture, and the Korean history and heritage of Baltimore’s Charles North community. BKSCC plans to sponsor a Korean fusion musician (a cellist and Korean drum).
MAY 	Asian Pacific American Heritage Month (APAHM) Celebration [TBC] — Partner with BXSCC, BKSCC, MIMA and other Asian and Asian-American organizations in annual event that celebrates APA cultures and the contributions of APAs to Baltimore.
SUMMER 	Blooming Rainbow Project – MICA graduate student (LeRoy E. Hoffberger Painting) Ara Ko's project for the exhibition with Baltimore and Changwon children's arts. BCSCC to participate as a sponsor.

2022 FUNDRAISING GOAL

\$1,000

Gbarnga Sister City Committee (BGSCC)

2022 PLAN










<p>JANUARY 27</p> <p>●</p>	<p>BSC Annual Membership Meeting & Celebration — Join other BSC committees at the annual general meeting and contribute to the festivities.</p>
<p style="text-align: center;">THROUGHOUT THE YEAR / ONGOING</p>	
<p>● ●</p>	<p>Bicentennial Celebration of the American Colonization Society— BGSCC has been working with the Diaspora Committee of the Bicentennial Celebration Committee which is planning activities in 2022 to commemorate the historical connection between African American communities and the establishment of the Liberia republic in 1822. BGSCC has a pivotal role, since ex-slaves and freedman of African descent helped form the first settlement in Maryland County, Liberia in 1820; many of the African American settlers departed from Maryland, USA. BGSCC has been invited by BGSCC member Ms. Luana Kiandoli, with the approval of the Diaspora Chair of the Bicentennial Subcommittee, to participate in telling the history of the process of repatriation and subsequent interaction of the progression of the new settlers and their story. The Committee chair appointed by President will give final approval.</p>

2022 FUNDRAISING GOAL

n/a

Kawasaki Sister City Committee (BKSCC)

2022 PLAN

JANUARY 27 	BSC Annual Membership Meeting & Celebration — Join other BSC committees at the annual general meeting and contribute to the festivities.
SPRING 	Hanami celebration outdoors — Restart BKSCC’s annual “flower viewing” spring celebration and picnic.
MAY 	Asian Pacific American Heritage Month (APAHM) Celebration [TBC] — Partner with BCSCC, BXSCC, MIMA and other Asian and Asian-American organizations in annual event that celebrates APA cultures and the contributions of APAs to Baltimore.
FALL 	Japan Day Fall Festival — Participate again in this festival held in Columbia, MD, hosted by Maryland-Kanagawa Sister States, BKSCC, and other organizations
Q4 	Committee biannual election — Committee executive officer elections are to be conducted for terms starting on January 1, 2023.
DECEMBER 	Bonenkai celebration — event for BKSCC members and friends to celebrate the year’s end. In person this year (depending on the pandemic).
THROUGHOUT THE YEAR / ONGOING	
	Baltimore and Kawasaki knowledge exchange on steel mill closures and redevelopment — After the November 2021 online meeting with City of Kawasaki, Tradeport Atlantic, and Baltimore County, and other parties about lessons learned from the redevelopment of Bethlehem Steel facility at Sparrows Point, BKSCC plans to continue coordinating interchanges between our regions, as Kawasaki is embarking on a new municipal project following the closure of a large steel facility in its harbor.
	Hold monthly Japanese movie nights.
	Update BKSCC website.

2022 FUNDRAISING GOAL

\$500

Luxor & Alexandria Sister City Committee (BLASCC)

2022 PLAN

JANUARY 27 ●	BSC Annual Membership Meeting & Celebration — Join other BSC committees at the annual general meeting and contribute to the festivities.
Q2 ● ●	Sister City signage in Baltimore — Explore installing cultural/mileage signs for all sister cities in Baltimore (e.g. “Alexandria 6550 miles”) to help increase awareness of Baltimore’s sister city relationships.
APRIL ● ●	Enoch Pratt Free Library Imagination Celebration event for kids — Contribute culturally-themed activity for kids to the monthlong program hosted by Baltimore’s public library system. The library has chosen the book “What Will You Be?” for this year’s theme. BLASCC plans to provide an activity in conjunction with Arab American Heritage Month.
APRIL–JUNE ●	Book author conversations — BLASCC will collaborate with Montgomery County Middle Eastern American Advisory Group (MEAAG) to present 3 author conversations hosted by Montgomery County Public Library.
Q3 ●	Museum virtual tour — Explore possible virtual public tour of Egypt’s new National Museum of Egyptian Civilization.
●	Exhibit with Egyptian and Egyptian American artists — Explore proposed art exhibit in Baltimore.
OCTOBER ● ● ●	Bibliotheca Alexandrina (BA) in Alexandria — Tharwat Abouraya, chair of International Friends of the Bibliotheca Alexandrina (IFBA) and BLASCC co-chair, travels to Alexandria, Egypt to lead the annual meeting of IFBA.
Q3–4 ● ● ●	World of Ports Cultural Exhibits — Explore possibility of World of Ports Cultural Exhibits for all BSC sister cities to participate in.
THROUGHOUT THE YEAR / ONGOING	
●	K-12 educational exchanges — Virtual conversations with 5 th graders in three pairs of school in Baltimore/Baltimore County and Alexandria, Egypt.
● ●	Environmental education exchange planning — Define collaboration goals with Greenish, an Egyptian environmental organization
● ● ●	American Egyptian Women of Influence podcast — Video podcast produced throughout the year to highlight accomplished American Egyptian women.

