Beyond the Tracks:
Community Development in the Purple Line Corridor

Friday, March 21, 2014 8:30 am - 5:30 pm

Organized by:
Purple Line Corridor Coalition
National Center for Smart Growth, University of Maryland

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http://smartgrowth.umd.edu/plcc
## Beyond the Tracks: Workshop Schedule

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<td>Registration and Networking</td>
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<td>Registration, Coffee and Continental Breakfast</td>
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<td>9:00 - 12:45</td>
<td>Morning Plenary: Taking a Corridor View</td>
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<td>Welcome</td>
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<td>Gerrit Knaap, Associate Dean and Director, National Center for Smart Growth, UMD</td>
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<td>David Conrath, Dean, School of Architecture, Planning, &amp; Preservation, UMD</td>
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<td>Dr. Wallace D. Loh, President, University of Maryland</td>
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<td>Rushern Baker, County Executive, Prince George’s County</td>
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### A Corridor View of the Purple Line

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

### Leveraging Light Rail: How Business, Government, and Nonprofits Can Maximize the Potential of the Purple Line

Robin Hacke, Advisor to the CEO, former Director of Capitol Innovation, Living Cities

*An innovative philanthropic collaborative of 22 of the world’s largest foundations and financial institutions.*

### Break

### The Corridor Approach to Community Development: Timing is Everything

**Twin Cities:** Mary Kay Bailey, Project Director, Corridors of Opportunity

**Denver:** Melinda Pollack, Vice President, Enterprise community Partners; Co-Chair, Mile High Connections

### 12:45 - 1:30 Lunch

**Lunch Speaker:** Peter Mclaughlin, Commissioner, Hennepin County, Minnesota

*A driving force for innovation, he paved the way for a multi-modal transportation system in the Twin Cities five county metro region while establishing key livable communities programs and policies to leverage transportation investments.*
Housing for All Along the Purple Line

**Moderator**: David Bowers, Vice President, Enterprise Community Partners, Inc.

Melinda Pollack, Vice President, Enterprise Community Partners, Co-Chair, Mile High Connects
Richard Nelson, Director, Department of Housing and Community Affairs, Montgomery County
Eric Brown, Director, Department of Housing and Community Development, Prince George's County
Bob Lefenfeld, Founding Principal, Real Property Research Group
Jair Lynch, Jair Lynch Development

**Building a Thriving Labor Market: Aligning Workforce Development and Employer Demand**

**Moderator**: Leonard J. Howie III, Secretary, Maryland DLLR
**Facilitator**: Andrea Roethke, Senior Policy Analyst, Job Opportunities Task Force

Mary Kay Bailey, Project Director, Corridors of Opportunity/Living Cities Integration Initiative, Minnesota Philanthropy Partners
David Janifer, Economic Empowerment Group, Maryland Transit Administration
William Washburn, Prince George's County Planning Department

**Supporting Local Businesses**

**Moderator**: David Harrington, Pres. & CEO, Prince George's County Chamber of Commerce
**Facilitator**: Casey Wilson, Maryland Small Business Development Center

Isabell Canselor, Director, Neighborhood Development Center's Business Lab
Carlos Perozo, President, Long Branch Business League, Owner ZP Tax
Scot Spencer, Associate Director, Advocacy & Influence, Annie E. Casey Foundation

**Building Community Through Design and Development**

**Moderator**: Ralph Bennett, Architect & Professor Emeritus, Purple Line Now, Bennett Frank McCarthy Architects, University of Maryland
**Facilitator**: Margaret McFarland, Director, Colvin Institute of Real Estate Development

Matthew Bell, FAIA, Architect, Principal, EEK Architects
Evan Goldman, Federal Realty Trust
Angela Adams, Public Art Administrator, Arlington, Virginia
Bryant Foulger, Managing Principal, Foulger-Pratt

**Moving Forward Together**

Harriet Tregoning, Director, Office of Sustainable Housing and Communities, HUD
**Facilitator**: Deborah K. Bilek, Director of Community Outreach, ULI Washington

Ralph Bennett, Emeritus Professor, University of Maryland Architecture
David Bowers, Vice President, Enterprise Community Partners, Inc.
David Harrington, President and CEO, Prince George's County Chamber of Commerce
Leonard J. Howie III, Secretary, Maryland Dept of Labor, Licensing & Regulation
Harriet Tregoning, Director, Office of Sustainable Housing and Communities, HUD

**Next Steps**

Gerrit Knaap, Associate Dean and Director, National Center for Smart Growth, UMD
BEYOND THE TRACKS: BREAKOUT SESSIONS

Housing for All Along the Purple Line

*Moderator:* David Bowers, Enterprise Community Partners  
*Expert Panelists:* Melinda Pollack, Vice President, Co-Chair Mile High Connects  
Richard Nelson, Director, Department of Housing and Community Affairs, Montgomery County  
Eric Brown, Director, Department of Housing and Community Development, Prince George’s County  
Bob Lefenfeld, Real Property Research Group  
Jair Lynch, Jair Lynch Development

Transportation improvements bring many benefits to an area, and can reduce cost of transport to those who live close to its stations. But such improvements may also put additional pressures on the housing market, leading to higher development costs and rents. In planning for the Purple Line, how can we ensure the corridor remains accessible to all? Join us as we delve into the demographic reality of the corridor and explore opportunities available to ensure equitable development.

