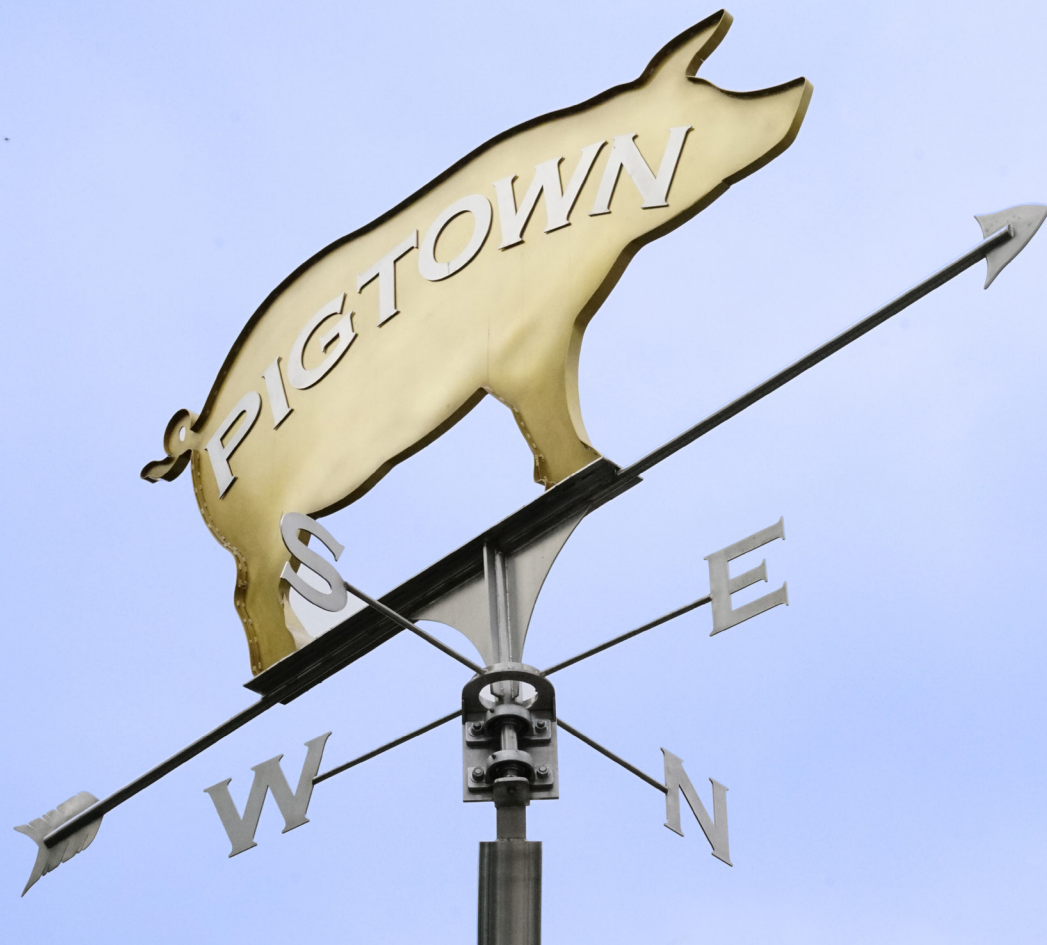


THE PIGTOWN ACTION COMMITTEE:



WITH SUPPORT FROM:



THE PIGTOWN ACTION PLAN

Prepared by Heron Community Consulting, Inc.
FOR THE PIGTOWN ACTION COMMITTEE

Final Report
December 2022

PROJECT TEAM

ACTION PLAN PARTICIPANTS

THE PAC

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Patrick Jordan, Chris French

DYNAMIC SOLUTIONS FOR THE AGING

Dr. Katrina Polk, Sharita Slayton

THE PIGTOWN COMMUNITY

Thank you to the many community members, elected officials, city staff, and local organizations who generously gave their time and expertise to participate in community meetings and discussions.

PROJECT TIMELINE

SPRING / SUMMER 2022

Project Kickoff with PAC

March
16

Bi-weekly PAC meetings throughout

Community Visioning and Data Session

SW CHARTER SCHOOL

May
19

June
9

Community Priorities Session

SW CHARTER SCHOOL

Community Strategy Session

GROUNDWORKS KITCHEN

July
21

August
8

Draft Action Plan

Action Plan Released

December
2022

A NOTE FROM THE PIGTOWN ACTION COMMITTEE

Dear friends, partners, and supporters,

We came together collectively to create a path of progress for Pigtown and an opportunity to address challenges. We agree on shared values that will drive the Pigtown Action Plan and our work for the next five years. Our values are based on deep respect, value, and appreciation for all the residents, businesses, organizations, and generations of culture and history that make our community special and unique.

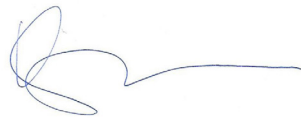
Our core values include building a neighborhood that is a place where individuals, families, and seniors can grow and develop connections, slow or stop displacement, and meet the needs of all who live and invest in Pigtown. Most importantly, our work is driven by our shared values that Pigtown continues to grow as a diverse, culturally inclusive, safe, and clean community. Every Pigtowner should feel welcomed, housing should be affordable, our streets should be secure, and our diversity should be celebrated.

Join us.

Sincerely,



Diante Edwards
President
Citizens of Pigtown



Kim Lane
Executive Director
Pigtown Main Street



Elizabeth Weber
Acting Executive Director
Southwest Partnership

We are happy that over 200 people participated in creating the Action Plan. It started with completing the Citizens of Pigtown surveys and moved through several community meetings that resulted in overwhelming responses and critical feedback. The Action Plan has achievable strategies and outcomes based on our community's energy, input, and comments.

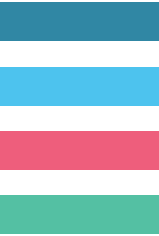
We look forward to collaboratively working with residents, businesses, organizations, and stakeholders to realize the priorities outlined in the Action Plan. Our future is full of opportunities and growth, with values guiding the work and serving as the foundation for all decisions and actions in Pigtown.





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1 | REALIZING PIGTOWN'S PROMISE

EXECUTIVE SUMMARY

The Pigtown Action Committee (PAC), a partnership between Citizens of Pigtown, Pigtown Main Street, and Southwest Partnership, has developed this community action plan to help residents, businesses, and other stakeholders to articulate their vision of a Pigtown that welcomes reinvestment while supporting existing low-income neighbors. This neighborhood revitalization model of progress without displacement aims to protect the neighborhood identity, highlight heritage and history, and build economic opportunities.

With support from the South Baltimore Gateway Partnership, the PAC selected Heron Community Consulting and Dynamic Solution for the Aging to facilitate and capture this vision. Through a series of community conversations, this plan now includes the strategies and actions that will be implemented over the next 3 to 5 years to yield a healthy, mixed-income, diverse residential and business community in Pigtown.

The plan focuses on four priority areas: **Economic Development, Public Safety, Housing, and Parks and Green Space**, with interconnected goals and strategies to support a thriving commercial district surrounded by safe affordable housing with tremendous green spaces and parks. This includes:

- **Attracting more businesses and supporting existing ones through inclusionary, community-centered economic development**
- **Improving personal, pedestrian, and cyclist safety in coordination across community groups and local agency partners**
- **Increasing homeownership and reducing blight, while maintaining affordability**
- **Activating Pigtown's parks and green space to build community**

2 | LEARNING FROM THE COMMUNITY

“I want to see a thriving commercial district surrounded by safe, affordable housing with tremendous greenspaces and parks.”

PROCESS / BACKGROUND

Pigtown is a neighborhood of great opportunity, a beautiful blend of diverse resilient families who have lived here for generations, young professionals and single parents. Many who visit Pigtown and those who chose to live in the neighborhood say the neighborhood feels authentic, both from the diversity of its 5,000 residents and the commitment to maintaining diversity.

It is a community with financial strengths and challenges. Pigtown has remained in the top 10 neighborhoods for residential sales in Baltimore over the past several years, but many of the sales are to investors exchanging rental properties with questionable renovations. There is reasonable concern this will create a ripple effect that will cause the rental and ownership market to become unaffordable, even as residents

currently experience the challenges many vacant and neglected properties.

Pigtown includes a host of benefits from a strong commercial district and quick access to downtown, amenities and highways, demonstrated by the popularity of renters who bring their housing choice voucher to Pigtown –the third highest concentration in Baltimore. However, the community recognizes more of these renters need support to purchase homes in Pigtown and maintain the diversity, and that more neighborhood serving amenities and increased public safety would support the rationale for them investing in homeownership.

3 | PIGTOWN PAST AND PRESENT

HIGHLIGHTS

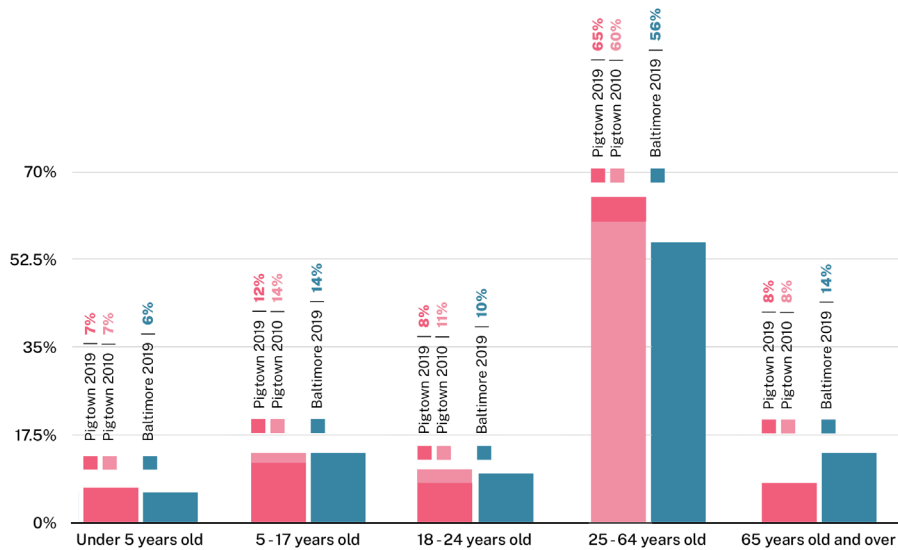
With support from several partners, the PAC can point to numerous accomplishments in the recent past that advance collective work in Pigtown:

- 17 new business on Washington Blvd.– 92% commercial occupancy rate in Pigtown
- \$250k in new traffic calming and crosswalks at key intersections
- Community gardens
- Vacant housing decrease
- \$200k in facade improvements will be completed by the end of 2022
- Down payment incentive grant in Southwest
- Inclusion as a “Healthy Neighborhood” –2019
- Increase in diversity and household income
- 155 new street trees
- New art installation– Carroll Park gateway
- Bike and Skateboard Pump Track at Carroll Park
- Mount Clare House Museum House re-opening
- B&O Farmers Market
- New Pratt Library with housing units–construction begins in February 2023

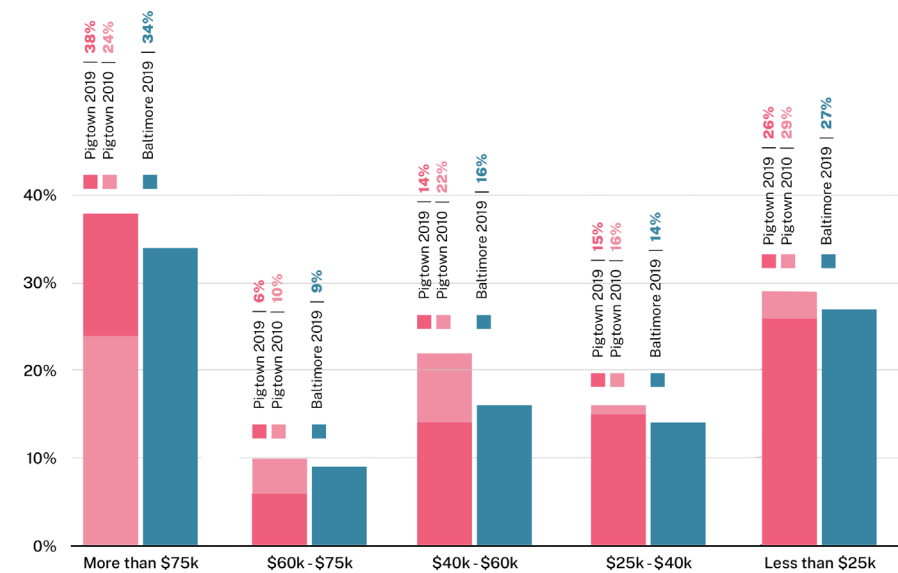
- Increase in local employment opportunities
- Increase in diversity of businesses in the Carroll Camden industrial area
- Construction begins on new rec center –Spring 2023
- 60% of University of Maryland “Live Where You Work” recipients chose to buy homes in Pigtown
- 31% reduction in residential vacancies since 2010