2022 FUNDRAISING GOAL

\$2,000

Odesa Sister City Committee (BOSCC)

2022 PLAN

<p>JANUARY 12</p> <p>●</p>	<p>State Ballet Theatre of Ukraine performance in Baltimore [TBC] — Cinderella Ballet performance at Hippodrome with meet-and-greet with the dancers and production director afterwards to welcome the ballet company to the Baltimore community.</p>
<p>JANUARY 27</p> <p>●</p>	<p>BSC Annual Membership Meeting & Celebration — Join other BSC committees at the annual general meeting and contribute to the festivities.</p>
<p>SPRING</p> <p>●</p>	<p>Open World Leadership Center exchange program — Diplomats from Ukraine through this exchange program are planning to visit and stay at University of Maryland Baltimore County (UMBC) to enhance mutual understanding and cooperation between Ukraine and USA by providing Ukrainian leaders an opportunity to meet with their American counterparts and exchange thoughts and ideas on important issues.</p>
<p>●</p>	<p>Easter Pysanky Eggs — Provide community activity to educate the public about the history of this folk art and rebirth of folk art and interest in its preservation and symbolism as it relates to Ukrainian heritage of art, religion and archeology. Host it in conjunction with Enoch Pratt Library or the Ukrainian Church or a museum.</p>
<p>APRIL</p> <p>● ●</p>	<p>Enoch Pratt Free Library Imagination Celebration event for kids [TBC] — BOSCC is considering contributing a culturally-themed activity for kids to the monthlong program hosted by Baltimore’s public library system. The library has chosen the book “What Will You Be?” for this year’s theme.</p>
<p>MAY</p> <p>●</p>	<p>Committee biannual election — Committee executive officer elections are to be conducted for terms starting on June 1, 2022.</p>
<p>FALL</p> <p>●</p>	<p>Baltimore Light City Festival — Create awareness in the Baltimore community about the history and heritage of the Ukrainian community through art, music, conversation, addressing historical and contemporary issues through creative modalities to offer a global and diverse experience to visitors of the festival.</p>
<p>THROUGHOUT THE YEAR / ONGOING</p>	
<p>● ●</p>	<p>Odesa statue delivery to Baltimore — In partnership with the city of Odesa, a statue is to be placed for tourists and the Baltimore public to enjoy and to increase the awareness of the cultural and historical relationship between Baltimore and Odesa. Date is TBD.</p>

2022 FUNDRAISING GOAL

\$1,000

Piraeus Sister City Committee (BPSCC)

2022 PLAN

JANUARY 27 ●	BSC Annual Membership Meeting & Celebration — Join other BSC committees at the annual general meeting and contribute to the festivities.
JAN–FEB ● ●	Coffee Hours [TBC] — Schedule Coffee Hours at various Greek Orthodox Churches in Baltimore region to promote BPSCC. Joint activity with Maryland Greek Independence Day Parade Committee.
MARCH 27 ●	Maryland Greek Independence Day Parade [TBC] — Participate in the annual parade in Baltimore’s Greektown neighborhood.
OCTOBER 12 ●	Hermes International Expo [TBC] — Annual Greek-American international business networking trade show. BPSCC to represent Baltimore and State of Maryland, promoting tourism and business and economic development.
OCTOBER 14–17 ● ●	Greek Food & Cultural Festival [TBC] — Promote this annual Baltimore festival that celebrates local restaurants and local Greek history.
Q4 ●	Committee biannual election — Committee executive officer elections are to be conducted for terms starting on January 1, 2023.

