Beyond the Tracks

The Purple Line will be the largest investment in Maryland’s transportation infrastructure in the 21st century. It will shape the growth and culture of Maryland communities for decades. Hopes run high for benefits “beyond the tracks:” new business opportunities, better access to jobs, and more vibrant, livable communities for all.

Yet there are also fears about disruption and displacement of local businesses and residents, about losing affordable market-rate housing and a connection to the place, history and culture that has shaped the communities of Suburban Maryland.

Experience in major cities around the country suggests that while the economic and social benefits of transit investments can be significant, they do not occur spontaneously. Rather, they require the collective, coordinated and continuous work of anchor institutions, government agencies, professional organizations, service providers, advocacy groups and philanthropic foundations.

On Friday, March 21, 2014, over 260 community stakeholders met at the University of Maryland to forge a strategy for creating vibrant, sustainable neighborhoods in Montgomery and Prince George’s Counties along the Purple Line corridor.

Hosted by The Purple Line Corridor Coalition (PLCC), the inaugural regional workshop, “Beyond the Tracks: Community Development in the Purple Line Corridor,” was a first step toward coordinating the efforts of those in the Purple Line’s path, setting the table for future collaboration and conversation.

This was the largest assembly of community stakeholders since the Maryland Transit Authority announced plans for the proposed 16-mile light rail system. The event was attended by representatives from virtually every community on the proposed line, as well as large and small businesses, state agencies, non-profit groups, philanthropic organizations, property owners, investors, the building industry and local government. While each participant brought unique interests and perspectives to the table, one common goal was abundantly clear: to work together to create thriving, sustainable communities along the Purple Line.

The stakeholder priorities, highlighted here along with information and resources, are helping to inform this ongoing discussion and point the way to next steps.

“The Purple Line is a once-in-a-century opportunity. Be bold and build the community you want.”

—PETER MCLAUGHLIN, HENNEPIN COUNTY COMMISSIONER, MINNESOTA
Beyond the Tracks

“A Bold New Direction with Light Rail

The Purple Line represents a bold new direction in transportation for the Washington, D.C. region. For decades, the region has been served by multiple heavy rail (Metro, Marc) lines, but the Purple Line will be the first light rail line.

It will travel at grade and connect more gracefully with the homes and businesses along the route, as well as bikes, pedestrians, ZipCars, buses and other forms of sustainable transportation. It will be the first line to connect the spokes of the Metro System, and recognizes that significant numbers of riders travel from suburb to suburb. Their destinations are not in the District.

“This is more than about constructing a rail line. It is more than about pouring concrete and digging dirt. It is also about enhancing communities.”

—UNIVERSITY OF MARYLAND PRESIDENT WALLACE LOH

The PLCC, administered by the National Center for Smart Growth at the University of Maryland, brings a regional corridor approach to ensure the Purple Line light rail achieves the maximum possible economic, social, and environmental benefits to its neighborhoods, residents and businesses.

Visit us at smartgrowth.umd.edu/plcc to learn more.
PLCC’s stakeholder workshop, *Beyond the Tracks*, showcased how other metropolitan areas—the Twin Cities and Denver in particular—were able to complement investment in light rail with key livable communities programs and policies.

“Each station is like a charm on a bracelet.”

—Mary Kay Bailey, Corridors of Opportunity, Twin Cities

Over 300 tweets were collected during the workshop, capturing the buzz among participants with reflections on the sessions, quotes from the speakers and insights from the attendees.

**MINNEAPOLIS-ST. PAUL, MN**

In the Central Corridor Funders Collaborative, a cross-sector and cross-jurisdictional partnership plans and implements projects focusing on affordable housing, coordination and collaboration, transit-oriented places, and a strong local economy.

Twin Cities strategies to maximize transit corridor opportunities:
- Use a collective impact approach
- Look at clusters of stations and the corridor
- Develop a coordinated affordable housing plan
- Set up an affordable housing and transit-oriented development (TOD) loan fund
- Identify potential funding sources
- Offer small business forgivable loans
- Create place-based branding for line and stations
- Engage anchor institutions

**CASE STUDY**

“We must align federal, state, metro and local public resources and private investments with community aspirations.”—Commissioner Peter McLaughlin, Hennepin County, MN.

