

**MEMORANDUM**

July 17, 2019

TO: Planning, Housing, and Economic Development Committee  
FROM: Linda McMillan, Senior Legislative Analyst *LAMC*  
SUBJECT: **Purple Line Corridor Coalition Draft Housing Plan<sup>1</sup>**  
PURPOSE: Briefing and Discussion

**Expected to attend:**

Chris Gillis, Director, Policy and Neighborhood Development, Montgomery Housing Partnership  
Melissa Bondi, Mid-Atlantic State & Local Policy Director, Enterprise Community Partners  
Stephanie Killian, Chief of Housing, Department of Housing and Community Affairs  
Lisa Govoni, Housing Planner, Research and Special Projects Division, Montgomery County Planning, M-NCPPC

At this session, the PHED Committee will receive a briefing on the progress being made to develop a housing action plan for the Purple Line corridor. Mr. Gillis and Ms. Bondi will provide the briefing on behalf of the Purple Line Corridor Coalition (PLCC). Ms. Killian and Ms. Govoni will be available to respond to questions.

The PLCC is a public-private community collaboration that is focused on the impacts of changes that will occur along the entire Purple Line Corridor, which runs from Bethesda to New Carrollton. General information about the PLCC and its activities can be found at:

<http://purplelinecorridor.org/>

The PLCC operates under four main goals, each of which has strategies and action items.

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<sup>1</sup> Keywords: Purple Line Corridor Coalition, PLCC, PLCC Housing Action Plan

**Goal 1: Diverse, locally established businesses prosper both during and after the construction period. (© 13-14)**

Strategy A: Prepare and implement an economic development strategy for the Purple Line corridor.

Strategy B: Minimize construction disruption.

**Goal 2: Workers in the corridor grow in number, are well trained and are well matched with employers in skills and location. (© 15-16)**

Strategy A: Build a balanced and productive labor market.

Strategy B: Increase access to local jobs created by the Purple Line for workers and small or disadvantaged business enterprises (SBE/DBE).

**Goal 3: Housing opportunities are available for people of all income levels in communities throughout the corridor, especially current low-income, middle-income, and transit-dependent residents. (©17-19)**

Strategy A: Build and maintain a thriving and balanced housing market, serving a mix of incomes and offering a range of housing types.

Strategy B: Mitigate market disruptions with adverse impacts on existing residents.

Strategy C: Foster home ownership opportunities throughout the corridor.

**Goal 4: Vibrant and sustainable communities enhance health, culture, and a sense of place. (© 20-23)**

Strategy A: Build, preserve and sustain thriving neighborhoods.

Strategy B: Preserve neighborhood culture and character.

Strategy C: Minimize neighborhood disruption during and after construction.

At © 17-19, the action items regarding housing are provided and the development of a corridor wide action plan is one of them. This 2017 document provides some preliminary information that along the corridor there are 1,900 housing units that are affordable to low-income and moderate-income households that have long-term rent restrictions and about 8,000 that are affordable but do not have affordability controls. The update document at © 3-6 describes the process to date, some initial takeaways, and highlights that the plan is currently in development with an expected completion date of October 15, 2019.

**Attached to this memo**

**Circle**

PLCC flyer “creating a Corridor of Opportunity for All”	© 1-2
PLCC Housing Action Plan Update Summary (7/15/2019)	© 3-6
Pathways to Opportunity: Purple Line Corridor Action Plan – Fall 2017	© 7-28



# PURPLE LINE CORRIDOR COALITION

Creating a  
Corridor of  
Opportunity for All

## GOALS

Support and  
grow local  
businesses

Build a thriving  
labor market

Ensure housing  
choices for all

Support vibrant,  
sustainable  
communities

## Our Vision & Opportunity

The Purple Line Corridor Coalition works to **leverage Maryland's largest transit investment** in the 21st century to **increase access to good jobs, housing choices, and vibrant communities** and to ensure that the Purple Line creates **equitable, sustainable, and culturally appropriate development** that enhances the livability of communities along the corridor. **Timely, strategic action** is essential for **systems level change** to uplift all communities along the 16-mile Purple Line corridor.



## Toward Systemic Change

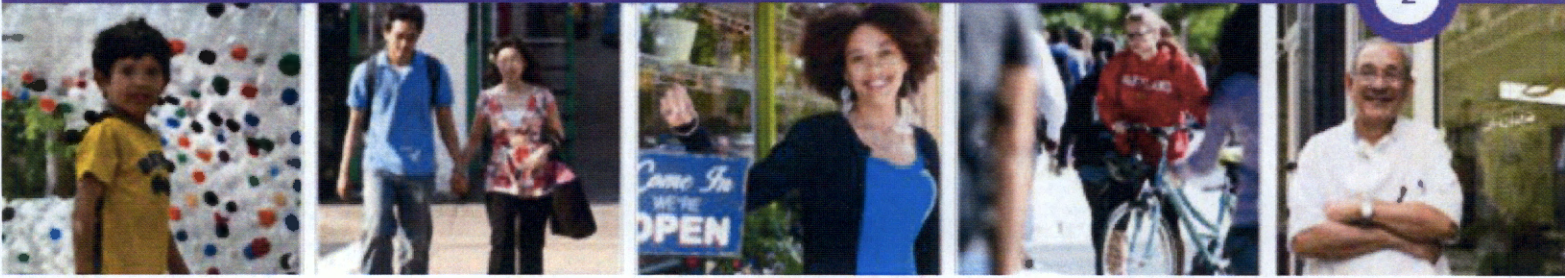
We believe achieving our long-term vision calls for strategies that can lead us to needed, systemic change:

- A **collective impact strategy** that works across sectors, issues, and municipal lines.
- A **new system of capital flows** that perpetuates equitable, sustainable, and inclusive development, capitalizes on investment approaches (e.g., Opportunity Zones), and tracks investments along the line.
- **Policy changes** that leverage existing resources and tools, while also putting in place new tools that can create a supportive enabling environment for the results we seek.
- A **collaborative** of community-based groups, high-capacity intermediary groups and political leaders and agencies in which ideas and solutions are created alongside and vetted by community members, but also informed by policy leaders and technical experts so that strategies are feasible and sustainable.