Many of these efforts were envisioned in prior plans:

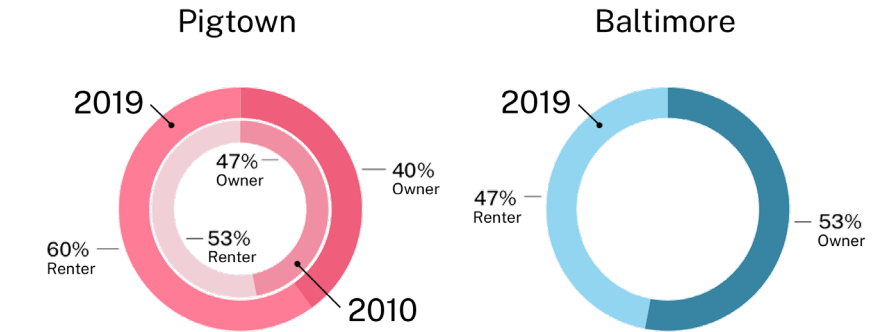




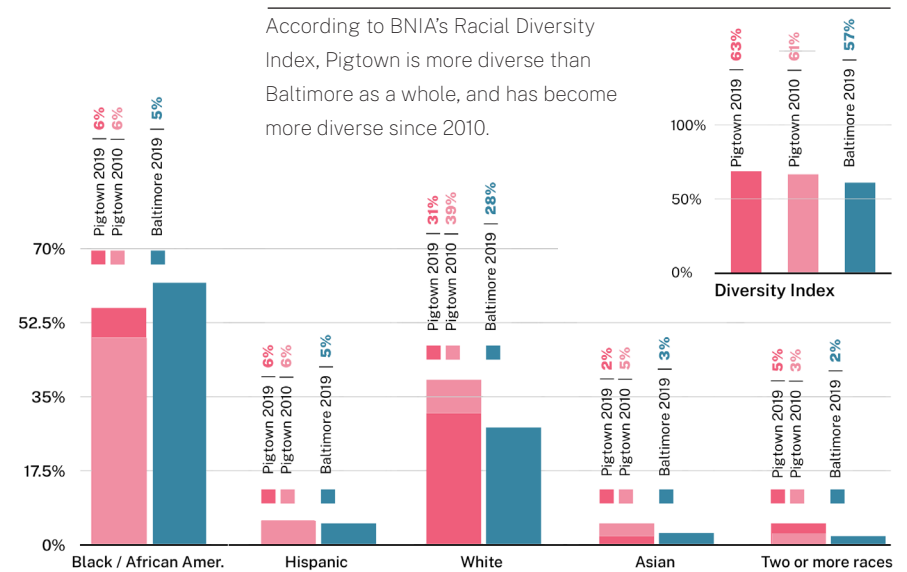
Demographics - Age



Demographics - Income



Demographics - Homeownership vs. Rental

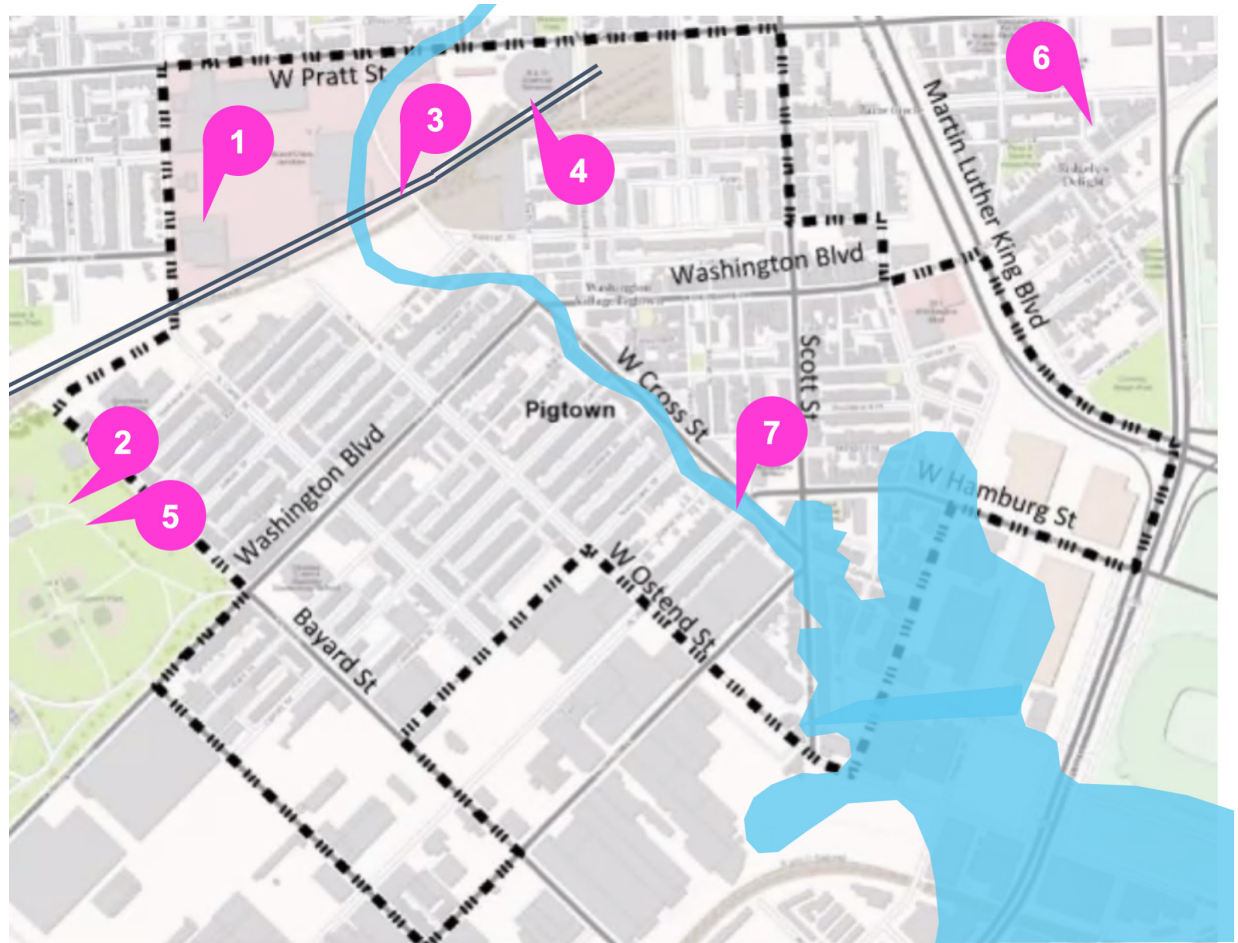


Demographics - Race

Source: Baltimore Neighborhood Indicators Alliance / www.BNIAIFI.org

PIGTOWN HISTORY: A SNAPSHOT

- 1 1733:** The “first” pig town: Baltimore Iron Works, the Mount Clare pig iron furnace founded by Dr. Charles Carroll, begins producing “pigs.” Its successors would grow to become the **largest pig iron foundry in pre-Revolutionary America**, “employing” up to 150 slaves.
- 2 1767:** Mount Clare Mansion (**originally named Georgia Plantation**) is built. It is now the oldest remaining Colonial-era structure in Baltimore.
- 3 1830:** With Baltimore’s status as a major trade hub beginning to trail behind New York, Philadelphia, and Washington DC (the C&O Canal), the city turns to Rail. **The first 14 miles of railroad in the country** originate in Pigtown, adjacent to Baltimore Harbor and building on Pigtown’s extensive steel industry.
- 4 1844:** Pigtown is the site of the world’s first telegram ever received, sent by inventor Samuel Morse. The Baltimore Sun reported: “several messages were sent... with almost incredible dispatch... forcing upon the mind the reality of complete annihilation of space” and **launching what we now call the information highway**.
- 5 1861:** Mount Clare house, site of a former slave plantation, becomes the **headquarters for the Union Army**. This makes Baltimore the second-most fortified city in the world, after Washington, DC.
- 6 1895:** George Herman **“Babe” Ruth** is born on Emory Street.
- 7 1000+ years:** Have you ever wondered why the street grid changes in the middle of town? Shown here is the original location of the shoreline and stream running through Pigtown. **The stream is still there**—buried under what is now W. Cross Street.

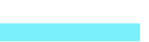


GATEWAYS, ANCHORS, AND KEY CORRIDORS

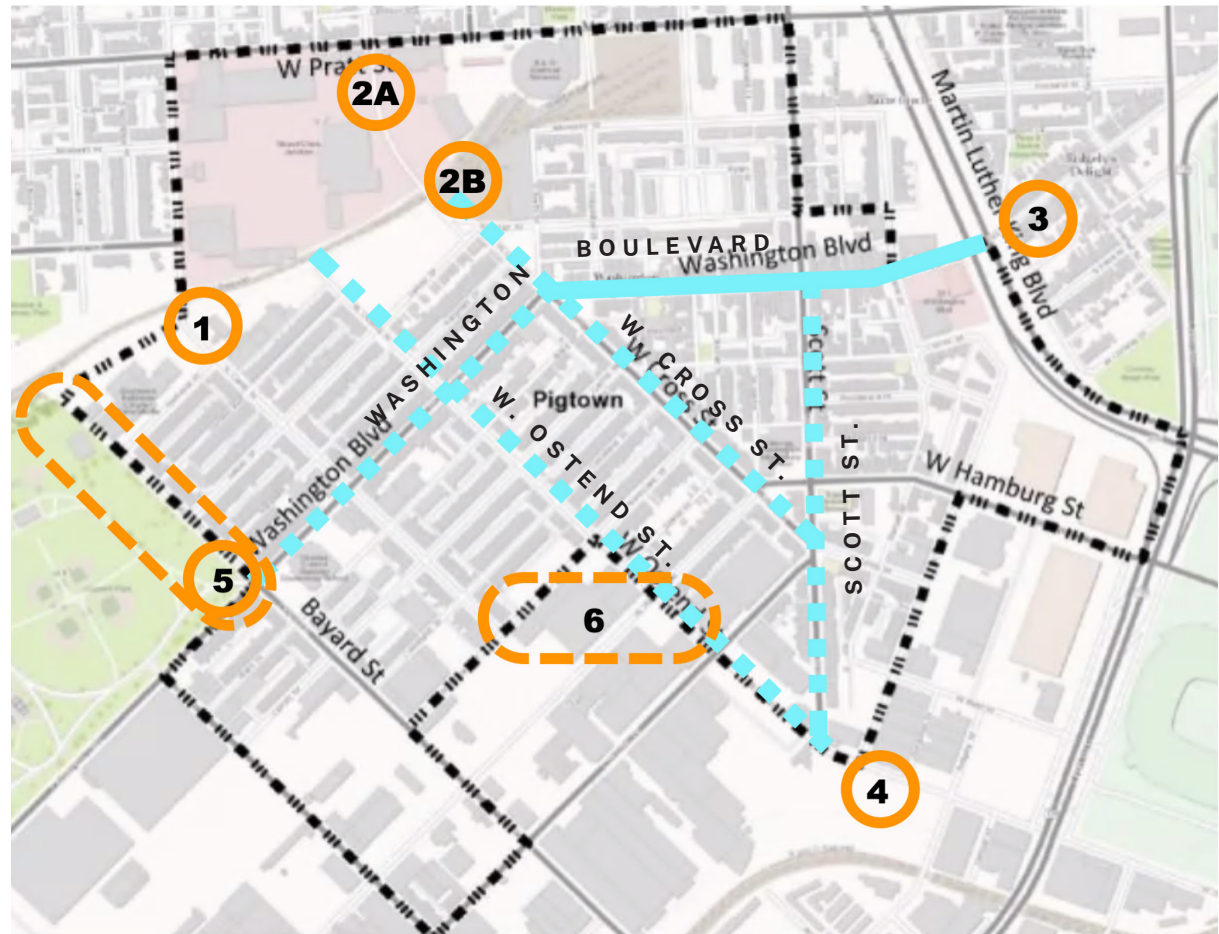
Pigtown is an uncommonly well-defined community, with existing and potential gateways into the neighborhood from all directions. Each gateway connects Pigtown to resources with local, city-wide, and regional value.