Building a Thriving Labor Market: Aligning Workforce Development & Employer Demand

*Moderator:* Leonard J. Howie III, Secretary, Maryland Department of Labor, Licensing and Regulation  
*Facilitator:* Andrea Roethke, Senior Policy Analyst, job Opportunities Task Force  
*Expert Panelists:* Mary Kay Bailey, Project Director, Corridors of Opportunity/Living Cities Integration Initiative, Minnesota Philanthropy Partners  
David Janifer, Economic Empowerment Group, Maryland Transit Administration  
William Washburn, Project Manager, Prince George’s County Planning Department

The Purple Line will be a boon to both job seekers and employers, placing significantly more workers within a reasonable commute to jobs along the corridor. The line will also provide quick connections between major job clusters in Bethesda, Silver Spring, the Route 1 corridor, and Landover. What types of jobs are concentrated along the corridor, and how does this align with workers’ current skill levels? Where are there gaps and how can we partner to fill them? We invite employers, workforce development professionals, college staff, community members, planners, funders and researchers to join in a conversation about: the challenges facing workers and employers along the corridor. We will seek to identify opportunities and next steps for building a thriving labor market along the corridor.
Supporting Local Businesses

*Moderator:* David Harrington, Pres. & CEO, Prince George's County Chamber of Commerce  
*Facilitator:* Casey Wilson, Maryland Small Business Development Center  
*Expert Panelist:* Isabelle Chancelor, Director, NDC Business Lab Director, Neighborhood Development Center, St. Paul, Minnesota  
Carlos Perozo, President, Long Branch Business League, Owner ZP Tax  
Scot Spencer, Associate Director, Advocacy & Influence, Annie E. Casey Foundation

Development around efficient public transit is a necessary and widespread activity to revitalize urban and suburban built environments. And, that revitalization changes all aspects of the community as a market place. About 2000 small businesses currently cater to the Purple Line Corridor community and new development will bring new housing, new jobs, new customers, and new competition into a more easily traveled commercial district. But, first, existing businesses in the market must weather construction, learn to keep existing customer traffic, and emerge robust and competitive for the new customers in a new marketplace. Come hear how these challenges have been addressed in other transit projects and participate in a discussion to design strategies and actions in the Purple Line Corridor to retain our existing small businesses and prepare them for competition on a changed playing field.

Building Community Through Design and Development

*Moderators:* Ralph Bennett, Emeritus Professor, Architecture Program, Purple Line Now, Bennett Frank McCarthy Architects  
*Facilitator:* Margaret McFarland, Director, Colvin Institute of Real Estate Development  
*Expert Panelists:* Matthew Bell, Architect, Principal, EEK Architects  
Evan Goldman, Federal Realty Trust  
Angela Adams, Public Art Administrator, Arlington, Virginia  
Bryant Foulger, Managing Principal, Foulger-Pratt

The Purple Line offers a variety of placemaking and urban design opportunities. Some of the stops will be located in places for which growth and change are neither desired nor planned. Other locations have already accepted development as the inevitable outcome of the line's arrival and are planning or building accordingly.

In the latter case, planning for change in a way which is more prescriptive than zoning is necessary for the provision of useful, memorable public places.

This panel will explore possibilities and techniques for achieving the best outcomes through a panel discussion and audience response and suggestions.
Featured Speakers

Dr. Wallace D. Loh
President
University of Maryland

Dr. Loh is the 33rd president of the University of Maryland. In support of academic excellence, his priorities are innovation and entrepreneurship, diversity and globalization, the land-grant mission of public service, and the development of a mixed-use neighborhood center in College Park.

Rushern Baker
County Executive
Prince George's County

Rushern L. Baker, III is the 7th County Executive of Prince George's County, MD. As an equal opportunity lawyer, economic development specialist, and State Delegate, Rushern has been an active member of the Prince George's County community for over 23 years.

Isiah Leggett
County Executive
Montgomery County

Ike Leggett has built a record of public service marked by conviction to principle, leadership, and a willingness to take on tough fights and make hard choices. Isiah Leggett is the first African American to be elected to the County Council.