## A Community Agreement

PLCC led the creation of *Pathways to Opportunity: A Community Development Agreement for the Purple Line Corridor*, signed in 2017, which articulates a collective vision for vibrant economic and community development along the 16-mile corridor and advances strategies to achieve that vision through the collective pursuit of the four shared goals.





Launched in 2013, PLCC is a public-private-community collaborative of more than 40 organizations led by the National Center for Smart Growth at the University of Maryland in close collaboration with local and regional partners.

## How We Work

PLCC values and prioritizes the following in all of our work:



**Inclusion:** Our collaborative includes bi-county, multi-sector, multi-issue representation and elevates community voices in decision processes to include diverse perspectives.



**Impact:** Our approach is data-driven, results-oriented, and asset-based for greater impact using metrics that articulate effectively what is important to measure, how to measure, and what is the baseline.



**Corridor-wide:** Our focus is at the corridor scale to leverage the full benefits of the transit investment.



**Equity:** Our work is conducted both to advance racial and economic equity in the corridor and to preserve and enhance the vibrant culture, communities and businesses that reside there.



**Transparency:** We make our decisions openly and responsibly, communicate clearly, and keep each other mutually accountable.

*"We are at the cusp of an unprecedented opportunity for economic growth and expansion—not just along this corridor, but for the entire metropolitan region. And we have a shot to shape that growth sustainably, equitably and in ways that create new pathways to opportunity, particularly for the culturally rich but economically fragile communities that dot the corridor"*

- Gerrit Knaap, PLCC co-chair,  
NCSG Director

## PLCC Steering Committee

National Center for Smart Growth, University of Maryland \* Enterprise Community Partners, Inc. \* CASA \* Central Kenilworth Avenue Revitalization CDC \* Housing Initiative Partnership \* Kaiser Permanente \* Latino Economic Development Center \* Maryland-National Capital Park and Planning Montgomery and Prince George's Counties \* Montgomery County \* Montgomery Housing Partnership \* Prince George's County \* Purple Line Now

Visit [www.purplelinecorridor.org](http://www.purplelinecorridor.org) to learn more.

# PLCC Housing Action Plan Update

7/15/19

## Highlights of PLCC Housing Action Plan (HAP) Activities

- Additional capacity added
  - HAP process kicked off in February 2019
  - Consultant team (MZ Strategies & Public Engagement Associates) brought on board to assist the coalition with developing the HAP in December 2018
  
- 4 PLCC Housing Action Team (HAT) meetings hosted (Feb, March, April, July)
  - Current PLCC HAT Member Organization:

CASA & Fair Development Coalition	MoCo DHCA
Coalition for Smarter Growth	MoCo Planning
Community Preservation & Development Corp	UMD NCSG
<b>Enterprise Community Partners (Co-chair)</b>	PG DHCD (+ Housing Authority)
<b>HIP (Co-chair)</b>	PG Planning
Kaiser Permanente	PG RDA
<b>MHP (Co-chair)</b>	Purple Line Now
  
- Review of **existing policies and plans** related to rental and home-ownership housing, demographic and land use conditions (complete); several one-on-one interviews (such as MTA).
  
- **Round 1 of Community Engagement** in March and April to gather feedback on top priorities. Targeted audiences:
  - Prince George's County Cross-Agency Meeting (33 ppl)
  - Montgomery County Cross-Agency Meeting (11 ppl)
  - Developers (nonprofit & for-profit) (15)
  - Focus Group with Langley Park Residents (15 residents)
  - Online & Community Survey (600+ residents)
  - Listening Session for Community & Civic Organizations (10 organization)
  - PLCC Annual Meeting w/ Housing Focused Tables
  - Kaiser Permanente hosted CCI session with feedback on policy changes needed



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Figure 1: Example of Community Survey Outreach -- approx. 230 people at Catholic Community of Langley Park at McCormick Elementary School on Palm Sunday. Three survey questions asked regarding priority on lower income people, increasing dedicated resources and priority on Langley Park community.

# PLCC Housing Action Plan Update

7/15/19

- **Initial Takeaways**

- There is an interest from both counties in looking for places for collaboration and alignment. Potential areas of focus for this could be around:
  - Right of First Refusal (ROFR), particularly to create PGC system based on MoCo model;
  - Inventory of underutilized lands, co-location and rental surveys – interest by PGC to model MoCo's survey;
  - Opportunity Zone strategy & marketing / story mapping for Purple Line and
  - Focused collaboration within the International Corridor specifically around preservation, smaller infill opportunities, single family ownership and rehab, tenant supports (This should also be done with City of Takoma). A particularly important challenge is accommodating needs of undocumented families because many of them double and triple up and if enforcement increases, they could lose housing they need.
- Focus some of our data work to identify those projects that can be early indicators of market change: i.e. projects that have been reviewed by PGC for RoFR; specific flipped properties and subsequent rent changes; evictions
- Initial community input re-affirms need to prioritize strategies to protect tenants, and to help address current workforce development and rent stabilization.
- The state is an important partner who we need to engage, especially as it relates to additional funding, tax incentives, marketing OZs, and revising the Qualified Allocation Plan for low-income housing tax credits to give priority to Purple Line.

- **HAP Format Concept**

- Living Document (1-3 years)
- Not the "kitchen sink" but a menu of needed actions
- Pathway to implementation – what, why, how and who
- Corridor wide narrative –housing resource needs
- Priority actions –policies, collaboration, research, capacity, \$
  - Areas of Focus: Preservation; Rehab / Infill; Tenant Protections/Rent Subsidy
- Collaborative Geographic Focus: Piney Branch, Long Branch, Langley; City of Takoma Park
- Roadmap for elected officials

- **Next Steps (July – October):**

- Round 2 of engagement – bi-county meeting, developers, and community/civic groups
- Draft Plan Posted on PLCC Website for Coalition Members to Review (Expected August 5<sup>th</sup>)
- Kaiser Permanente/Accelerating Investments for Healthy Communities Strategy Session on August 16<sup>th</sup>
- Final & Published Plan by October 15<sup>th</sup>