In the coming years, W. Ostend St. may grow in importance as a connector between the new Warner Entertainment District and a revitalized Mount Clare Junction. The community may benefit from anticipating this potential change and working to influence the outcome for the benefit of existing residents and businesses.

LEGEND

-  **Neighborhood gateways**
-  **Neighborhood thresholds**
-  **Existing commercially-zoned street**
-  **Streets that may benefit from additional commercial / mixed-use activity**

- 1** Mount Clare Junction: Train bridge underpass
- 2** Mount Clare Junction gateways: W. Pratt St. and B&O Museum
- 3** Martin Luther King, Jr. Blvd.: primary Pigtown gateway
- 4** W. Ostend St. gateway: links to entertainment district
- 5** Carroll Park gateway & threshold
- 6** Wicomico threshold: links to industrial / workforce development opportunities



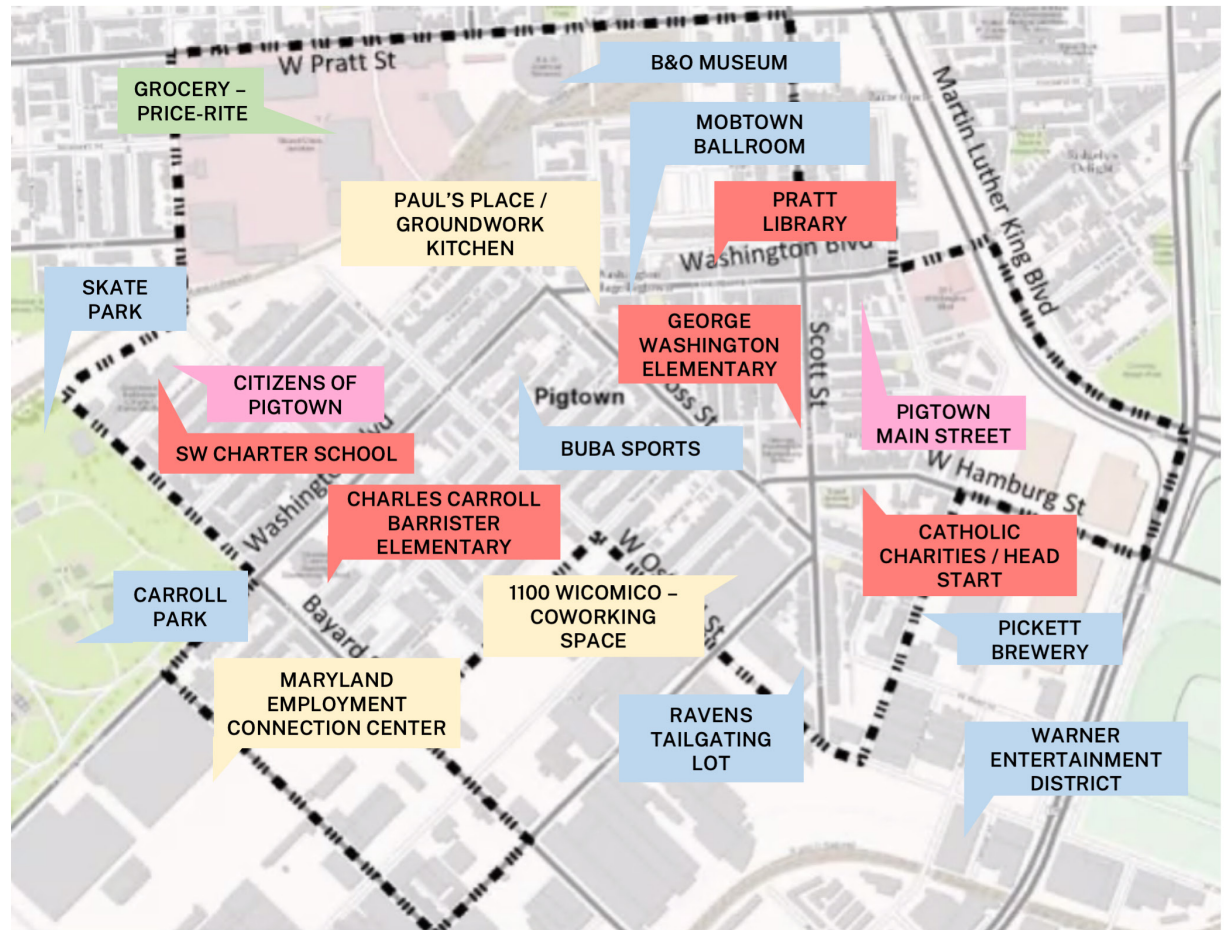
EXISTING ASSETS

Although the zoning-designated commercial district is constrained to the eastern half of Washington Boulevard, contributing assets are well-distributed throughout the community.

Commercial and mixed-use buildings that pre-date single-use zoning provide a range of entrepreneurial opportunities. Many of the commercial spaces are vacant or under-utilized, which signals an opportunity to expand entrepreneurial support beyond the current “main street” core of Washington Boulevard.

LEGEND

- Community organization / PAC member
- Employment support / workforce training
- Cultural / entertainment asset
- Grocery
- Education providers / resources



TRANSPORTATION

Pigtown is a transit-rich neighborhood, currently served by three bus routes and access to light rail and commuter rail. The train tracks in the community are purely ceremonial and do not provide a transit function for residents.

Pigtown is within walking distance of the Camden Station and Convention Center light rail stops and the Camden Yards MARC rail station. This connectivity allows some Pigtown residents regularly commute via public transportation to work outside the city, including in Washington, DC.

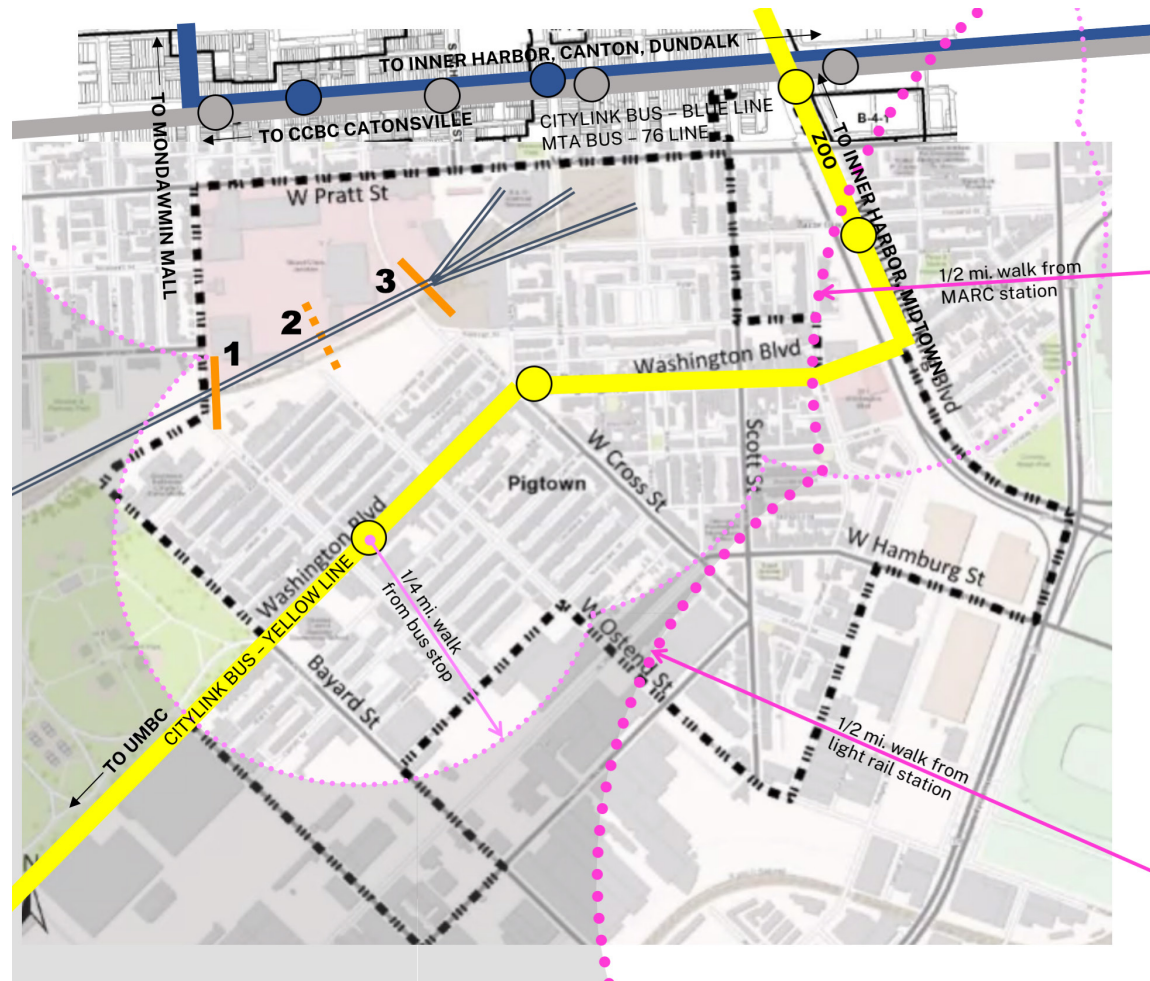
LEGEND

Railroad – historical / entertainment use

-  Railroad tracks
-  Existing railroad crossings – authorized:
- 1** Mount Clare Junction crossing – under bridge
- 2** Mount Clare Junction / B&O Museum street crossing – on-grade
-  Existing railroad crossings – unauthorized:
- 3** Informal pedestrian dirt path up hill / across tracks – on-grade