95% of small businesses in the Neighborhood Development Center support program of St. Paul, MN, survived construction and post-construction challenges.

**DENVER, CO**

Mile High Connects, based in the Metro Denver region, is a partnership of private, philanthropic and nonprofit organizations committed to developing inclusive, affordable, and livable communities within walking distance of transit.

Denver strategies to maximize transit corridor opportunities:
- Improve accessibility to affordable housing, jobs, schools and health services
- Reach out to residents and business
- Enhance the last mile connections for walkers and bikers
- Advocate for equitable fares
- Restore eliminated transit routes
- Survey small businesses

“The coalition’s leadership is important to promote equitable investment along the Purple Line,” said Melinda Pollack, Vice President at Enterprise Community Partners. “In Denver, Mile High Connects brought together similar partners to ensure that all residents, businesses and neighborhoods benefit from the build out of the light rail line. We have preserved existing and built new affordable housing, encouraged retail opportunities and supported community assets such as public spaces and a library.”
Elements of a Strategy
For Community and Economic Development in the Purple Line Corridor

Common themes were developed throughout the workshop, including the following:

**APPROACH**

**Take a Corridor View**  
Look closely at clusters of stations and the entire corridor for opportunities and challenges beyond individual stations or neighborhoods.

**Provide Strong, Committed Leadership**  
Create a position and/or organization dedicated to the Purple Line Corridor.

**Adopt a Collective Impact Strategy**  
- Include broad representation from all sectors and host cross-industry conversations
- Work collaboratively across issues and organizations and coordinate activities for greater collective impact
- Prepare joint proposals to leverage new funding and resources
- Join together to mobilize existing resources

**Support Community Economic Development**  
- Identify strategies to support economic diversity and opportunity and to preserve the unique identities of each community
- Link workers with well-suited jobs and develop career paths for the coming jobs to create a corridor-wide labor market

**Develop Strategic Plans and Goals**  
- Use an equity lens for focus
- Include health, art, design and long range planning
- Coordinate construction to only dig once
- Identify specific, measurable goals
- Build on MWCOG’s Region Forward vision

**START NOW**

**Early Action Steps**

- **Provide local business support** such as training strategies for before, during and after construction
- **Create a land acquisition plan** to identify properties and resources for the conservation of market rate affordable multifamily housing
- **Make last mile connections** for walkers and bikers to major employers, health care, homes, retail centers and more
- **Support community economic development planning processes**, such as development of a multi-stakeholder agreement, to refine the strategy and goals
- **Facilitate innovative design and development** for placemaking and preservation through an integrated design process with agencies, owners, tenants, and architects
- **Relocate government support services** to impacted areas
- **Identify policies** to support community and economic development goals

“A collective action strategy can leverage much more than the sum of the parts by bringing key stakeholders to the table to develop specific goals, measures of progress and coordinated action among dozens of government agencies, businesses, and social and community groups.”

— DANNIELLE GLAROS, PRINCE GEORGE’S COUNTY COUNCIL STAFF

“With groundbreaking scheduled for 2015, we must put on our running shoes and get started right away.”

Visit us at smartgrowth.umd.edu/plcc to learn more.
Moving Forward Together

PRIORITIES

Housing for All Along the Purple Line
• Identify and address the potential impacts of the line such as gentrification, displacement and loss of housing affordable to the community, while supporting benefits such as increased accessibility to transit
• Provide housing that matches market needs
• Engage in strategic planning, identify current and future residents
• Identify policy tools for inclusion
• Preserve existing affordable and market rate housing units and prevent extensive displacement
• Provide and preserve rental units throughout the corridor
• Identify potential capital to support priorities

Support Local Businesses
• Provide intense technical assistance before, during and after construction for local and micro businesses
• Monitor and measure business births and deaths
• Stagger construction every half mile to minimize the impact on businesses
• Provide supplemental business loans
• Promote economic development around metro stations to provide community value and economic sustainability
• Support locally owned businesses to support job creation and sustainability

Visit us at smartgrowth.umd.edu/plcc to learn more.