# PLCC Housing Action Plan Update

7/15/19

## PLCC Action Plan Working Outline (as of 7/11/19)

- Final product will be between 35 - 40 pages, formatted for online publication and download via PLCC website
- Appendix with Survey methodology and key findings
- Living document that can be updated, as needed, and allow for public comment/collective voice
- If possible: Available in English and Spanish; infographics and visuals to convey key data and recommendations

### Part One: About PLCC

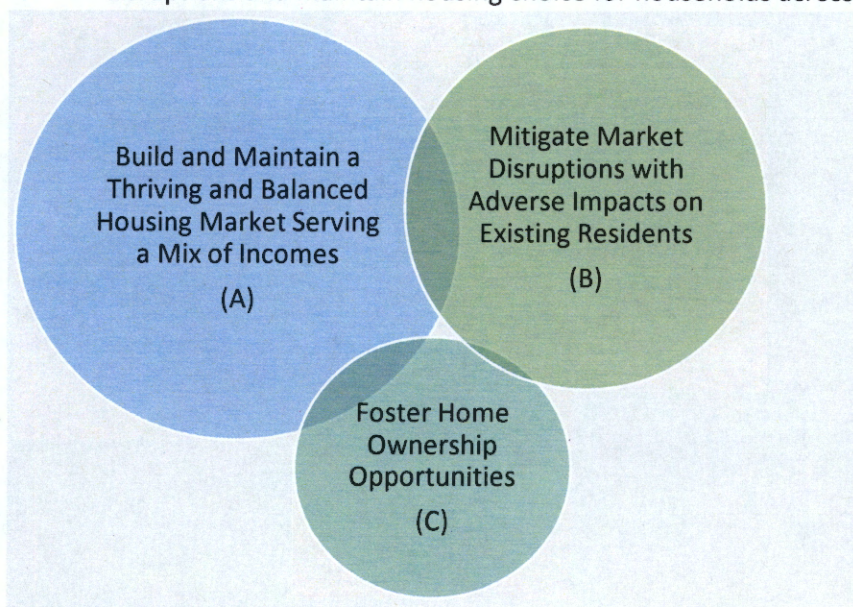
### Part Two: State of Housing along Purple Line

Regional housing context – WMCOG housing needs

Baseline data + short narrative

### Part Three: PLCC Housing Goals and Key Housing Opportunity Pillars 2017 Action Plan goals

- Preservation, Production, Protections – provide greater housing choice, stabilize market disruptions and maintain housing choice for households across income spectrums.



- Summarize process to identify recommendations

### Part Four: Implementing the Plan

RECOMMENDED ACTIONS (*working list*)

- A. Foster Collaborative Culture & Leadership
- B. Monitor Housing Trends and Affordability
- C. Deepen Commitment to Tenant Protections

# PLCC Housing Action Plan Update

7/15/19

- D. Accelerate Strategic Acquisition & Redevelopment
- E. Grow and Align Affordable Housing Resources to Prioritize Purple Line Corridor
- F. Preserve and Create Mixed-Income Neighborhoods
- G. Expand Single-Family Rehabilitation and Affordable Ownership
- H. Develop Tools to Support Small Scale Multi-Family Preservation and Rehabilitation
- I. Prioritize Coordination in the Takoma Langley Crossroads (TLC) area
- J. Market and Collaborate on Purple Line Opportunity Zone Implementation

DISCUSSION OF EACH ACTION -- Each would follow a similar format to this:

NAME OF ACTION, ie. Community Collaboration and Leadership

- 1-2 paragraphs describing overall need for Recommended Action
- Table describing sub-actions, PLCC roles and timing (see below)

<b>Sub-Action</b>	Expand partnership with community-based and civic partners	Staff PLCC Community Engagement Coordinator	Grow Resources to Support Community Leadership and Engagement
<b>What Involved</b>			
<b>Why Needed</b>			
<b>Alignment with Current Plans or Policies</b>			
<b>Timeframe</b>			
<b>PLCC Partner Leads</b>			
<b>Type of Action (Policy, Research, Education, Advocacy, Funding, Collaboration)</b>			

Part Five: Implementation Timeline

Part Six: Evaluation Scorecard

Part Seven: Glossary

Appendix: Recap of outreach and engagement strategies, including survey



# Pathways to Opportunity

Purple Line Corridor Action Plan • Fall 2017



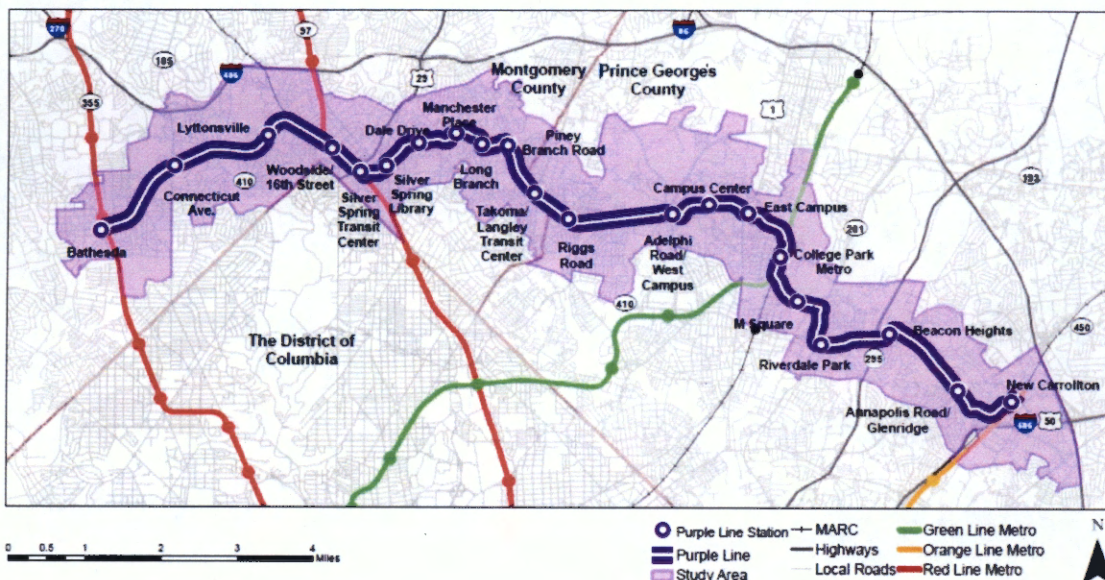
# Overview

*Pathways to Opportunity: A Community Development Agreement for the Purple Line Corridor* is a commitment by its signatories to work together to create a place of opportunity for all who live, work, and invest in the corridor.