Bus

-  CityLink bus – Navy line
-  CityLink bus – Yellow line
-  MTA bus – 76 line



EXISTING ZONING OPPORTUNITIES

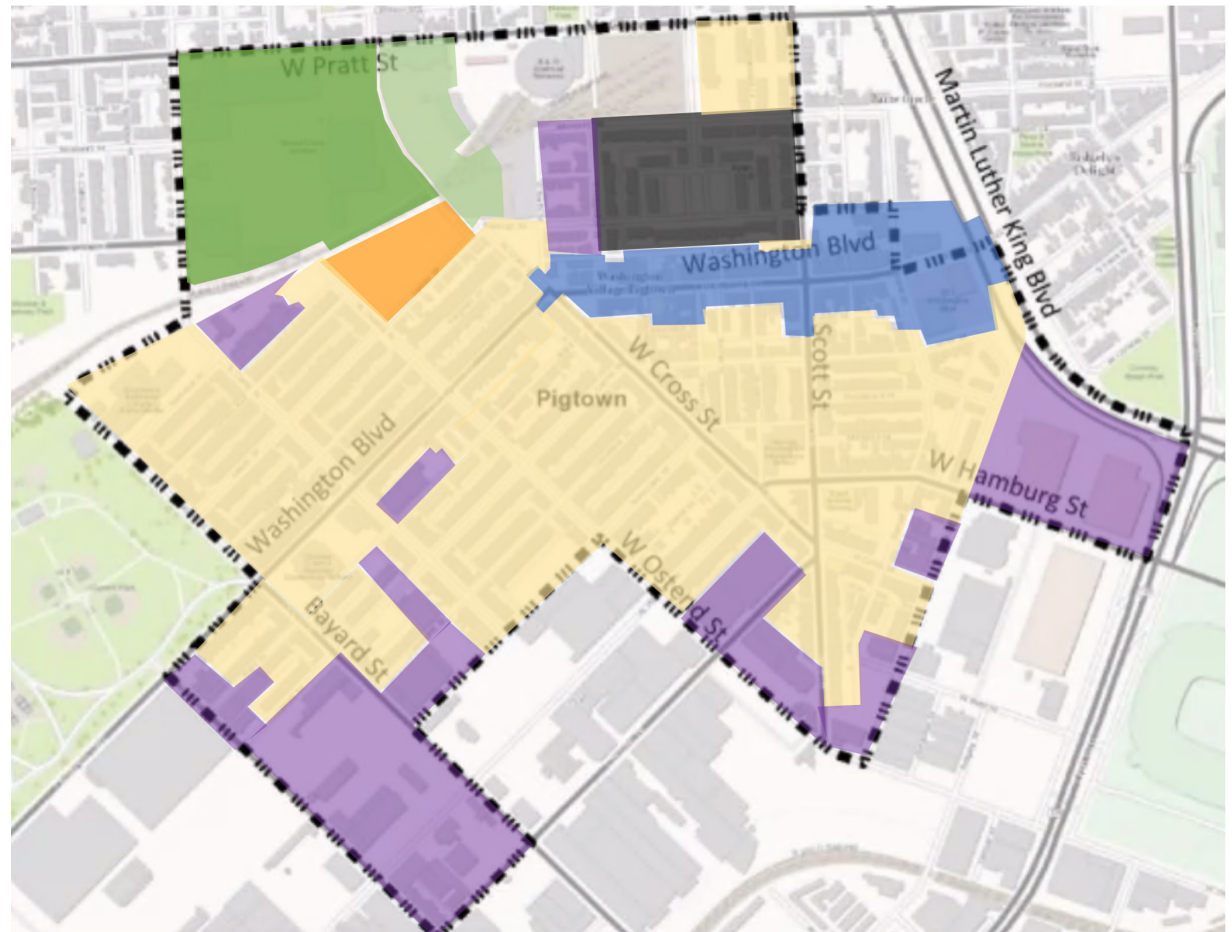
In an era where national trends are shifting from single-use zoning to mixed-use, Pigtown has a built-in advantage in that it already contains a range of allowable uses and densities. In this respect, Pigtown benefits from its long history as a commercial neighborhood and its historic adjacencies to major road and rail infrastructure.

Even the adjacent industrial zone, long seen as a detriment to residential communities, harbors the potential to provide a source of future economic improvement for the community,

LEGEND

EXISTING ZONING DESIGNATIONS

-  **Business zones**
“Main Street” Washington Blvd.
-  **Mt. Clare Junction Planned Unit Development**
Existing mixed-use
-  **Mt. Clare Junction Planned Unit Development**
Currently B&O Museum property
-  **Mt. Clare Junction Planned Unit Development**
Vacant (zoned res.); B&O property
-  **Residential zones**
Accessory uses are permitted
-  **Residential zones**
Accessory uses are not permitted
-  **Industrial-use zones**
Potential future Planned Unit Developments

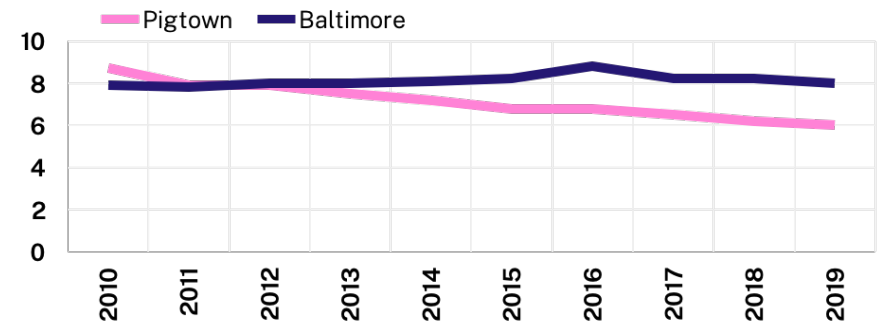


A DESIRABLE PLACE TO LIVE

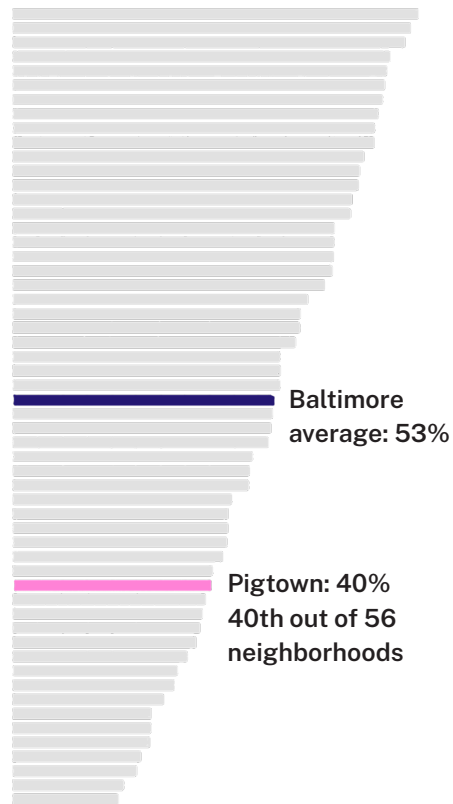
Pigtown is already seen as a neighborhood of opportunity for its residents. Its desirability is seen in its high utilization rate of housing choice rental vouchers — third-highest in the city — and with its steady reduction in vacancy over past decade, which has outpaced vacancy reduction in Baltimore overall over the same period.

And yet opportunities exist for improvement, in that Pigtown has a lower percentage of homeownership than many Baltimore neighborhoods. Prior to the recent interest rate increases, it was more affordable to have a mortgage than to rent in Pigtown, which raises the opportunity to help current renters who love Pigtown to become homeowners here.

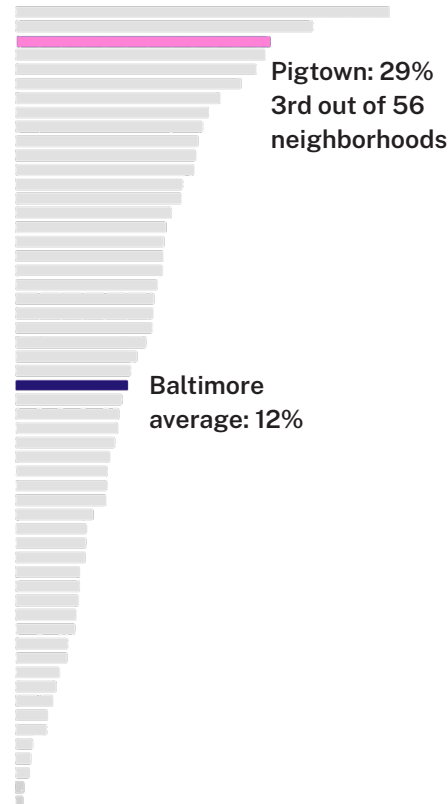
Vacancy – % of Residential Units



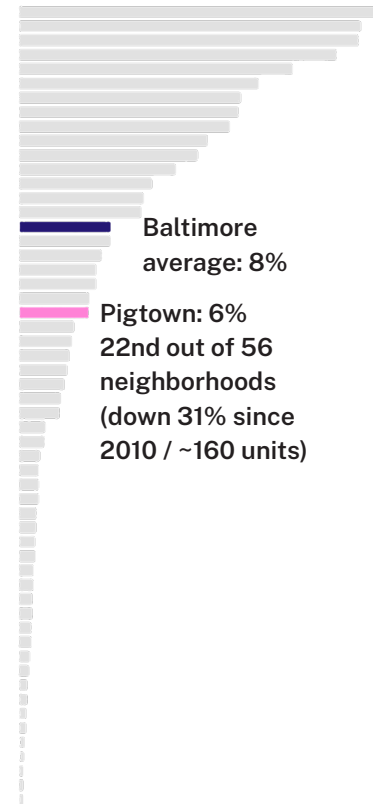
Owner-Occupied Units



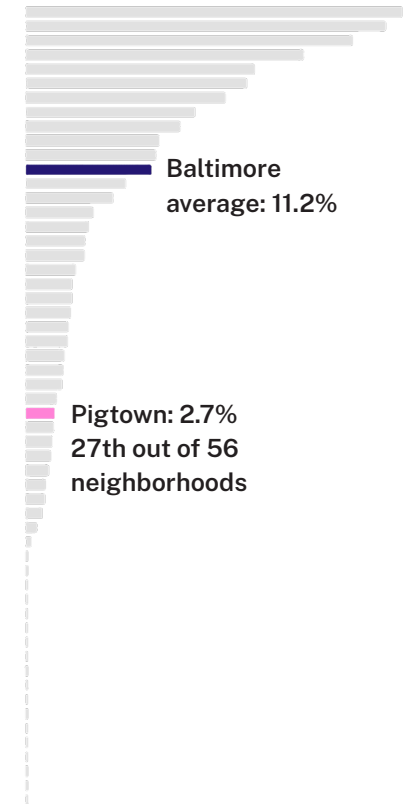
Housing Choice Voucher Units



Vacant Units



Vacant Units Owned by City



4 | TURNING IDEAS INTO ACTION



IDENTIFYING FOCUS AREAS

In the first public meeting, the project team worked with the community to organize neighborhood issues and opportunities into four main categories. A central theme across all focus areas was “progress without displacement” — a desire for the fruits of Pigtown’s growth to be shared throughout the community.

Economic Development

- Support existing businesses.
- Attract and retain new businesses.
- Deliver the Pigtown experience.

Public Safety

- Improve personal safety.
- Improve pedestrian & cyclist safety.

Housing

- Increase homeownership.
- Reduce blight.
- Maintain affordability.

Parks and Green Space

- Update the Master Plan.
- Improve public safety.
- Activate the whole park.
- Build community.

LEGEND

Refer to this legend for the following sections of the Action Plan.

Goals / Strategies / Actions



Anticipated Timeline

Now	In 2023
Short-term	In 2024
Long-term	2025 and beyond

ECONOMIC DEVELOPMENT

PUBLIC SAFETY

HOUSING

PARKS AND GREEN SPACE

Goals addressed

●	Strategy directly addresses referenced goal
○	Strategy indirectly addresses referenced goal
	Strategy does not address referenced goal

Anticipated Cost

\$	Free or limited cost; Under \$5K
\$\$	Likely needs fundraising; \$5K – \$50K
\$\$\$	Needs a sizable grant or a budget line item; Over \$50K

ACRONYMS

PAC Pigtown Action Committee

COP Citizens of Pigtown

SWP Southwest Partnership

BGE Baltimore Gas and Electric

BCRP Baltimore City Recreation & Parks

BDOT Baltimore Department of Transportation

BPD Baltimore Police Department

DCHD Baltimore Department of Housing and Community Development

LEDC Latino Economic Development Center

SBGP South Baltimore Gateway Partnership

Goal 1

Attract more
businesses &
services

Goal 2

Support and
retain existing
businesses

Goal 3

Deliver the
Pigtown
experience

1. Economic Development Key Goals

GOAL 1:

ATTRACT MORE BUSINESSES AND SERVICES

There's a lot of demonstrated interest in bringing new businesses to Pigtown, and a lot of viable commercial and retail space available. The challenge has proven to be bridging the gap between the two. Strategies that support this goal address both the supply and demand sides of the equation.

GOAL 2:

SUPPORT AND RETAIN EXISTING BUSINESSES

Work proactively to continue to help existing businesses thrive in Pigtown. Help businesses better meet the needs and goals of their customers inside and outside the community.