David Bowers, Vice President, Enterprise Community Partners, Inc., Washington, DC
Gerrit Jan-Knaap, Associate Dean and Director, National Center for Smart Growth, UMD
Building a Thriving Labor Market

• Align workforce development and employer demand
• Build stronger demand-driven training partnerships based on business needs, including the EARN Maryland program
• Align existing community plans for recreation, housing, retail and more, with needs and opportunities along the Purple Line
• Map and develop career pathways and plan for the types of jobs coming, in addition to construction jobs
• Build the local economy and workforce by fostering entrepreneurship
• Maximize workforce training programs and build a stronger support system for disadvantaged workers
• Enhance last-mile connections to major employers such as federal agencies
• Use corridor strategies for making longer-term labor market connections, including working with anchor institutions and career navigators

Build Community Through Innovative Design and Development

• Integrate health, art, design and security in stations and the routes to the stations
• Aim for simplicity and durability in station design
• Explore successful ways to create livable and walkable places surrounding transit stops and ways to use art in public infrastructure, such as on bus shelters, traffic medians and signs
• Develop a brand identity for the Purple Line such as Connecting Diversity (people, places, and work)
• Show clearly what proposed community changes will look like
• Develop a unified planning effort on University Blvd. from Piney Branch Rd. to the University of Maryland

Leaders and Featured Workshop Experts

Elected Officials
Rushern Baker, County Executive, Prince George’s County
Isiah Leggett, County Executive, Montgomery County
Peter McLaughlin, Commissioner, Hennepin County, Minnesota

Nonprofit and Civic
Mary Kay Bailey, Project Director, Corridors of Opportunity, Minneapolis
Deborah K. Bilek, Director of Community Outreach, Urban Land Institute Washington
David Bowers, Vice President, Enterprise Community Partners, Inc., Washington, DC
Isabel Chanslor, Business Lab Director, Neighborhood Development Center, St. Paul, MN
David Harrington, President and CEO, Prince George’s County Chamber of Commerce
Melinda Pollack, Vice President, Enterprise Community Partners, Co-Chair, Mile High Connects, Denver, CO
Andrea Roethke, Senior Policy Analyst, Job Opportunities Task Force
Casey Willson, Maryland Small Business Development Center

Philanthropic
Scot Spencer, Associate Director, Advocacy & Influence, Annie E. Casey Foundation
Robin Hacke, Advisor to the CEO, former Director Capitol Innovation, Living Cities

Private Sector
Matthew Bell, Architect, Principal, E2K Architects
Ralph Bennett, Architect, Bennett Frank McCarthy; Professor Emeritus, UMD; President, Purple Line NOW!
Bryant Foulger, Managing Principal, Foulger-Pratt
Evan Goldman, Federal Realty Trust
Bob Lefenfeld, Founding Principal, Real Property Research Group
Jair Lynch, President & CEO, Jair Lynch Development
Carlos Perozo, President, Long Branch Business League, Owner, ZP Tax

Public Sector
Angela Adams, Public Art Administrator, Arlington County
Eric Brown, Director, Department of Housing and Community Development, Prince George’s County
Leonard J. Howie, III, Secretary, Maryland Department of Labor, Licensing & Regulation
David Janifer, Economic Empowerment Group, Maryland Transit Administration
Richard Nelson, Director, Department of Housing and Community Affairs, Montgomery County
Harriet Tregoning, Director, Office of Economic Resilience, US Department of Housing and Urban Development
William Washburn, Prince George’s County Planning Department

University
Gerrit Jan-Knaap, Associate Dean and Director, National Center for Smart Growth, UMD
Dr. Wallace D. Loh, President, University of Maryland
Margaret McFarland, Director, Colvin Institute for Real Estate Development
Beyond the Tracks

“PLCC provides a meeting place for ideas and different perspectives to coalesce into a unified direction.” — BOB KAUFMAN, MNCBIA