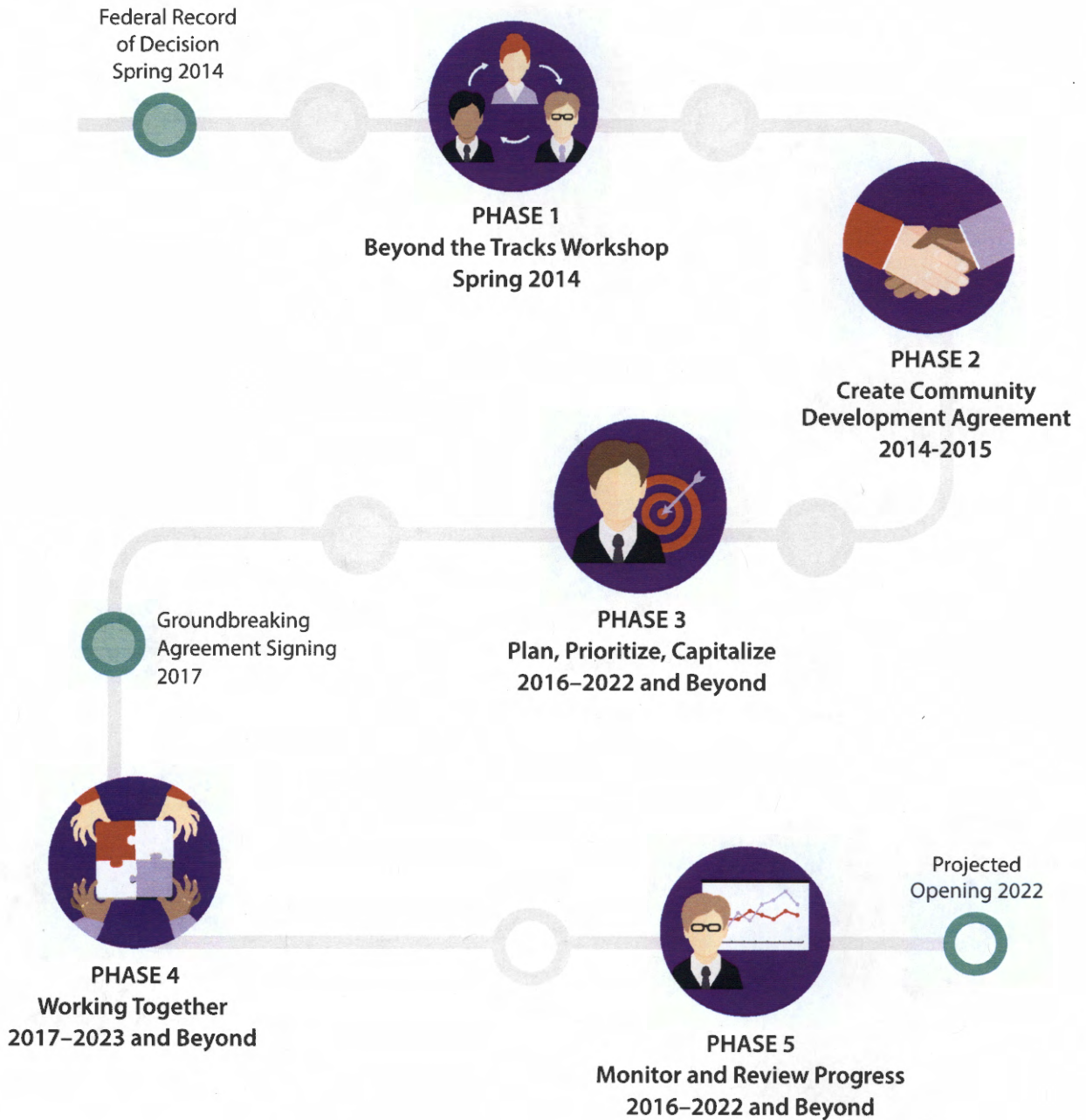
Planning for the Purple Line light rail project began more than a decade ago. The Maryland Transit Administration (MTA) has prepared detailed engineering plans for the operation of the train; the Maryland-National Capital Park and Planning Commission (M-NCPPC), serving both Montgomery and Prince George's Counties, has updated land use plans for station areas; and coalitions of community and business organizations have mobilized to address a variety of social and economic concerns. What was missing, however, was a vision for the future of the Purple Line corridor as a whole, with specific strategies and action items necessary to achieve that vision.

The Community Agreement represents a pledge to leverage Maryland's largest transit investment in the 21st century to increase access to good jobs, housing choices, and vibrant communities. Complementing the work of MTA and the Concessionaire,<sup>1</sup> Purple Line Transit Partners, these actions will bolster the success of the Purple Line and, in turn, increase ridership.

Representing a strong and broad-based collaborative, the Community Agreement reaffirms the stated and demonstrated efforts of Montgomery and Prince George's Counties, local municipalities, anchor institutions such as the University of Maryland, and leading nonprofits and businesses, to ensure that the Purple Line becomes a public project that complements and enhances the livability of communities along the corridor.



# Full Speed Ahead: On the Track Toward a Sustainable Purple Line Corridor



## Community Agreement Development

The Community Agreement was initiated through an open, transparent stakeholder engagement process led by the Purple Line Corridor Coalition (PLCC), a collaborative formed in 2013 among local government, community and nonprofit organizations, and business and anchor institutions, and administered by the University of Maryland's National Center for Smart Growth (NCSG).

The Purple Line Community Development Agreement has been a long time in the making. It began in 2010, when CASA formed the Fair Development Coalition (FDC) to advocate for social equity in the International Corridor at the Montgomery and Prince George's County boundary. Support for a community agreement grew following the March 2014 "Beyond the Tracks" workshop held at the University of Maryland. This event focused on the entire corridor and brought together nearly 300 residents, business owners, property owners, nonprofit leaders, public officials, and others to learn from recent experiences in community building and economic development near transit lines in Minneapolis-St. Paul and Denver.