GOAL 3:

DELIVER THE PIGTOWN EXPERIENCE

Pigtown is fun. It's a place that winks at itself and can't take itself too seriously. At the same time, it's a place with pride, resolve, and a deep entrepreneurial spirit. Like most places, things aren't always perfect and often don't come as easily as people might like, but the people of Pigtown persevere. To deliver the Pigtown experience means consistently surprising and delighting residents and visitors alike.

1. Economic Development

Key Strategies

ECONOMIC DEVELOPMENT GOALS, STRATEGIES, AND ACTIONS

The economic development strategies aim to evaluate and implement opportunities to integrate community, economic, and workforce development efforts with capacity-building. This process addresses needed long-overdue investments within Pigtown while connecting residents and small businesses to their local economy. It also enhances existing plans and strategies for an inclusionary community-centered economic development model that identifies and invests in the strategic activation of all commercial corridors that can create potential wealth and reduce economic inequity in the community. A community-centered approach encourages residents, businesses, investors, and other stakeholders to work with key institutions at the neighborhood, city, and state levels to develop long-term partnerships. This economic and social capital makes community-led priorities more achievable and impactful and city initiatives more equitable and responsible for the community's welfare.

Key Strategies		Goal 1 Attract new businesses	Goal 2 Support existing businesses	Goal 3 Deliver the experience
	1.1 Connect Pigtown-area businesses with Pigtown residents	☐	☒	☐
	1.2 Improve availability and variety of sit-down restaurants	☒	☒	☒
	1.3 Improve availability and variety of service-oriented businesses	☒	☒	☒
	1.4 Improve grocery options in the community	☒	☒	☐
	1.5 Expand commercial and retail focus beyond the Washington Blvd. "Main Street"	☒	☐	☐
	1.6 Increase access and awareness of resources available to entrepreneurs	☒	☒	☐
	1.7 Expand workforce training opportunities for residents	☐	☒	☐
	1.8 Reduce commercial vacancies	☒	☒	☐
	1.9 Leverage Pigtown's branding successes to 1) attract more people; 2) deliver on the experience once people have arrived	☒	☒	☒
	1.10 New "anchor" residential developments at strategic locations	☒	☒	☐

1. Economic Development

Key Strategies and Actions

Strategy 1.1

Connect Pigtown-area businesses with Pigtown residents

Economic Development goals addressed:

-  **Goal 1**
Attract more businesses & services
-  **Goal 2**
Support and retain existing businesses
-  **Goal 3**
Deliver the Pigtown experience

Actions		Key stakeholders	Cost	Timing
1	Increase resident awareness of Pigtown-area job opportunities and job-seeking resources	Pigtown Main Street , Citizens of Pigtown, local partners	\$	Now
2	Engage Pigtown-area businesses to identify current and upcoming needs and opportunities	Pigtown Main Street , Citizens of Pigtown, local partners	\$	Short-term
3	Host Carroll Camden, SWP & Pigtown-local job fairs	Pigtown Main Street , Citizens of Pigtown, local partners	\$	Short-term
*Lead PAC member noted in bold				

Strategy 1.2

Improve availability and variety of sit-down restaurants

Economic Development goals addressed:

-  **Goal 1**
Attract more businesses & services
-  **Goal 2**
Support and retain existing businesses
-  **Goal 3**
Deliver the Pigtown experience

Actions		Key stakeholders	Cost	Timing
1	Identify potential spaces to accommodate new restaurants	Pigtown Main Street , Citizens of Pigtown, local partners	\$	Now
2	Work proactively with current restaurants; activities may include piloting extended hours one evening per week, dinner clubs, etc.	Pigtown Main Street , Citizens of Pigtown	\$	Now
3	Connect new restauranteurs with service providers such as general contractors & architects to streamline the entitlement process	Pigtown Main Street	\$\$	Short-term
4	Destination marketing – improve city-wide awareness (and beyond) of Pigtown’s current and future restaurants	Pigtown Main Street , Citizens of Pigtown	\$\$	Short-term
*Lead PAC member noted in bold				

1. Economic Development

Key Strategies and Actions



“More of what I do, close by.”

Strategy 1.3

Improve availability and variety of service-oriented businesses

Economic Development goals addressed:

- **Goal 1**
Attract more businesses & services
- **Goal 2**
Support and retain existing businesses
- **Goal 3**
Deliver the Pigtown experience

Actions

		Key stakeholders	Cost	Timing
1	Analyze the results of the 2022 resident survey conducted by COP to identify and rank priorities for retail and service-oriented businesses	Citizens of Pigtown , Pigtown Main Street	\$\$	Now
2	Promote the service and retail businesses currently within Pigtown and the Southwest area	Pigtown Main Street , SW Partnership	\$	Now
3	Examine and identify the feasibility of independent service-oriented businesses to determine efforts to attract more businesses	Pigtown Main Street , Citizens of Pigtown	\$\$	Short-term
4	Work with area organizations (such as Friends of Carroll Park)) to identify, support, and promote mission-aligned businesses; For example: bike/sports stores within in or adjacent to Carroll Park	Pigtown Main Street , Citizens of Pigtown; Friends of Carroll Park	\$	Now
5	Identify opportunities in the industrially-zoned areas within Pigtown and immediately adjacent, to the west of W. Ostend	Pigtown Main Street , SW Partnership, Baltimore Department of Planning,	\$\$	Short-term
6	Connect with a wider range of City resources, such as the Mayor’s Office of Immigrant Affairs, to draw in minority-owned businesses	Pigtown Main Street , SW Partnership, Office of Immigrant Affairs, LEDC	\$	Short-term

*Lead PAC member noted in **bold**

1. Economic Development

Key Strategies and Actions



Strategy 1.4

Improve grocery options in the community

Economic Development goals addressed:

- **Goal 1**
Attract more businesses & services
- **Goal 2**
Support and retain existing businesses
- **Goal 3**
Deliver the Pigtown experience

Actions

- 1 Create a community economic committee focused on grocery and other consumer-oriented issues
- 2 Perform market study to identify latent demand
- 3 Improve the current grocery shopping experience
- 4 Promote recent improvements to grocery shopping experiences
- 5 Explore alternatives or supplements to the current grocery shopping experience, i.e. co-ops, boutique markets., farmer's markets, CSA's, etc.

Key stakeholders

Cost

Timing

Citizens of Pigtown , Pigtown Main Street	\$	Now
Pigtown Main Street , Grocers, Landlords	\$\$	Short-term
Pigtown Main Street , Citizens of Pigtown, Grocers, Landlords	\$	Short-term
Pigtown Main Street , Citizens of Pigtown, SW Partnership, Grocers	\$	Now
Pigtown Main Street , Citizens of Pigtown, Southwest Partnership	\$\$	Long-term

*Lead PAC member noted in **bold**

1. Economic Development

Key Strategies and Actions

Strategy 1.5

Expand commercial and retail focus beyond the Washington Blvd. “Main Street”

Economic Development goals addressed:

- ☒ **Goal 1**
Attract more businesses & services
- ☐ **Goal 2**
Support and retain existing businesses
- ☐ **Goal 3**
Deliver the Pigtown experience

Actions		Key stakeholders	Cost	Timing
1	Identify key locations for enhanced commercial activity	Citizens of Pigtown , Pigtown Main Street	\$	Short-term
2	Widen sidewalks and improve streetscape in key locations	Pigtown Main Street , Citizens of Pigtown, BCDOT	\$\$\$	Long-term
3	Assist property owners of primarily Residentially-zoned properties in navigating city zoning for business uses	Pigtown Main Street , Baltimore Department of Planning	\$\$	Short-term
4	Prioritize types of business and retail activities based on location	Pigtown Main Street , Citizens of Pigtown	\$	Short-term
5	Explore feasibility of a café and/or retail space in Carroll Park	Citizens of Pigtown , Pigtown Main Street, Friends of Carroll Park, BCRP	\$\$\$	Long-term
6	Explore opportunities for micro-business incubation	Pigtown Main Street , Citizens of Pigtown, local partners	\$\$	Short-term
7	Explore zoning changes in strategic locations (i.e. W. Ostend)	Pigtown Main Street , Baltimore Department of Planning	\$\$	Long-term
8	Update the Washington Village/Pigtown Urban Renewal Plan (URP)	Pigtown Main Street , Baltimore Department of Planning	\$\$	Long-term
9	Create a community economic committee	Citizens of Pigtown , Pigtown Main Street, SW Partnership	\$	Now
*Lead PAC member noted in bold				

1. Economic Development

Key Strategies and Actions

Strategy 1.6

Increase access and awareness of resources available to entrepreneurs

Economic Development goals addressed:

-  **Goal 1**
Attract more businesses & services
-  **Goal 2**
Support and retain existing businesses
-  **Goal 3**
Deliver the Pigtown experience

Actions		Key stakeholders	Cost	Timing
1	Establish Pigtown-local entrepreneur fairs / roundtables / networks	Pigtown Main Street , Citizens of Pigtown, local partners	\$\$	Short-term
2	Provide additional technical assistance to local businesses including working with anchor institutions like the SBA, schools, and local colleges to provide entrepreneurial training, workshops, and mentorship	Pigtown Main Street , local partners	\$\$	Short-term
*Lead PAC member noted in bold				

Strategy 1.7

Expand workforce training opportunities for residents

Economic Development goals addressed:

-  **Goal 1**
Attract more businesses & services
-  **Goal 2**
Support and retain existing businesses
-  **Goal 3**
Deliver the Pigtown experience

Actions		Key stakeholders	Cost	Timing
1	Match training to pipeline – engage employers from Pigtown and the surrounding areas to identify needs	Pigtown Main Street , local partners	\$\$	Short-term
2	Make use of existing Pigtown facilities to work with outside workforce training providers – Velocipede, Community Engagement Center, etc.	Pigtown Main Street , local partners	\$\$	Short-term
3	Provide financial literacy and management education	Pigtown Main Street , local partners, Maryland CASH Campaign	\$\$	Short-term
*Lead PAC member noted in bold				

1. Economic Development

Key Strategies and Actions



“I’d like to see more businesses in the community like restaurants, social lounge, and grocery stores.”

Strategy 1.8

Reduce commercial vacancies

Economic Development goals addressed:

- **Goal 1**
Attract more businesses & services
- **Goal 2**
Support and retain existing businesses
- **Goal 3**
Deliver the Pigtown experience

Actions

		Key stakeholders	Cost	Timing
1	Explore the use of master lease agreements to provide landlords with flexibility while providing “pop-up” space to aspiring businesses	Pigtown Main Street	\$\$	Today
2	Evaluate use of CHAP tax credits for retail building rehab projects	Pigtown Main Street , Baltimore Department of Planning	\$\$	Tomorrow
3	Develop a consistent communication method for community members to share ideas and to identify non-compliant properties, i.e. through a “block captains” / “block stars” network	Citizens of Pigtown , Pigtown Main Street, SW Partnership	\$	Next week
4	Work with legislators to draft new regulations that discourage vacant commercial property	Pigtown Main Street , Citizens of Pigtown, SW Partnership	\$\$	Tomorrow
5	Work with residents, community organizations, and city officials to apply sustained pressure on non-compliant property owners	Pigtown Main Street , Citizens of Pigtown, SW Partnership	\$	Next week
6	Work with public agencies to ensure that regulations are enforced	Pigtown Main Street , Citizens of Pigtown, SW Partnership	\$	Next week

*Lead PAC member noted in **bold**

1. Economic Development

Key Strategies and Actions



Strategy 1.10

Leverage
Pigtown's
branding success

Economic Development goals addressed:

- **Goal 1**
Attract more businesses & services
- **Goal 2**
Support and retain existing businesses
- **Goal 3**
Deliver the Pigtown experience

Actions

		Key stakeholders	Cost	Timing
1	Improve wayfinding – maximize awareness that people have <u>arrived</u> from whichever direction they're entering Pigtown	Pigtown Main Street , Citizens of Pigtown	\$\$	Short-term
2	Improve existing murals and create new murals and other artwork throughout Pigtown	Citizens of Pigtown , Pigtown Main Street	\$\$\$	Long-term
3	Landmark signage – assess whether a special signage district ("area of special signage control") is appropriate in Pigtown	Pigtown Main Street , Citizens of Pigtown, Baltimore Dept. of Planning	\$\$	Short-term
4	Pig Signal! A pink searchlight to promote new retail openings and special events in Pigtown	Pigtown Main Street	\$\$	Short-term