2022 FUNDRAISING GOAL

\$1,000

Rotterdam Sister City Committee (BRSCC)

2022 PLAN

<p>JANUARY 27</p> <p>● ●</p>	<p>Maryland-Netherlands agritech webinar — For Maryland and Dutch firms interested in agritech business opportunities in each other’s regions. Hosted by InnovationQuarter (economic development agency for Rotterdam-The Hague region) in partnership with Maryland Commerce, BRSCC, Netherlands America Chamber of Commerce for the Washington Metro region (NACCWM), Rotterdam Partners, and others. Expected to be the first in a series of events to facilitate bilateral economic opportunities in agritech.</p>
<p>●</p>	<p>BSC Annual Membership Meeting & Celebration — Join other BSC committees at the annual general meeting and contribute to the festivities.</p>
<p>FEBRUARY</p> <p>● ●</p>	<p>Black History Month social media series — Social media post series highlighting history, architecture, and culture related to the African diaspora.</p>
<p>FEBRUARY– APRIL</p> <p>● ●</p>	<p>Baltimore-Rotterdam architecture & urban design spring lecture series — Cristina Murphy, Assistant Professor at Morgan State University School of Architecture + Planning (MSU SA+P) and BRSCC member, organizes two series of online talks:</p> <ul style="list-style-type: none"> • Baltimore and Rotterdam architects and urban designers • Experts on building materials (circular economy, energy efficiency, etc.)
<p>● ●</p>	<p>Operation Trash middle school virtual exchange — Rotterdam-based theatre artist/educator Kathie diStefano designs and coordinates this exchange that inspires kids to become environmental stewards. The 2022 spring edition features Bay Brook middle school in south Baltimore and Wolfert Lansing school north of Rotterdam, with video assistance from Baltimore Polytechnic Institute high school students. BRSCC will also promote other workshops by diStefano in Baltimore; they are TBC, depending on the pandemic.</p>
<p>MARCH/APRIL</p> <p>●</p>	<p>Tourism promotion webinars — Host a webinar to promote Baltimore to people in the Netherlands and a webinar to promote Rotterdam to people in the Maryland/DC region as tourist destinations.</p>
<p>SUMMER</p> <p>●</p>	<p>Redesign BRSCC website.</p>
<p>FALL</p> <p>● ●</p>	<p>MICA/WdKA sister academy relationship [TBC] — Continue to promote the “Unravel the Code” digital fabrication course, co-taught by the art academies in Baltimore (Maryland Institute College of Art, MICA) and Rotterdam (Willem</p>

	de Kooning Academy, WdKA), unless it is postponed again due to the pandemic.
●	Annual Baltimore Black International Film Festival [TBC] — Support at least one Rotterdam filmmaker to submit film(s) for consideration.
THROUGHOUT THE YEAR / ONGOING	
● ●	MSU/Ghana/Rotterdam triangle — Continue to support Coleman Jordan from MSU SA+P in exploring a 3-way collaboration with urban design, history, and STEAM themes between MSU, Ghana, and Rotterdam including TU Delft (a technical university near Rotterdam).
●	Project with Black and Brown artists in Baltimore and Rotterdam [TBC] — Collaborate with Joy Davis (Waller Gallery; Walters Art Museum) on project(s) involving artists of color, including queer artists, from Baltimore and Rotterdam sharing their art and their stories.
● ● ●	Sister city sculpture — Design mounting structure & sign for 30 th anniversary gift “Sister City Seal” sculpture from Rotterdam to be installed along the waterfront (likely near the Baltimore Museum of Industry), do fundraising for it, and plan an installation ceremony. Plan a companion education package for children about the sculpture.
● ●	Climate resilience — Continue to support Maryland-Netherlands water management & climate resilience collaborations, knowledge exchange, and business opportunities; promote Dutch expertise in water mgmt. Continue collaborations with Netherlands Water Partnership (NWP) and Maryland Department of Emergency Management (MDEM). Explore the possibility of collaborating with BlueTech MD.
● ● ●	Support Maryland-Netherlands economic development — Support Maryland Commerce and InnovationQuarter in their goal to have companies collaborate and expand to each other’s regions and to broaden their business soft landing program to include more sectors. Target sectors include water management & greentech, cybersecurity, agritech, and life sciences & health. BRSCC’s goal over the next 1-2 years is to help at least 3 Dutch firms get work in Baltimore; 3 Baltimore firms get work in Rotterdam.
● ●	Maritime school exchange — Both Baltimore and Rotterdam have maritime schools; inquire to see if they can do an exchange or collaboration.
●	Expand membership — Recruit more committee members to broaden talents/strengths of BRSCC’s activities, including people who can help with operations, fundraising, and economic development initiatives in our target sectors.






