In September 2014, state and local government leaders met at the University of Maryland and agreed to work together toward a community agreement through a transparent and inclusive process, and to sign the agreement before or soon after construction began. Under the direction of the PLCC leadership and Agreement Advisory Committee, citizens, businesses, and governments at two workshops across the corridor. These participants developed the strategies and implementation actions presented in the next section through thoughtful dialogue and many hours of hard work.

See Appendix A for Agreement Advisory Committee. For more details on the creation of the agreement, please visit [www.purplelinecorridor.org](http://www.purplelinecorridor.org).

## Working Together for Collective Impact

Purple Line Corridor Goals

			
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Support and grow local businesses	Build a thriving labor market	Ensure housing choices for all	Support vibrant, sustainable communities

Considerable research and common sense suggest that communities are better able to capitalize on major public investments when they work together and plan ahead. While each signing organization will undertake significant individual work toward the community agreement goals, it is the potential for significant collective impact that inspired the creation of the Purple Line Corridor Coalition.

The PLCC is a multi-sector collaborative led by the University of Maryland's National Center for Smart Growth in partnership with a consortium of community organizations, local governments, nonprofits, and businesses. Since its establishment in June 2013, the PLCC has conducted extensive place-based research, created informative graphics and maps, provided a meeting place for different ideas and perspectives, led the creation of the Purple Line community compact, and helped to stimulate collaboration, investment, and planning beyond the tracks.

## **Accountability Through Commitment, Monitoring, and Progress Reviews**

Though voluntary and not legally binding, the Community Agreement represents a strong commitment among government, community, nonprofit, philanthropic, business, and academic organizations. It draws its influence from the credibility of the signatories and their dedication to the shared vision provided by the goals and strategies. In addition, measurement, monitoring, and in-person reporting of progress will support accountability for these pledges. The PLCC, through NCSG, will convene the parties to the Agreement for an annual review to report on progress toward achieving the goals and to identify specific action items that will further the goals, recognizing and respecting the diversity of interests and perspectives throughout the Purple Line corridor and the region.

To support the Community Agreement, the PLCC, through the National Center for Smart Growth, will develop a measurement and monitoring system, including data available online. Some of the variables to be measured and monitored are presented in Section III. In addition, the PLCC/NCSG will produce an annual progress report to document the progress toward the goals.

# Corridor Goals, Strategies and Action Items

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## **Goal 1: Diverse, locally established businesses prosper both during and after the construction period.**

- **Strategy A:** Prepare and implement an economic development strategy for the Purple Line corridor.
- **Strategy B:** Minimize construction disruption.

## **Goal 2: Workers in the corridor grow in number, are well trained and are well matched with employers in skills and location.**

- **Strategy A:** Build a balanced and productive labor market.
- **Strategy B:** Increase access to local jobs created by the Purple Line for workers and small or disadvantaged business enterprises (SBE/DBE).

## **Goal 3: Housing opportunities are available for people of all income levels in communities throughout the corridor, especially current low-, middle-income, and transit-dependent residents.**

- **Strategy A:** Build and maintain a thriving and balanced housing market, serving a mix of incomes and offering a range of housing types.
- **Strategy B:** Mitigate market disruptions with adverse impacts on existing residents.
- **Strategy C:** Foster home ownership opportunities throughout the corridor.

## **Goal 4: Vibrant and sustainable communities enhance health, culture, and a sense of place.**

- **Strategy A:** Build, preserve and sustain thriving neighborhoods.
- **Strategy B:** Preserve neighborhood culture and character.
- **Strategy C:** Minimize neighborhood disruption during and after construction.

## Goal 1: Diverse, locally established businesses prosper both during and after the construction period.

### Strategy A: Prepare and implement an economic development strategy for the Purple Line corridor.

#### ▶▶ *Sub-Strategy 1: Prepare an economic development strategy.*

- **Action Item 1:** The Purple Line Corridor Coalition (PLCC/NCSG), working with economic development organizations of Montgomery and Prince George's Counties, with assistance from CASA/FDC, Maryland-National Capital Park and Planning Commission (M-NCPPC), and labor and business organizations, will prepare an economic and small business development strategy for the corridor. The strategy will include an analysis of the retail mix that supports the needs of the community and will consider the emerging markets created by diverse populations and rapidly changing demographic trends.



#### ▶▶ *Sub-Strategy 2: Support existing businesses and foster new business creation.*

- **Action Item 1:** The PLCC/NCSG, in partnership with Montgomery and Prince George's Counties, will explore how local communities could access revitalization funds such as the Neighborhood Business Works program and others.
- **Action Item 2:** Montgomery and Prince George's Counties and interested municipalities will work with appropriate public and private sector partners to explore incentive programs that encourage small businesses to locate or expand in the corridor and take advantage of the opportunity to broaden their markets while serving the local population.
- **Action Item 3:** M-NCPPC, with the support of the PLCC/NCSG and CASA/FDC, will explore zoning policies and incentives that offer affordable space, through lease or ownership, to new and existing small businesses and startups.
- **Action Item 4:** Montgomery and Prince George's Counties, with assistance from the PLCC/NCSG, and FDC/CASA, will work together to explore opportunities such as local entrepreneurship, creative arts, cooperatives, and micro-enterprises as a means of fostering small business growth throughout the corridor.

▶▶ ***Sub-Strategy 3: Explore the establishment of new organizations and build capacity of existing organizations that promote small and local business prosperity.***

- **Action Item 1:** The PLCC/NCSG and CASA/FDC will work with economic development organizations in Montgomery and Prince George's Counties and reach out to existing chambers of commerce to evaluate the need for a chamber of commerce, board of trade, or other business organization specific to the corridor. If established, the entity should consider creating an economic empowerment office along the corridor with multilingual and multicultural staff.

▶▶ ***Sub-Strategy 4: Create built environments throughout the corridor that support small, locally established businesses.***

- **Action Item 1:** M-NCPPC will encourage site design and land use policies that support space opportunities for small, locally established businesses in future sector or station area plans.
- **Action Item 2:** Montgomery and Prince George's Counties, with the support of PLCC/NCSG and CASA/FDC, will explore appropriate state programs and initiatives that enable existing local businesses to purchase the buildings in which they operate.