Peter McLaughlin
Commissioner
Hennepin County

Peter McLaughlin joined the Hennepin County Board in 1991. Mr. McLaughling serves as chair of the Counties Transit Improvement Board, which invests revenues from the five-county metro sales tax for transitways and advocates for expansion of the transit system.

Harriet Tregoning
Director
Office for Economic Resilience, HUD

Harriet Tregoning is the Director of Office OF Economic Resilience. Previously, she was Director of the Washington DC Office of Planning, where she works to make DC a walkable, bikeable, eminently livable, globally competitive and sustainable city.
Robin Hacke  
Advisor to the CEO  
Living Cities  

Ms. Hacke led a team that develops impact investment initiatives in low-income communities across the US. Ms. Hacke spearheaded the creation of the Living Cities Catalyst Fund, named to the Impact Assets 50 list of funds for three consecutive years. Ms. Hacke is based in the Washington, DC area.

Melinda Pollack  
Vice President, Enterprise Community Partners, Inc.; Co-Chair, Mile High Connects  
Enterprise Community Partners  

Melinda Pollack oversees Enterprise’s national initiatives dedicated to transit-oriented development and vulnerable populations. Ms. Pollack presently co-chairs Mile High Connects, a collaboration dedicated to ensuring that all people benefit from the Denver region’s transportation expansion, with an agenda focused on transportation, housing, jobs, education and health.

Mary Kay Bailey  
Project Director  
Corridors of Opportunity/Living Cities Integration Initiative, Minnesota Philanthropy Partners  

Mary Kay works to improve the lives of those living and working along the region’s new transit corridors. She serves as program director for the Corridors of Opportunity / Living Cities Integration Initiative.

Gerrit Jan-Knaap  
Executive Director and Professor  
National Center for Smart Growth, University of Maryland  

Gerrit-Jan Knaap's research interests include the housing markets and policy, economics and politics of land use planning, the efficacy of economic development instruments, and the impacts of environmental policy.

Moderators and Facilitators

Deborah Bilek - Afternoon Plenary  
Director of Community Outreach  
Urban Land Institute  

Deborah Kerson Bilek is the Director of Community Outreach at ULI Washington, a district council of the Urban Land Institute. ULI is a global nonprofit education and research organization that facilitates the open exchange of ideas and experience among those dedicated to creating better communities.

David Bowers - Housing Session  
Vice President  
Enterprise Community Partners  

Mr. Bowers’ work includes facilitating affordable housing and community development deals in collaboration with government agencies, lenders, for-profit and nonprofit developers in the Baltimore and Washington, D.C. metropolitan areas.
Margaret McFarland - Design and Development Session
Director
Colvin Institute of Real Estate Development

Margaret McFarland has been involved in the real estate development arena from multiple perspectives for over two decades. Ms. McFarland is a member of the District of Columbia and Maryland bars and chair of the Practice Division of State and Local Law for the ABA Forum on Affordable Housing and Community Development.

Ralph Bennett - Design and Development Session
Emeritus Professor
UMD

Professor Bennett is President of Bennett Frank McCarthy Architects, of Silver Spring, Maryland. The firm specializes in residential architecture from single family homes and renovations to institutional housing, especially for special populations including the elderly.

Leonard J. Howie - Labor Session
Secretary
Department of Labor, Licensing and Regulation

Mr. Howie brings over 25 years of management experience to DLLR whose mission is to protect and empower Marylanders. He has oversight responsibility for an agency that employs more than 2,000 workers and has an operating budget of more than $325 million.

Andrea Roethke - Labor Session
Senior Policy Analyst
Job Opportunities Task Force

Andrea Roethke is a Senior Policy Analyst with the Job Opportunities Task Force. JOTF is a Maryland-based non-profit that does research, advocacy, and program development focused on the needs of low-wage workers in the state.

Expert Panelists

Angela Adams - Design and Development Session
Public Art Administrator
Arlington Economic Development

Under Ms. Adam's direction, Arlington Public Art has grown from one of the first private developer-based programs in the country to an internationally-renowned, award-winning public and privately funded program which contributes art and design enhancements to most major civic projects undertaken in the County.

Matthew Bell - Design and Development Session
Architect, Professor
EEK Architects, University of Maryland

Mr. Bell's national and international architectural and urban design experience ranges from small-scale buildings and studies for existing neighborhoods to the design and implementation of new towns, campuses and cities.
Isabel Chanslor - Local Business Session
Business Lab Director
Neighborhood Development Center
Isabel is a trained community organizer and strategic planner, and she has worked nationally, statewide, and locally with primarily low-income communities of color utilizing asset-based community development philosophies and principles.

Eric Brown - Housing Session
Director
Dept of Housing and Community Development, Prince George’s County
Mr. Brown has over 30 years of experience working with various governmental entities. He has over 25 years of senior level administrative and supervisory experience in the affordable multi-family housing arena and has served as Executive Director of the Meridian (Mississippi) Housing Authority and the Annapolis (Maryland) Housing Authority.