*Lead PAC member noted in **bold**

1. Economic Development

Key Strategies and Actions



Strategy 1.9

New “anchor” residential developments at strategic locations

Economic Development goals addressed:

- ☒ **Goal 1**
Attract more businesses & services
- ☒ **Goal 2**
Support and retain existing businesses
- ☐ **Goal 3**
Deliver the Pigtown experience

Actions		Key stakeholders	Cost	Timing
1	Identify locations for multifamily-based mixed-use “anchor” developments that could support Pigtown’s growth without overwhelming the current character	Pigtown Main Street , Citizens of Pigtown, SW Partnership	\$	Short-term
2	Survey residents for priorities for identified locations, and share with current property owners	Citizens of Pigtown , Pigtown Main Street	\$	Now
*Lead PAC member noted in bold				

2. Public Safety

Key Goals

PUBLIC SAFETY GOALS, STRATEGIES, AND ACTIONS

Goal 1

Improve
personal
safety

The public safety strategies aim to help reduce crime and improve perceptions of safety in Pigtown. The fundamental goal is to strengthen existing efforts and elevate impact. Building upon crucial property acquisitions, planned public improvements, community safety initiatives, a variety of supportive services, and expanding community policing, these strategies will guide residents, community organizations, and businesses with an integrated approach. The strategies intentionally emphasize perceptions because they drive behaviors of current and prospective residents and businesses, community organizations, and investors (and criminals). These discovered perceptions and behaviors have effects and linkages to the following areas:

Safety Perceptions: Residents of different ages, genders, and social experiences have different feelings about safety, and acknowledging and addressing these differences can better impact the behavioral changes sought by stakeholders.

Impacts on the Physical Environment: Signs of care and concern, lighting, land use patterns, landscaping, physical signs of confusion, and other physical features impact perceptions and real opportunities for criminal activity, and paying attention to the details of the physical environment can have an impact on actual and perceived safety.

Communications Strategies: Continued improvements to communications among various partners that focus on positive messages about safety and being thoughtful about indirect safety messages, the multiple stakeholders can better impact safety perceptions and coordinate safety interventions.

Alignment of Programs: With additional adjustments to existing programs, a broad array of partners can increase their positive impact on actual and perceived safety.

Collaboration among stakeholders and others can better improve their outcomes on real and perceived safety.

Data is Vital: More information beyond traditional aggregate crime statistics and measures of program efforts are required to make real progress related to actual and perceived safety. Metrics that track perceptions of important target markets, directly and indirectly, measure levels of physical disorder, and measure community cohesion, among other elements, are needed.

Community Policing Matters: An understanding and approach to real and perceived safety that emphasizes police officers are only one key player in making actual progress are necessary. Every resident, community organization, and investor is needed to accelerate progress and maximize success in decreasing criminal activity.

Community Events: Community interaction is a crucial element of building social capital. To help with this process, community events are organized to create fun, friendly and open environments for residents, business owners and community organizations to network with each other and develop relationships with officers and other members addressing public safety.

Business Networking: BPD actively engages new and existing business owners, managers, and employees to get to know them as individuals and learn about their businesses and their goods or services can strengthen social capital and community culture. BPD's personal interactions also provide opportunity to advise about crime prevention and security issues.

New Resident Contact: Formal committees and partnership associations are useful for coordinating activities between organizations, but the true key to

2. Public Safety

Key Strategies

cultivating social capital and community cohesion is interpersonal networking within the community. New residents need to be personally welcomed into the community and informed about community activities and services and community contacts.

Crime Free Leasing Standards: Multi-family properties are actively encouraged and assisted in obtaining Crime Free Multi-Housing certification. Program support often entails activities such as training property managers in crime prevention and leasing matters, conducting Crime Prevention Through Environmental Design (CPTED) assessments of properties, and assisting property managers in navigating the certification process.

Additionally, residents cannot thrive or enjoy good health unless they feel safe. Feeling unsafe may lead community members to avoid walking and taking public transportation. They have fewer interactions with neighbors, keep their children from playing outside, and stay indoors rather than seeking necessities such as services, groceries, or medical appointments. To address these issues, a collaboration between the fields of public safety and public health is essential. The congruence between public safety and public health is fundamental; an example is violent acts in the community.

The strategies below focus on creating a collective efficiency and social cohesion culture in assessing and improving public safety. A key element for residents, community organizations, investors, and other stakeholders is to agree on acceptable behavior and reinforce it in the neighborhood. These strategies will positively promote community ownership, lower incivilities, increase confidence in the police, and decrease fear of crime. They will help enhance qualities demonstrating Pigtown as a distinguished, well-functioning, harmonious neighborhood.

GOAL 1: IMPROVE PERSONAL SAFETY

Specific measures to reduce the risk of physical harm to residents and guests in the community.

GOAL 2: IMPROVE PEDESTRIAN AND CYCLIST SAFETY

Improve the physical infrastructure in Pigtown to accommodate the growing numbers of pedestrian, cyclists, and other non-auto users of the neighborhood's streets.

Key Strategies		Goal 1 Improve personal safety	Goal 2 Improve pedestrian safety
	2.1 Address “open-air drug markets”	●	
	2.2 Focus safety efforts on high-priority areas	●	●
	2.3 Increase collaboration with agencies and organizations that support safety	●	●
	2.4 Improve safety in Carroll Park	●	●
	2.5 Increase neighborhood pride	●	○
	2.6 Continue and expand street calming measures		●

2. Public Safety

Key Strategies and Actions



Strategy 2.1

Address “open-air drug markets”

Public Safety goals addressed:



Goal 1

Improve personal safety

Goal 2

Improve pedestrian & bicyclist safety

Actions

- 1 Create a Public Safety Action committee to research and identify public safety models / programs that address drug markets
- 2 Identify and engage with Service and Faith-based organizations
- 3 Identify and address Top 10 “problem properties,” such as the Tot Lot and the Barrister Court parking lot
- 4 Install crime prevention through environmental design strategies (CPTED) where appropriate

Key stakeholders

Cost

Timing

Citizens of Pigtown

\$

Now

Citizens of Pigtown

\$

Short-term

Citizens of Pigtown, Pigtown Main Street, Southwest Partnership

\$\$

Short-term

Citizens of Pigtown, Pigtown Main Street, Southwest Partnership

\$\$\$

Long-term

*Lead PAC member noted in **bold**

2. Public Safety

Key Strategies and Actions



“I’d like more policies to address safety generally and support to help get users off of drugs.”

Strategy 2.2

Focus safety efforts on high-priority areas

Public Safety goals addressed:

- **Goal 1**
Improve personal safety
- **Goal 2**
Improve pedestrian & bicyclist safety

Actions

		Key stakeholders	Cost	Timing
1	Tie to Southwest Housing Strategy and upcoming process change for In Rem acquisition	Southwest Partnership , Citizens of Pigtown	\$	Short-term
2	Work with property management company at Sargeant St. parking lot (Barrister Court)	Citizens of Pigtown	\$	Now
3	Developer partner acquisition for W. Ostend St. / Washington Blvd intersection; increase property owner engagement for CPTED façade improvements	SW Partnership , Pigtown Main Street, Citizens of Pigtown	\$\$\$	Long-term
4	Evaluate opportunity for a mural at W. Ostend and Washington Blvd. as means for engagement	Citizens of Pigtown , Pigtown Main St., South Baltimore Gateway Partnership	\$\$	Now
5	Improve lighting in high-priority areas	Citizens of Pigtown , Pigtown Main Street, Southwest Partnership	\$\$	Short-term

*Lead PAC member noted in **bold**

2. Public Safety

Key Strategies and Actions



Strategy 2.3

Increase collaboration with agencies and organizations that support safety

Public Safety goals addressed:

- **Goal 1**
Improve personal safety
- **Goal 2**
Improve pedestrian & bicyclist safety

Actions

Key stakeholders

Cost

Timing

1	Increase engagement with BPD, Public Works and Transportation, BGE to improve resident safety in each of those spheres	Citizens of Pigtown , Pigtown Main Street, SW Partnership	\$	Now
2	Identify opportunities for sponsorship for greater engagement	Citizens of Pigtown , Pigtown Main Street, Southwest Partnership	\$	Now
3	Drug Free Zone signage near schools and in needed enforcement areas	Citizens of Pigtown , Southwest Partnership	\$\$	Short-term
4	Explore use of Byrne Criminal Justice Grant – Planning and Execution (DOJ and LISC)	Citizens of Pigtown , Southwest Partnership	\$	Short-term
5	Connect with Mayor's Office of Neighborhood Safety and Engagement (MONSE)	Citizens of Pigtown , Pigtown Main Street, Southwest Partnership	\$	Now
6	Increase involvement with schools and churches for community programs	Citizens of Pigtown , Southwest Partnership	\$	Now

*Lead PAC member noted in **bold**

2. Public Safety

Key Strategies and Actions



Strategy 2.5

Improve safety in Carroll Park

Public Safety goals addressed:

- **Goal 1**
Improve personal safety
- **Goal 2**
Improve pedestrian & bicyclist safety

Actions

- 1 Collaborate with Green Space / Parks priority and Friends of Carroll Park
- 2 Leverage Housing Strategy, with efforts near park
- 3 Build on reopening of Mount Clare House Museum for safety improvements to park

Key stakeholders

Citizens of Pigtown, Friends of Carroll Park, BCRP

Southwest Partnership, Citizens of Pigtown, Friends of Carroll Park

Citizens of Pigtown, Friends of Carroll Park, BCRP

Cost

\$

\$\$

\$\$

Timing

Now

Short-term

Short-term

*Lead PAC member noted in **bold**

2. Public Safety

Key Strategies and Actions



Strategy 2.6

Increase neighborhood pride

Public Safety goals addressed:

- ☒ **Goal 1**
Improve personal safety
- ☐ **Goal 2**
Improve pedestrian & bicyclist safety

Actions

		Key stakeholders	Cost	Timing
1	Continue / expand Dumpster Days events as joint effort with City and volunteers to clean alleys	Citizens of Pigtown , Pigtown Main Street, Southwest Partnership	\$	Now
2	Pet station bags / signage to encourage cleaning up after dogs	Citizens of Pigtown , Pigtown Main Street, Southwest Partnership	\$	Now
3	Marketing campaign to keep Pigtown clean	Pigtown Main Street , Citizens of Pigtown, Southwest Partnership	\$\$	Short-term
4	Advocate for more trash cans, provide more tools and support for daily block level cleaning	Citizens of Pigtown , Pigtown Main Street, Southwest Partnership	\$	Short-term
5	Work with schools on campaign with kids	Citizens of Pigtown , Southwest Partnership	\$	Short-term
6	Continue to improve welcoming signage; promote signage improvements through marketing channels	Pigtown Main Street , Citizens of Pigtown, Southwest Partnership	\$\$	Short-term

*Lead PAC member noted in **bold**

2. Public Safety

Key Strategies and Actions



Strategy 2.4

Continue and expand street-calming measures

Public Safety goals addressed:

Goal 1

Improve personal safety

Goal 2

Improve pedestrian & bicyclist safety

Actions

- 1 Share with community the latest drawings and plans / timeline for upcoming work on street calming
- 2 Continue to engage residents on whether the measures make residents feel safer
- 3 Study the feasibility of reducing speed limit on Washington Blvd. and throughout Pigtown to 25 MPH or lower
- 4 Study the feasibility of widening sidewalks on Washington Blvd.
- 5 Include appropriate welcoming (arrival) and enforcement signage and modifications / additions coming from resident engagement

Key stakeholders

Cost

Timing

Citizens of Pigtown, Pigtown Main Street, Southwest Partnership

\$

Now

Citizens of Pigtown, Pigtown Main Street, Southwest Partnership

\$

Short-term

Pigtown Main Street, Citizens of Pigtown, Dept. of Transportation

\$\$

Long-term

Pigtown Main Street, Citizens of Pigtown, Dept. of Transportation

\$\$\$

Long-term

Citizens of Pigtown, Pigtown Main Street, SW Partnership, SBGP, BDOT

\$\$

Short-term

*Lead PAC member noted in **bold**

Goal 1

Increase
homeownership

Goal 2

Reduce
blight

Goal 3

Maintain
affordability

3. Housing Key Goals

GOAL 1: INCREASE HOMEOWNERSHIP

Pigtown is experiencing a housing cost inversion, in which average monthly rent expenses are often significantly higher than monthly mortgage expenses would be for the same property, due to the inability of many residents to qualify for conventional home mortgages. Strategies supporting this goal deal with all aspects of supporting homeownership.