## **Strategy B: Minimize construction disruption.**

▶▶ ***Sub-Strategy 1: Minimize the disruption of small business operations during the construction period.***

- **Action Item 1:** Consistent with the State's and the Concessionaire's statutory and contractual obligations, Montgomery and Prince George's Counties will work with MTA and the State Highway Administration (SHA) as traffic management plans are developed for work areas so as to include ways to minimize adverse impact on businesses and residents.
- **Action Item 2:** The PLCC, through NCSG, will create and launch a dashboard that monitors demographic and economic trends, provides useful links to construction activity updates, and enables businesses and residents to share construction impacts as well as community assets.

▶▶ ***Sub-Strategy 2: Provide technical, legal, marketing, and financial assistance to businesses before, during, and after the construction period.***

- **Action Item 1:** Consistent with the State's and the Concessionaire's statutory and contractual obligations, Montgomery and Prince George's Counties will explore with MTA a business construction impact mitigation program that targets areas along the Purple Line corridor expected to require business sustainment/construction mitigation assistance.
- **Action Item 2:** The PLCC/NCSG, with assistance from Montgomery and Prince George's Counties and other local business organizations, will explore the implementation of a corridor-wide marketing and promotion strategy for the construction period and perhaps beyond.



## Goal 2: Workers in the corridor grow in number, are well trained and are well matched with employers in skills and location.

### Strategy A: Build a balanced and productive labor market.

▶ **Sub-Strategy 1: Identify the skills needed for the jobs that will be available along the Purple Line and develop a strategy for training the workforce to meet this need.**

- **Action Item 1:** The PLCC, through NCSG, will work with M-NCPPC to analyze and monitor the spatial distribution of jobs by skill level in the corridor (i.e., “where the jobs are”). Tracking this information will provide policymakers with some of the tools necessary to incentivize a balanced workforce distribution along the corridor.

▶ **Sub-Strategy 2: Building upon what currently exists, expand, and, if necessary, launch new workforce education, apprenticeship, and training programs.**

- **Action Item 1:** Montgomery and Prince George’s Counties will seek public and private partners, including the State’s Purple Line Workforce Development Program and community-based organizations, to maximize training and job opportunities for corridor residents by working with preferred training partners (PTPs), One Stop Career Centers, nonprofits, and other appropriate entities in the corridor.
- **Action Item 2:** Montgomery and Prince George’s Counties, with the support of FDC/CASA and other nonprofits, will encourage high school and community college officials to align school curricula with workforce needs and opportunities for internships and apprenticeships.

#### Job Creation from Transit Project



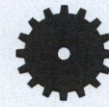
**4,800**

new construction jobs



**1,500**

new professional, scientific, and technical services jobs



**425**

permanent new jobs in operations and maintenance

**Strategy B: Increase access to local jobs created by the Purple Line for workers and small or disadvantaged business enterprises (SBE/DBE).**

▶▶ ***Sub-Strategy 1: Support access to Purple Line contracts by small and disadvantaged businesses (SBE/DBE).***

- **Action Item 1:** The PLCC/NCSG, along with Montgomery and Prince George's Counties, FDC/CASA, and other partners, will develop a local outreach strategy to disseminate information and encourage and support local small and disadvantaged businesses to apply to be on the registry for potential Purple Line contractors (ranging from catering to construction).

▶▶ ***Sub-Strategy 2: Support local workers access to Purple Line jobs.***

- **Action Item 1:** The PLCC/NCSG, along with Montgomery and Prince George's Counties, FDC/CASA, and other partners, will develop a local outreach strategy to help disseminate information about how local workers can apply for Purple Line jobs or access potential training and readiness programs.

### **Goal 3: Housing opportunities are available for people of all income levels in communities throughout the corridor, especially current low-, middle-income, and transit-dependent residents.**

#### **Strategy A: Build and maintain a thriving and balanced housing market.**

- ▶▶ ***Sub-Strategy 1: Enterprise, working with PLCC/NCSG, Montgomery and Prince George's Counties and their housing agencies, CASA/FDC, and other organizations, will pursue the development of a corridor-wide housing action plan as expeditiously as possible.***
  - **Action Item 1:** M-NCPPC, with support from Montgomery and Prince George's Counties, and PLCC/NCSG, will work to ensure that zoning supports a mix of housing types, as defined in the goal statement, throughout the corridor.
  - **Action Item 2:** Montgomery and Prince George's Counties will explore initiatives that implement holistic approaches to promote the improvement of economic, health, public safety, and educational conditions in communities along the corridor, such as the Transforming Neighborhoods Initiative (TNI) of Prince George's County.
- ▶▶ ***Sub-Strategy 2: Support incentives and policies for the acquisition of land and properties for residential development.***
  - **Action Item 1:** The PLCC/NCSG, Montgomery and Prince George's Counties and their housing agencies, CASA/FDC, and Enterprise will explore opportunities and develop recommendations for the strategic acquisition of public and private land and buildings around transit stations to build, renovate, or maintain transit-accessible housing for a range of income levels.
- ▶▶ ***Sub-Strategy 3: Encourage private and philanthropic investment.***
  - **Action Item 1:** As part of the housing action plan, Montgomery and Prince George's Counties, Enterprise, and other partners will explore strategies to encourage private investment that serves households across the income spectrum.
  - **Action Item 2:** The PLCC/NCSG, FDC/CASA, Enterprise, and local business and community groups will engage property owners, developers, and managers in a corridor-wide effort to increase the supply and improve the quality of rental housing serving low-income households.
  - **Action Item 3:** M-NCPPC, Montgomery and Prince George's Counties will promote the use of tax credits and other tools to encourage private investment in the maintenance and creation of affordable housing opportunities along the corridor.
  - **Action Item 4:** Enterprise and the PLCC/NCSG will engage local philanthropy to garner their support for the implementation of the agreement through grants, impact investing, and staff support of the goals.

