

# Beyond the Tracks

An Agenda for Community and Economic  
Development in the Purple Line Corridor



# PLCC

PURPLE LINE CORRIDOR COALITION

National Center for Smart Growth at the University of Maryland

# Beyond the Tracks

The Purple Line will be the largest investment in Maryland's transportation infrastructure in the 21<sup>st</sup> 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.

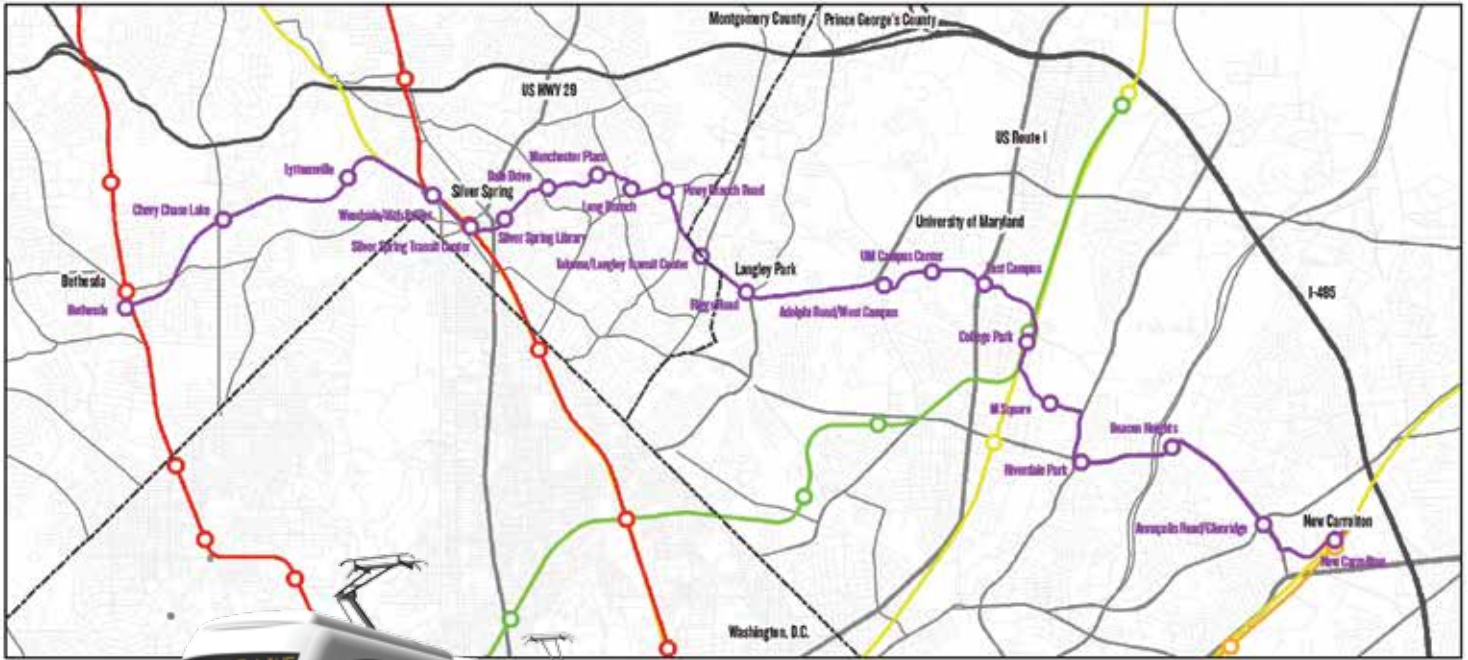
The stakeholder priorities, highlighted here along with information and resources, are helping to inform this ongoing discussion and point the way to next steps.



**"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.



**PLCC**

PURPLE LINE CORRIDOR COALITION

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](http://smartgrowth.umd.edu/plcc) to learn more.

*“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

# Taking a Corridor View

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.

## 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.

### 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



*“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.”*

### 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

# Moving Forward Together

*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.*

## 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 MWCOC'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



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

– DANNIELLE GLAROS, PRINCE GEORGE'S COUNTY COUNCIL STAFF

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# 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



David Bowers, Vice President, Enterprise Community Partners, Inc., Washington, DC



Gerrit Jan-Knaap, Associate Dean and Director, National Center for Smart Growth, UMD

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# “If u want 2 go fast go alone, if you want 2 go forward—go together!” Thnx robin hacke w/ living cities 4 these inspirational words #plcc”

— TWEET BY ILANA BRANDA, MONTGOMERY HOUSING PARTNERSHIP

## 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, EEK 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*



Leonard J. Howie, III, Secretary, Maryland Department of Labor, Licensing & Regulation



Robert Lefenfeld, Founding Principal, Real Property Research Group and Melinda Pollack, Co-Chair, Mile High Connects, Denver, CO

# 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  
AHC 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 Spring 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 Hathway, Architect  
EEK Architects  
E\*Trade Financial\*  
Federal Realty Investment Trust  
Foulger-Pratt  
Foursquare Integrated Transportation Planning  
GS Proctor and Associates  
Hickok Cole Architects  
JAIR LYNCH Development Partners  
Joe Jackson Associates, P.C.  
JuneGem Technologies, Inc  
Lee Development Group\*  
Macquarie Capital  
Maryland Transit Connectors  
MedTech Enginuity 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  
Soltesz  
Stein Legal, LLC  
Townhouse Carpet & Interiors, Inc.  
United Bank  
Vantage Point Economic & Transportation Development Strategies  
Whelley Consulting  
Whitman, Requardt & Associates  
Whole Foods Market  
Zitro 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

Prince George's County Department of Public Works & Transportation  
Prince George's County Economic Development Corporation  
Prince George's County Office of the County Executive  
Prince George's County Redevelopment Authority  
Silver Spring Regional Services Center  
Town of Capitol Heights  
Town of Riverdale Park  
Town of University Park  
Washington Metropolitan Area Transit Authority (WMATA)  
US Department of Housing and Urban Development, Office of Economic Resilience  
US Environmental Protection Agency, Office of Sustainable Communities

### University

Prince George's County Community College  
Montgomery County Community College  
University of Maryland\*  
UMD, A. James Clark School of Engineering  
UMD, City University Partnership  
UMD, Colvin Institute for Real Estate Development  
UMD, National Center for Smart Growth\*  
UMD, Office of Business Diversity  
UMD, School of Agriculture and Natural Resources\*  
UMD, School of Architecture, Planning & Preservation\*  
UMD, School of Public Policy\*  
UMD, Small Business & Technology Development Center  
UMD, Urban Studies & Planning\*

\*Special thanks to PLCC workshop sponsors.

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