Isabel Chanslor - Local Business Session
Business Lab Director
Neighborhood Development Center
Isabel is a trained community organizer and strategic planner, and she has worked nationally, statewide, and locally with primarily low-income communities of color utilizing asset-based community development philosophies and principles.

Bryant Foulger- Design and Development Session
Managing Principal
Foulger-Pratt
In his career, Mr. Foulger has managed a wide range of real estate activities for commercial, retail, government, multifamily, medical, and multiuse properties. He has led all phases of development and ownership activities, including entitlements, acquisitions, asset management, design-build, general contracting, commercial and residential management, and building services.

Evan Goldman - Design and Development Session
Vice President
Federal Realty Trust
Evan Goldman is Vice President – Development for Federal Realty Investment Trust. In this capacity, Mr. Goldman manages the redevelopment of Mid-Pike Plaza in North Bethesda, Maryland and other redevelopment opportunities in Federal Realty's portfolio.

David Harrington - Local Business Session
President/CEO
Prince George's Chamber of Commerce
David Harrington recently has completed a fifteen year history in public service commencing as Mayor of Bladensburg, then serving on the Prince George's County Council and concluding as Maryland State Senate. He is currently the President of the Prince George's Chamber of Commerce.

David Janifer - Local Business Session
Economic Empowerment Group, Maryland Transit Administration
David Janifer has over 25 years of experience in the construction industry encompassing service in positions that have entailed code enforcement, plan review, construction management and construction administration. Mr. Janifer has worked with state and local government agencies, economic development corporations, large construction corporations, as well as local, small, and disadvantaged construction related business entities.

Robert Lefenfeld - Housing Session
Founding Principal
Real Property Research Group
Bob Lefenfeld is the founding principal of Real Property Research Group, Inc. (RPRG), a national market research firm with offices in the Columbia, Maryland and Atlanta, Georgia. The firm works with lenders, building companies, developers, public agencies, special purpose agencies and other real estate professionals to offer timely and insightful analyses of real estate trends, economic development issues, marketing strategies and market feasibility throughout the United States.
Jair Lynch - *Housing Session*
President & CEO
Jair Lynch Development Partners

Mr. Lynch is the principal-in-charge, assuming primary responsibility for firm management and project coordination. His commitment to developing a quality product and delivering superior service has produced distinctive urban mixed-use projects for a distinguished list of public, private and non-profit clients in addition to institutional investors.

Richard Nelson - *Housing Session*
Director
Dept of Housing and Community Affairs, Montgomery County

Mr. Nelson is Director of the Department of Housing and Community Affairs of Montgomery County, MD. The department's responsibilities include the Community Development Block Grant program, housing code enforcement, landlord and tenant Affairs, the County's affordable housing trust fund and the County's Moderately Priced Dwelling Unit Program.

Carlos Perozo - *Local Business Session*
President
Long Branch Business league, Owner ZP Tax

Carlos became president of the Long Branch Business League in spring, 2012. He is the owner of ZP Tax, located on Flower Avenue in Long Branch.

Scot Spencer - *Local Business Session*
Associate Director for Advocacy and Influence
The Annie E. Casey Foundation

Scot Spencer is Associate Director for Advocacy and Influence for The Annie E. Casey Foundation. He currently chairs The Funders’ Network for Smart Growth and Livable Communities and is Vice Chair of Smart Growth America and serves on a number of other boards and commissions.

Casey Wilson - *Local Business Session*
Main Street and Sustainability Programs Manager
Lead Center of the Maryland Small Business & Technology Development Center Network, UMD

Mr. Willson is currently the Main Street and Sustainability Programs Manager at the Lead Center of the Maryland Small Business & Technology Development Center (SBTDC) Network at the University of Maryland in College Park. He brings 40 years of experience to bear in helping small businesses refine and promote their concepts to the public while practicing sustainable and prudent business operations.

William Washburn - *Labor Session*
Planner Coordinator
The Maryland-National Capital Park and Planning Commission

Bill Washburn, AICP, is an experienced urban planner with more than forty years of professional experience. He managed preparation of the Purple Line Transit-Oriented Development (TOD) Study, which presented recommendations for future TOD at five Prince George's County Purple Line station sites in areas outside of recently approved sector or transit district plans.
Thank you to Metropolitan Washington Council of Governments, Urban Land Institute, and Small Business & Technology Development, UMD for your assistance with the workshop.

Thank you to our volunteers:
Matthew Bender
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Matthew Dolamore
Amir Ghorban
Brian Goodson
Kara Johnston
Matthew Jones
Lili Mundroff
Titana Nelson
Pranjali Rai
Andwele Worrell