## Strategy B: Mitigate market disruptions with adverse impacts on existing residents.

### ►► *Sub-Strategy 1: Maintain housing affordability and improve existing housing along the corridor.*

- **Action Item 1:** The housing action plan will examine the feasibility of policies to affirmatively address and mitigate the loss of existing market-rate housing that currently serves low- and moderate-income households, and will make reasonable efforts to extend the affordability of existing income-restricted, committed affordable housing.
- **Action Item 2:** Montgomery and Prince George’s Counties, via their local housing departments, with the support of the PLCC/NCSG and CASA/FDC, will make efforts to increase the supply of housing affordable to low- and moderate-income households along the corridor, acknowledging that maintaining affordability does not necessarily mean preserving every unit of the existing affordable housing stock but with a goal of no net loss of units affordable to low- and moderate-income persons.
- **Action Item 3:** Montgomery and Prince George’s Counties will work with the public and private development community to explore opportunities that encourage private investment to maintain the affordability of properties available to households across the income spectrum.
- **Action Item 4:** The housing action plan will examine and, if necessary, recommend legislation to support the preservation of existing housing affordability and the reduction of the cost of housing development.

Existing Corridor Housing		
<b>1,900</b>	<b>8,000</b>	<b>45%</b>
low- and -moderate-income units with long-term rent restrictions	low- and -moderate-income units without long-term rent restrictions	potential property value increase in rail corridor

### ►► *Sub-Strategy 2: Promote quality housing that is affordable to the existing community while affirmatively addressing the impacts of residential displacement.*

- **Action Item 1:** Montgomery and Prince George’s Counties, with the support of the PLCC/NCSG and CASA/FDC, will examine and evaluate strengthening existing and new protections for current residents and tenants to minimize the impact of market change.
- **Action Item 2:** As part of the housing action plan, Montgomery and Prince George’s Counties, with the support of the PLCC/NCSG and CASA/FDC, will explore strategies for addressing the unique housing challenges of extremely low-income households who have the greatest risk of displacement.

- **Action Item 3:** The PLCC/NCSG and CASA/FDC will work with Montgomery and Prince George’s Counties to develop and implement programs that educate residents on housing-related matters. Trainings may include tenant association development, property maintenance, code enforcement, and financial management. They will also provide support to residents in making good housing choices while dealing with a shifting market.
  - **Action Item 4:** Montgomery and Prince George’s Counties will examine opportunities to strengthen the quality and standards of existing housing units along the corridor.
- ▶ **Sub-Strategy 3: Create a housing trust fund.**
- **Action Item 1:** The housing action plan will examine the creation and funding of a bi-county housing trust fund to address critical funding gaps along the corridor. This fund would provide incentives for the long-term preservation of housing affordability and upgrading market-rate affordable housing for low- and moderate-income households.
- ▶ **Sub-Strategy 4: Adopt innovative financial strategies.**
- **Action Item 1:** The PLCC/NCSG, Montgomery and Prince George’s Counties, CASA/FDC, Enterprise, and others will identify and make available to the public information about innovative regulations, financing tools, building codes, and more, to preserve, upgrade, and expand the number and quality of non-income-restricted, market-rate affordable housing options serving low- and moderate-income households.

**Strategy C: Foster home ownership opportunities throughout the corridor.**

- **Action Item 1:** Montgomery and Prince George’s Counties and other partners will evaluate opportunities to expand initiatives to maintain or increase low-income home ownership rates and opportunities throughout the corridor. This should include identifying ways to financially stabilize low-income homeowners, in part by reducing household costs such as utilities and by improving energy efficiency.
- **Action Item 2:** As part of the housing action plan, the PLCC/NCSG, CASA/FDC, with support from Montgomery and Prince George’s Counties, will explore the creation of community land trusts and residential cooperatives.
- **Action Item 3:** Montgomery and Prince George’s Counties, with the support of PLCC/NCSG and CASA/FDC, will explore a grassroots outreach and marketing plan to ensure home ownership programs and initiatives target corridor residents.

## Goal 4: Vibrant and sustainable communities enhance health, culture, and a sense of place.

### Strategy A: Build, preserve, and sustain thriving neighborhoods.

- ▶▶ ***Sub-Strategy 1: Sustain and enhance pedestrian and bicycle access throughout the corridor, particularly near transit stations, and create walkable environments along the Purple Line corridor.***
  - **Action Item 1:** M-NCPPC and Montgomery and Prince George's Counties, working with the PLCC/NCSG and CASA/FDC, will explore with MDOT/MTA ways to create safe and well-lit bicycle and pedestrian connections between transit stations, parks, and other destinations.
  - **Action Item 2:** M-NCPPC and Montgomery and Prince George's Counties will explore ways to incorporate high-quality design into accessibility and mobility features.
  - **Action Item 3:** M-NCPPC will review relevant plans, policies, and regulations to ensure that they foster a walkable environment, and update them as necessary.
  - **Action Item 4:** Montgomery and Prince George's Counties will work with community-based organizations to support context-sensitive street design that complements, supports, and reinforces the priority for connecting people of all ages and abilities to the Purple Line by walking and biking.
  - **Action Item 5:** Montgomery and Prince George's Counties will explore opportunities to provide multicultural and multilingual way-finding signage to direct people to key destinations throughout neighborhoods.
- ▶▶ ***Sub-Strategy 2: Create physical environments that improve the personal safety of transit users, students, pedestrians, and cyclists in public areas.***
  - **Action Item 1:** M-NCPPC will evaluate the areas adjacent to stations within the context of the approved station designs and identify ways to improve the user experience as one moves from the stations to surrounding public spaces.
- ▶▶ ***Sub-Strategy 3: Create, connect, and expand parks, public spaces, and recreational opportunities.***
  - **Action Item 1:** M-NCPPC will work with appropriate public and private partners to enhance existing and create new parks and public spaces, consistent with local plans, with the goal of maintaining or increasing green space in the corridor and creating memorable public spaces.

▶▶ ***Sub-Strategy 4: Foster a healthy natural environment.***

- **Action Item 1:** Montgomery and Prince George's Counties will strive to protect natural features and aim for high standards of sustainability while accommodating urban development patterns that are necessary to achieve mixed-use, walkable communities and maximize Purple Line ridership.
- **Action Item 2:** Montgomery and Prince George's Counties will encourage the integration of green and sustainable energy design and construction practices on infill and redevelopment sites.
- **Action Item 3:** Montgomery and Prince George's Counties will explore ways to reduce their carbon footprint by increasing tree canopy in communities throughout the corridor, reducing impervious surfaces, using native plants, increasing pedestrian links, and supporting community gardens.