Participating Stakeholder Organizations

Nonprofit and Civic
Action Committee for Transit
Action Langley Park
AHCh of Greater Baltimore
Americans for the Arts
Arts on the Block
CASA de Maryland*
Central Kenilworth Avenue Revitalization Community Development Corporation
Central Maryland Transportation Alliance
Coalition for Smarter Growth
Communities for Transit
Democracy Collaborative
Docs in Progress: Building Community Through Documentary Filmmaking
Enterprise Community Partners, Inc.*
Funders’ Network for Smart Growth and Livable Communities
Greater Lyttonsville Community Coalition
Housing Initiative Partnership, Inc
Housing Opportunities Commission of Montgomery County
Job Opportunities Task Force
Jobs with Justice/Langley Park Small Business Owners Association
Latin American Youth Center
Long Branch Business League
Maryland Center of Economic Policy
Maryland Multicultural Youth Centers
Maryland-National Capital Building Industry Association
Montgomery Housing Partnership and the Shared Progress Collaborative*
NAACP
National Resources Defense Council
Neighborhood Development Center
Prince George’s County Chamber of Commerce
Purple Line Now!
Purple Rail Alliance
Reid Community Development Corporation
Residential Wayne Avenue Group for Purple Line Design
Silver Spring Green
Sowing Empowerment & Economic Development, Inc. (SEED)
Takoma/Langley Crossroads Development Authority
Urban Land Institute, Washington*
UPO Community Development Corporation

Philanthropic
Annie E. Casey Foundation
Community Foundation for Prince George’s County
Community Foundation for the National Capital Region
Living Cities
Town Creek Foundation
Washington Regional Grantmakers Association

Private Sector
ANGARAI
Archer Western Construction
Arezza Network
Bid Compliance Solutions
Brown Craig Turner, Architect
CapStar Commercial Realty
Chevy Chase Land Company*
Citi Group
Coactive Consulting Co.
David Hathaway, Architect
EEK Architects
E*Trade Financial*
Federal Realty Investment Trust
Foulger-Pratt
Foursquare Integrated Transportation Planning
GS Proctor and Associates
Hickory Cole Architects
JARR LYNCH Development Partners
Joe Jackson Associates, P.C.
JuneGem Technologies, Inc
Lee Development Group*
Macarthur Capital
Maryland Transit Connectors
MedTech Erginuity Corp
Mystic Genius, LLC
North American Building Trades Unions
Paul Mortensen Architect
Perkins Eastman Architects
Persuasive Information
Plumbers & Pipefitters Apprenticeship L.U. 5
Potomac Incorporated
Real Property Research Group
Rifkin, Weiner, Livingston, Levitan & Silver, LLC
Sheladia Associates, Inc
Soltész
Stein Legal, LLC
Townhouse Carpet & Interiors, Inc.
United Bank
Vantage Point Economic & Transportation Development Strategies
Whelley Consulting
Whitman, Requardt & Associates
Whole Foods Market
Zito Services, LLC

Public Sector
Arlington Public Art
Baltimore City Planning Department
City of Bowie
City of College Park
City of Greenbelt
City of New Carrollton
City of Takoma Park
Howard County Department of Planning and Zoning
Maryland Department of Housing and Community Development*
Maryland Department of Labor, Licensing and Regulation*
Maryland Department of Planning*
Maryland Department of Transportation*
Maryland Department of the Environment
Maryland Governor’s Office
Maryland-National Capital Park & Planning Commission
Maryland Transit Administration*
Metropolitan Washington Council of Governments*
Montgomery Business Development Corporation
Montgomery County*
Montgomery County Council
Montgomery County Department of Economic Development
Montgomery County Department of General Services
Montgomery County Department of Housing and Communities Affairs
Montgomery County Department of Planning
Montgomery County Department of Transportation
Montgomery County Office of the County Executive
Montgomery County Silver Spring Advisory Committee
Prince George’s County*
Prince George’s County Art in Public Places
Prince George’s County Council
Prince George’s County Department of Environmental Resources
Prince George’s County Department of Housing and Community Development
Prince George’s County Department of Permitting, Inspections and Enforcement
Prince George’s County Department of Planning

*Special thanks to PLCC workshop sponsors.

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