GOAL 2: REDUCE BLIGHT

While vacancy overall is below the city average, several blocks have vacant home rates that are significantly higher than the city average. Strategies in this category focus on ways to reduce vacancies and disrepair.

GOAL 3: MAINTAIN AFFORDABILITY

A decade ago, Pigtown was perceived to be on the fast track to gentrification. That has stalled in recent years, largely due to stagnation caused by absentee property investors, but the risk of displacement due to rising housing costs remains.

3. Housing

Key Strategies

HOUSING GOALS, STRATEGIES, AND ACTIONS

The Housing strategies aim to improve housing supply, and maintain affordability and guide new growth that benefits new and existing residents in Pigtown. These strategies can increase housing production and choices available to better meet residents' diverse needs and reduce displacement and barriers. They promote greater housing diversity, affordability, and access to opportunity for residents of all income levels. A sufficient supply of market-rate and income-qualified affordable housing supports stability, vibrant neighborhoods, and economic vitality.

Pigtown residents should be able to live in safe, decent housing and have enough money remaining for groceries and other necessities. People, including children, require a stable home to succeed in life. Affordable housing for all income levels is vital to the local economy. Additionally, poor housing availability makes it extremely difficult to attract and retain a good workforce in a community. Residents contribute to the local economy by shopping and patronizing local businesses.

The strategies below focus on demonstrating a critical need to address housing quality and affordability. Housing is an economic development issue, a community health issue, and a public safety issue. For many residents, housing costs are increasing, household spending power is declining, and the supply of safe and affordable housing does not meet

the current demand. As a result, housing costs for individuals are fiscally unsustainable, and housing insecurity has become the norm.

Many of these issues have been exacerbated by the devastating impacts of the pandemic. Actions should be taken to promote the creation of affordable housing and alleviate the significant hardships associated with unaffordable housing and inadequate housing supply. These strategies will help establish a foundation for creating and preserving a range of housing options and reduce barriers to homeownership and housing rehabilitation.

		HOUSING		
		Goal 1 Increase homeownership	Goal 2 Reduce blight	Goal 3 Maintain affordability
Key Strategies	3.1 Support homebuyers through a vacant home acquisition & rehab program	○	●	○
	3.2 Support incentives for competent investors while addressing poor work		●	○
	3.3 Support first-time homeowners	●	○	○
	3.4 Use home improvement programs to help owners and renters age in place		○	●
	3.5 Get out in front of affordability challenges (progress w/o displacement)	●	●	●

3. Housing

Key Strategies and Actions

“I want to see more homeownership and a reduction of blight.”

Strategy 3.1

Support homebuyers through a vacant home acquisition & rehab program

Housing goals addressed:

- ☐ **Goal 1**
Increase homeownership
- ☒ **Goal 2**
Reduce blight
- ☐ **Goal 3**
Maintain affordability

Actions		Key stakeholders	Cost	Timing
1	Explore use of city process changes: new fines, In Rem process and addressing “appraisal gap”	Southwest Partnership , Citizens of Pigtown	\$	Short-term
2	Implement relevant elements of the recent Healthy Neighborhood designation and the upcoming Southwest Housing Plan	Southwest Partnership , Citizens of Pigtown	\$\$	Short-term
3	Complete a vacancy analysis to determine targeting	Southwest Partnership , Citizens of Pigtown	\$\$	Short-term
4	Increase use of funding options such as Historic Tax credit and Live Near Your Work	Southwest Partnership , Citizens of Pigtown	\$	Short-term
5	Explore alternative financing options like rent-to-own and seller financing	Southwest Partnership , Citizens of Pigtown	\$	Short-term
6	Promote public safety efforts to enhance marketing	Citizens of Pigtown , Southwest Partnership	\$	Short-term
7	Investor/contractor partnership and vetting	Southwest Partnership , Citizens of Pigtown	\$\$	Long-term
*Lead PAC member noted in bold				

3. Housing

Key Strategies and Actions



Strategy 3.2

Support incentives for competent investors while addressing poor work

Housing goals addressed:

Goal 1
Increase homeownership



Goal 2
Reduce blight



Goal 3
Maintain affordability

Actions

		Key stakeholders	Cost	Timing
1	Establish a Pigtown housing task force; may include “block captains” / “block stars”	Citizens of Pigtown , Pigtown Main Street, Southwest Partnership	\$	Now
2	Establish an approval process for participation in acquisition-rehab program	Southwest Partnership , Citizens of Pigtown	\$\$	Short-term
3	Provide continual documentation of problem developers for city to hold accountable; may involve “block captains” / “block stars”	Citizens of Pigtown , Pigtown Main Street, Southwest Partnership	\$	Short-term
4	Partner w/ DHCD on code enforcement	Southwest Partnership , Citizens of Pigtown, DCHD	\$	Long-term
5	Connect participants with grant funding and low-interest loans	Southwest Partnership , Citizens of Pigtown	\$	Short-term
6	Advocate for more funding and other resources to provide more dedicated planners / permit reviewers / inspectors	Citizens of Pigtown , Southwest Partnership	\$\$	Long-term
7	Provide Technical Assistance on new city processes for affordable housing financing	Southwest Partnership , Citizens of Pigtown, local partners	\$\$	Short-term
8	Assist with marketing available properties	Citizens of Pigtown , Southwest Partnership	\$\$	Long-term
*Lead PAC member noted in bold				

3. Housing

Key Strategies and Actions

Strategy 3.3

Support first-time homebuyers

Housing goals addressed:

- ☒ **Goal 1**
Increase homeownership
- ☐ **Goal 2**
Reduce blight
- ☐ **Goal 3**
Maintain affordability

Actions		Key stakeholders	Cost	Timing
1	Outreach to Housing Authority of Baltimore City on potential partnership, outreach to Pigtown voucher holders, and possible connections for residents of Poe Homes	Southwest Partnership , Citizens of Pigtown	\$	Now
2	Homeownership preparation: partner with LiveBaltimore or housing counseling / local partners to address training, down payment assistance, credit repair, etc.	Southwest Partnership , Citizens of Pigtown, local partners	\$\$	Short-term
3	Outreach to competent investors for opportunities to purchase	Southwest Partnership , Citizens of Pigtown	\$	Short-term
*Lead PAC member noted in bold				

Strategy 3.4

Use home improvement programs to help owners and renters age in place

Housing goals addressed:

- ☒ **Goal 1**
Increase homeownership
- ☐ **Goal 2**
Reduce blight
- ☐ **Goal 3**
Maintain affordability

Actions		Key stakeholders	Cost	Timing
1	Coordinate with acquisition-rehab program for approved contractors	Southwest Partnership , Citizens of Pigtown, local partners	\$\$	Long-term
2	Aging-in-place support for renters	Citizens of Pigtown , Southwest Partnership, local partners	\$\$	Short-term
3	Provide training on how to maintain ownership	Citizens of Pigtown , Southwest Partnership, local partners	\$\$	Short-term
4	Consider ways to address estate planning needs for legacy homeowners (potential resource: Community Engagement Center)	Citizens of Pigtown , Southwest Partnership, local partners	\$\$	Short-term
*Lead PAC member noted in bold				

3. Housing

Key Strategies and Actions



Strategy 3.5

Get out in front of affordability challenges (progress w/o displacement)

Housing goals addressed:

- **Goal 1**
Increase homeownership
- **Goal 2**
Reduce blight
- **Goal 3**
Maintain affordability

Actions

- 1 Initiate homeowner efforts early, before the market moves too far
- 2 Share the welcome package for new homeowners – support culture and engagement
- 3 Implement relevant elements of the upcoming Southwest Housing Plan
- 4 Work with developers to identify potential larger parcels for site control
- 5 Explore zoning changes to allow residential uses by right in commercially-zoned areas
- 6 Explore grant programs for longtime owners on fixed / limited incomes

Key stakeholders

Cost

Timing

Southwest Partnership , Citizens of Pigtown	\$	Short-term
Citizens of Pigtown , SW Partnership, Pigtown Main Street, local partners	\$	Now
Southwest Partnership , Citizens of Pigtown	\$\$	Short-term
Pigtown Main Street , Southwest Partnership, Citizens of Pigtown	\$\$\$	Long-term
Southwest Partnership , Pigtown Main Street, Citizens of Pigtown	\$\$	Long-term
Southwest Partnership , Citizens of Pigtown	\$\$	Short-term

*Lead PAC member noted in **bold**

4. Parks and Green Spaces

Key Goals

Goal 1

Update the
2001 Carroll
Park Master
Plan

Goal 2

Improve
public safety

Goal 3

Activate the
whole park

Goal 4

Build
community

GOAL 1: UPDATE THE MASTER PLAN

The Carroll Park Master Plan was last updated over two decades ago, in 2001. Many of the initiatives proposed in the plan have been implemented, including improved sports facilities, pavilion, and lighting. Friends of Carroll Park has taken an initial pass at updating the Plan. The next step is to work with Recreation & Parks to further develop the plan and allocate funding for implementation.

GOAL 2: IMPROVE PUBLIC SAFETY

Areas for improvement include lighting, safer streets for multi-modal use, and improved accessibility. This goal also dovetails with Goal 3, in that a more activated park will have improved community oversight on the activities occurring in the park.

GOAL 3: ACTIVATE THE WHOLE PARK

Programmed activity is primarily focused on the eastern end of the park, toward Pigtown. Large areas of the park, including an existing historic structure that could be well-suited to cafe or retail use, remain under-utilized.

GOAL 4: BUILD COMMUNITY

Carroll Park is a regional park, drawing visitors from around the city. It's also a neighborhood park that draws much of its active participation and leadership from the adjacent communities such as Pigtown. Strategies that support this goal emphasize the park's ability to build local energy for active participation in the park's management and ongoing improvement.

4. Parks and Green Spaces

Key Strategies

PARKS AND GREEN SPACES GOALS, STRATEGIES, AND ACTIONS

The park and green spaces strategies aim to assess and improve the existing quantity, current quality, public accessibility level, and distribution of Pigtown's park and green spaces. The fundamental goal is to create a sustainable and eco-friendly community park and green spaces for all to use (including wildlife and pets). In this section, the strategies focus on the management and development of Carroll Park and community green spaces, particularly in the context of contributing to the importance of well-being and building a sense of community.

The essential roles that a high-quality park and green spaces play in the value of urban life add to key policy objectives of social inclusion, healthy lifestyles, lifelong learning, community safety, and positive impact on a community's culture and economy. Community residents and stakeholders have responsibilities in this process that enable parties to establish and grow partnerships that support the horticultural and recreational activities and broader benefits of drawing on the community to develop spaces and create solutions.

The strategies below integrate the development, management, and use of parks and green spaces within planning, public health, historic preservation, and green communities prescribing and initiatives. These strategies will have a positive role to play in helping to improve the quality, accessibility, and usage of Carroll Parks and other community green spaces. They will help ensure that the community's crucial and sensitive open space areas remain protected.