Rotterdam-based volunteers — Support the Rotterdam-based volunteers in revitalizing and growing their nascent sister city committee; find more volunteers in Rotterdam region to help. Do several cross-Atlantic virtual social networking events with the volunteers.









2022 FUNDRAISING GOAL

\$8,000

Xiamen Sister City Committee (BXSCC)

2022 PLAN

JANUARY 27 	BSC Annual Membership Meeting & Celebration — Join other BSC committees at the annual general meeting and contribute to the festivities.
JANUARY/ FEBRUARY  	Port Discovery Children’s Museum Chinese New Year Celebration — Pending invite by Port Discovery and if public health conditions allow, celebrate the Lunar New Year with Baltimore-area children and their parents.
FEBRUARY 22–25  	World Cultures Week at Woodmoor Elementary School — Pending personnel availability, share Chinese language and cultural elements with students at this Baltimore County school.
APRIL  	Enoch Pratt Free Library Imagination Celebration event for kids — Contribute culturally-themed activity for kids to the monthlong program hosted by Baltimore’s public library system. The library has chosen the book “What Will You Be?” for this year’s theme.
APRIL / MAY 	Asia North 2022 — Support this annual Baltimore event hosted by TU AA&CC that celebrates AAPI arts and culture.
MAY   	Asian Pacific American Heritage Month (APAHM) Celebration [TBC] — Partner with BCSCC, BKSCC, MIMA and other Asian and Asian-American organizations in annual event that celebrates APA cultures and the contributions of APAs to Baltimore.
MAY/JUNE 	Baltimore High School Students’ Chinese Language Awards — Pending further discussions with the relevant schools, sponsor awards and organize trip(s) for Chinese language students as requested by Baltimore City Public School Chinese language teacher(s).
SEPTEMBER  	Xiamen China International Fair for Investment & Trade (CIFIT) — Support CIFIT promotion and attendance efforts as requested by the Xiamen Municipal Bureau of Convention & Exhibition Affairs and/or the Xiamen Foreign Affairs Office. An effort will be made to include some Baltimore students in any virtual event.
OCTOBER / NOVEMBER     	16th Annual CHINA Town Hall — As invited by the National Committee for U.S.–China Relations, host this Baltimore edition of this national event again in conjunction with the Office of the Mayor. This event will feature high-level speakers via webcast and, if public health conditions allow, also in person. Dignitaries from the city and state governments and the Chinese Embassy, as well as the general public, would be invited.

DECEMBER 	BXSCC Holiday Party — Pending a BXSCC vote at the October or November regular meeting, hold a holiday party for BXSCC members.
THROUGHOUT THE YEAR / ONGOING	
	Education programming — Continue to work with area schools and educational organizations to promote Chinese language education and exchanges with China — particularly those with a Xiamen connection. Exchanges may include but are not limited to a Baltimore City Public Schools-wide Chinese language education forum that may also involve China-based partners, establishing sister school relationships, and an online forum facilitating Chinese language education. Programming is to also include the Arella Liu Memorial Scholarship.
	Healthcare exchanges — Continue to work with area health and environment-related organizations such as the Chinese American Doctor’s Association (CADA) to expand cooperation with institutions in Xiamen such as the Xiamen Maternity & Child Healthcare Hospital.
	Baltimore Chinatown revival — Continue to work with Baltimore Development Corporation (BDC), the Mayor’s Office of Immigrant Affairs (MIMA), and other stakeholders on this effort.
	Street festivals — Pending public health conditions and viability reviews by the BXSCC, participate in cultural and community festivals to promote Sister Cities programs among community members and sell merchandise to raise funds for upcoming programs.
	Promotion & outreach, including hosting Xiamen and other Chinese Delegations as requested — Establish and strengthen ties with other organizations through in-person and/or virtual joint programs and site visits, etc., such as with a potential visit of BXSCC members and friends to the Chinese Embassy. Host or meet with representatives from Xiamen and other parts of China as relevant.
	Membership & management — Continue to refine and expand BXSCC Corporate Member / Sponsor Program in cooperation with BSC. Actively strengthen and expand individual membership base, including in partnership with area universities, with foci on recruitment, retention, and succession planning. Continue to fill open positions.
	Digital file management and communications — Continue to move key committee records to a shared online platform, including G Suite, in order to better centralize records and disseminate information. Explore virtual options to work more closely with partners in Xiamen.

●	Update BXSCC's documentation of its history.
●	Partnerships — Establish or strengthen ties with local, state, national, and international organizations through joint programs and site visits, etc. Renew and engage new event sponsors / corporate members.

2022 FUNDRAISING GOAL

\$2,000