Key Strategies		Goal 1: Update the Master Plan	Goal 2: Improve public safety	Goal 3: Activate the whole park	Goal 4: Build community
	4.1 Support the development of an update to the 2001 Carroll Park Master Plan	●	○	○	○
	4.2 Ensure that park improvements are guided by a Master Plan		○	○	●
	4.3 Ensure that all areas are well-lit with appropriate lighting	○	●	●	○
	4.4 Make streets safer for all users	○	●	○	○
	4.5 Create accessible and accommodating spaces and amenities for a wide range of uses	○	●	●	●
	4.6 Preserve community gardens	○	○	●	●
	4.7 Establish an all-inclusive setting that welcomes participation from all community members	●	○	○	●
	4.8 Provide age-friendly spaces and amenities that promote health and well-being	○	○	●	○

4. Parks and Green Spaces

Key Strategies and Actions



Strategy 4.1

Support the development of an update to the 2001 Carroll Park Master Plan

Parks / Green Space goals addressed:

- ☒ **Goal 1**
Update the 2001 Master Plan
- ☐ **Goal 2**
Improve safety
- ☐ **Goal 3**
Activate the whole park
- ☐ **Goal 4**
Build a sense of community

Actions

		Key stakeholders	Cost	Timing
1	Publicize the existing 2001 Master Plan and proposed 2022 draft Plan for residents to view	Citizens of Pigtown , Friends of Carroll Park	\$	Now
2	Work with Recreation and Parks to host community discussions and roundtables to identify priorities	Citizens of Pigtown , Friends of Carroll Park, BCRP	\$\$	Short-term
3	Build relationships with existing partners that lead efforts related to strategic planning	Citizens of Pigtown , Pigtown Main Street, SW Partnership	\$	Now
4	Designate a PAC representative to attend public meetings with relevant city agencies	Citizens of Pigtown , Pigtown Main Street, SW Partnership	\$	Now
5	Create a PAC subcommittee to focus on Park planning, developments, and assessments	Citizens of Pigtown , Pigtown Main Street, SW Partnership	\$	Now
*Lead PAC member noted in bold				

4. Parks and Green Spaces

Key Strategies and Actions

Strategy 4.2

Ensure that park improvements are guided by a Master Plan

Parks / Green Space goals addressed:

	Goal 1 Update the 2001 Master Plan
	Goal 2 Improve safety
	Goal 3 Activate the whole park
	Goal 4 Build a sense of community

Actions

1	Consult the Master Plan before embarking on any improvements	Citizens of Pigtown , Friends of Carroll Park, BCRP, Pigtown Main Street	\$	Now
2	Establish a process for PAC oversight or consultation on any actions that modify the Master Plan	Citizens of Pigtown , SWP, Pigtown Main Street, Friends of Carroll Park, BCRP	\$\$	Short-term
3	Document any modifications to or deviations from the Master Plan in updates or addenda	Citizens of Pigtown , Friends of Carroll Park, BCRP	\$\$	Short-term
		*Lead PAC member noted in bold		

Strategy 4.3

Ensure all areas are well-lit with appropriate lighting

Parks / Green Space goals addressed:

	Goal 1 Update the 2001 Master Plan
	Goal 2 Improve safety
	Goal 3 Activate the whole park
	Goal 4 Build a sense of community

Actions

1	Identify lighting deficiencies and propose remedies	Citizens of Pigtown , Friends of Carroll Park, BCRP	\$\$	Short-term
2	Connect with city agencies and council member(s) to meet required lighting standards	Citizens of Pigtown , Friends of Carroll Park, BCRP	\$	Short-term
3	Seek opportunities to incorporate solar energy solutions through city initiatives	Citizens of Pigtown , Pigtown Main Street, SWP, BCRP, BDOT	\$\$	Long-term
4	Examine community gardens and other public green spaces for opportunities to enhance lighting	Citizens of Pigtown , Pigtown Main Street, SW Partnership	\$\$	Long-term
		*Lead PAC member noted in bold		

4. Parks and Green Spaces

Key Strategies and Actions



Strategy 4.4

Make streets
safer for all users

Parks / Green Space goals addressed:



Goal 1

Update the 2001 Master Plan



Goal 2

Improve safety



Goal 3

Activate the whole park



Goal 4

Build a sense of community

Actions

		Key stakeholders	Cost	Timing
1	Add crosswalk stripes and/or art walk designs at formal and informal pedestrian crossings – Carroll Park and Pigtown	Citizens of Pigtown , Pigtown Main St., SWP, Friends of Carroll Park, BCRP, BDOT	\$\$	Short-term
2	Improve signage for Carroll Park wayfinding, multi-modal traffic flow, and safety awareness	Citizens of Pigtown , Pigtown Main St., SWP, Friends of Carroll Park, BCRP	\$\$	Short-term
3	Implement street calming measures (e.g., narrowing streets, lane bollards, and speed bumps); Prioritize key areas like the tot lot, etc.	Pigtown Main Street , Citizens of Pigtown, SW Partnership, BDOT, BCRP	\$\$\$	Long-term
4	Carroll Park – apply angled parking methods to promote one-way traffic and safer streets to minimize traffic lane widths	Citizens of Pigtown , SWP, Friends of Carroll Park, BCRP	\$\$	Long-term
5	Identify key areas where auto / pedestrian / cyclist separation is needed	Citizens of Pigtown , Pigtown Main St., SWP, Friends of Carroll Park, BCRP, BDOT	\$\$	Short-term

*Lead PAC member noted in **bold**

4. Parks and Green Spaces

Key Strategies and Actions



“I hope to see improvements to Carroll Park and cleaner pocket parks.”

Strategy 4.5

Create accessible and accommodating spaces and amenities for a wide range of uses

Parks / Green Space goals addressed:

- ☐ **Goal 1**
Update the 2001 Master Plan
- ☒ **Goal 2**
Improve safety
- ☒ **Goal 3**
Activate the whole park
- ☒ **Goal 4**
Build a sense of community

	Actions	Key stakeholders	Cost	Timing
1	Add more seating options	Citizens of Pigtown , Pigtown Main St., SWP, Friends of Carroll Park, BCRP, BDOT	\$\$	Short-term
2	Explore potential new permanent uses in the park, including a dog park, viewing stands for sports courts, dining / retail, etc.	Citizens of Pigtown , Friends of Carroll Park, Pigtown Main Street, BCRP	\$	Short-term
3	Explore new / enhanced temporary uses in the park, such as festivals, block parties, etc.	Citizens of Pigtown , Friends of Carroll Park, Pigtown Main Street, BCRP	\$	Short-term
4	Improve maintenance of existing park features (e.g. culling dead / diseased trees in the orchard)	Citizens of Pigtown , Friends of Carroll Park, BCRP	\$\$	Short-term
5	Promote additional parking in underutilized Carroll Park lots	Citizens of Pigtown , Friends of Carroll Park, Pigtown Main Street, BCRP	\$	Short-term

*Lead PAC member noted in **bold**

4. Parks and Green Spaces

Key Strategies and Actions

Strategy 4.7

Preserve community gardens

Parks / Green Space goals addressed:

- ☐ **Goal 1**
Update the 2001 Master Plan
- ☐ **Goal 2**
Improve safety
- ☒ **Goal 3**
Activate the whole park
- ☒ **Goal 4**
Build a sense of community

Actions

- 1 Consider land trust for preservation
- 2 Consider historic designation for preservation

Key stakeholders

Citizens of Pigtown, Southwest Partnership

Citizens of Pigtown, Southwest Partnership

Cost

\$\$

\$\$

Timing

Short-term

Short-term

*Lead PAC member noted in **bold**

Strategy 4.8

Establish an all-inclusive setting that welcomes participation from all community members

Parks / Green Space goals addressed:

- ☒ **Goal 1**
Update the 2001 Master Plan
- ☐ **Goal 2**
Improve safety
- ☐ **Goal 3**
Activate the whole park
- ☒ **Goal 4**
Build a sense of community

Actions

- 1 Engage community in design of new Carroll Park amenities such as the proposed dog park
- 2 Provide interactive / interpretive elements such as rain gardens or street planters that educate about the stream under Cross Street
- 3 Create new and expanded bike lanes to increase connectivity between Carroll Park and the surrounding neighborhoods
- 4 Extend Friends of Carroll Park's mission to engage the Pigtown community through participation in Pigtown's community gardens and pocket parks

Key stakeholders

Citizens of Pigtown, Friends of Carroll Park, BCRP

Citizens of Pigtown, SW Partnership, Pigtown Main Street, BDOT

Citizens of Pigtown, SWP, Pigtown Main St., Friends of Carroll Park, BCRP, BDOT

Citizens of Pigtown, Friends of Carroll Park, SWP, BCRP

Cost

\$

\$\$

\$\$

\$

Timing

Now

Long-term

Long-term

Short-term

*Lead PAC member noted in **bold**

4. Parks and Green Spaces

Key Strategies and Actions



Strategy 4.6

Provide age-friendly spaces and amenities that promote health and well-being

Parks / Green Space goals addressed:

- ☐ **Goal 1**
Update the 2001 Master Plan
- ☐ **Goal 2**
Improve safety
- ☒ **Goal 3**
Activate the whole park
- ☒ **Goal 4**
Build a sense of community

Actions

- 1 Provide indoor fitness at the recreation center; Explore potential for indoor pool
- 2 Replace / relocate the existing deteriorating fitness trail
- 3 Explore sports expansion opportunities (U.S. Tennis Association, soccer field, Youth Football and Cheerleading - Pop Warner)

Key stakeholders

- Citizens of Pigtown**, Friends of Carroll Park, Pigtown Main Street, BCRP
- Citizens of Pigtown**, Friends of Carroll Park, BCRP
- Citizens of Pigtown**, Friends of Carroll Park, BCRP

Cost

\$\$\$

\$\$\$

\$

Timing

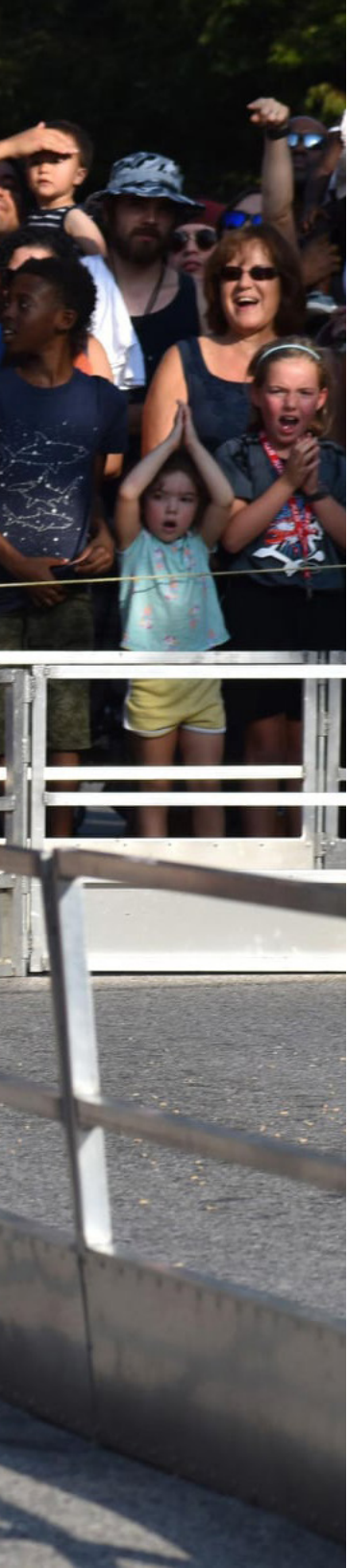
Long-term

Long-term

Short-term

*Lead PAC member noted in **bold**





CONCLUSIONS

4 | A CALL TO ACTION

CONCLUSIONS

Throughout the planning process, the community has articulated clear priorities on economic development, public safety, housing, and parks and green space, with numerous strategies and actions to advance vision of progress without displacement in Pigtown. These efforts include:

- Attracting more and supporting existing Pigtown businesses through inclusionary, community-centered economic development
- Improving personal, pedestrian, and cyclist safety in coordination across community groups and local agency partners
- Increasing homeownership and reducing blight, while maintaining affordability
- Activating Pigtown's parks and green space to build community

The PAC and other partners have a successful history in implementing plans, as see through their recent accomplishments. However, the success of the Pigtown Action Plan will be dependent on increased community involvement and engagement to maintain this momentum.

THANK YOU