**Strategy B: Preserve neighborhood culture and character.**

▶▶ ***Sub-Strategy 1: Preserve and enhance neighborhood culture and identity.***

- **Action Item 1:** M-NCPPC, working with CASA/FDC and the PLCC/NCSG, will continue to engage communities in the design of public areas to ensure that they enhance unique neighborhood identities.
- **Action Item 2:** Montgomery and Prince George's Counties, CASA/FDC, the PLCC/NCSG, and business and community groups will explore the development of a brand/identity for the Purple Line corridor (not the transit line itself) and, if desired by local community and business associations, for commercial districts within the corridor. The brand/identity will embrace the diversity of communities and be reflected in logos, graphics, and art.
- **Action Item 3:** M-NCPPC and the PLCC/NCSG will work together and with potential public and private sector partners to determine the desirability of applying for the Sustainable Communities or other special state designations to include Purple Line corridor communities in addition to those already designated.
- **Action Item 4:** The PLCC/NCSG will work with Montgomery and Prince George's Counties to identify properties and communities eligible for county, state, and federal preservation incentives.

## Vibrant Communities, Places of Opportunity



Transit Access



Cultural Heritage



Thriving Neighborhoods

### ▶▶ *Sub-Strategy 2: Enhance the physical appearance of communities.*

- **Action Item 1:** M-NCPPC will review relevant plans, policies, regulations, urban design, and streetscape criteria to ensure they reflect both the desired character and form of neighborhoods and approved station designs and siting, and update them as necessary.
- **Action Item 2:** Montgomery and Prince George's Counties will actively market incentives for historic preservation, including the state's Sustainable Community Tax Credit.
- **Action Item 3:** The PLCC/NCSG will pursue resources to support design competitions for public art, public spaces, public buildings, and neighborhoods.

### ▶▶ *Sub-Strategy 3: Facilitate transit-oriented development that complements and supports the existing community while minimizing displacement.*

- **Action Item 1:** M-NCPPC will review relevant plans, policies, and regulations to ensure they facilitate sustainable, functional, and aesthetically pleasing infill, redevelopment, and transit-oriented development, and update them as necessary.

### ▶▶ *Sub-Strategy 4: Strengthen community input related to the Purple Line and planning and development within the corridor.*

- **Action Item 1:** M-NCPPC, the University of Maryland and community-based and business organizations will help the PLCC/NCSG facilitate ongoing, integrated, and productive conversations about the Purple Line project and planning and development in the corridor.
- **Action Item 2:** M-NCPPC will employ a range of tools and partner with community-based and business organizations and public sector partners to ensure multigenerational, multicultural, and socioeconomically diverse participation.
- **Action Item 3:** Montgomery and Prince George's Counties will maintain an open dialogue with the communities, businesses, and local groups and organizations surrounding the project. The objective of this initiative will be to foster a relationship of trust and respect between the Concessionaire and the communities and to engage the community during the design and construction stages of the Purple Line to provide an opportunity for input.



## **Strategy C: Minimize neighborhood disruption during and after construction.**

### **▶▶ Sub-Strategy 1: Minimize neighborhood disruption during construction.**

- **Action Item 1:** CASA/FDC, the PLCC/NCSG, and other community organizations will organize arts and cultural festivals and other public events to maintain and enrich a sense of community during the construction process. These partners will pursue new and creative sources of funds to support these events.
- **Action Item 2:** Montgomery and Prince George's Counties, to the extent feasible and consistent with the State's and the Concessionaire's statutory and contractual obligations, will take advantage of Purple Line construction to relocate infrastructure underground where funding to do so is available.
- **Action Item 3:** Montgomery and Prince George's Counties will work with the Concessionaire to prioritize community needs and concerns and work to effectively integrate them into engineering and construction planning and execution.
- **Action Item 4:** Before construction begins, Montgomery and Prince George's Counties and community-based organizations will, where appropriate, support or complement MTA and the Concessionaire's work to explain anticipated construction impacts to parties expected to be affected.

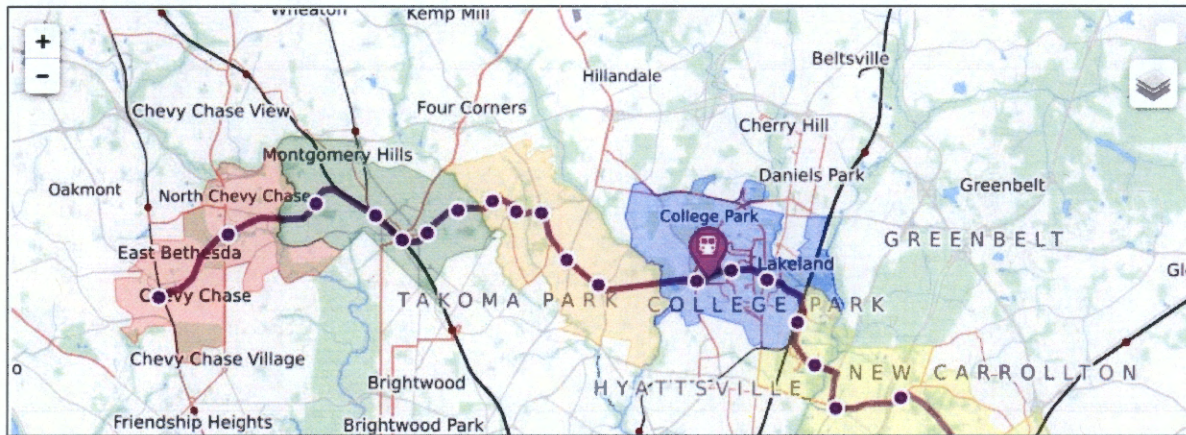
### **▶▶ Sub-Strategy 2: Minimize neighborhood disruption after construction.**

- **Action Item 1:** To reduce the possibility of digging multiple times, Montgomery and Prince George's Counties will strive to coordinate infrastructure projects, including projects led by SHA, Washington Suburban Sanitary Commission, and PEPCO (Potomac Electric Power Company), in connection with the construction of the Purple Line.

# Measuring and Monitoring Progress

To monitor progress toward the stated goals and hold themselves accountable, the parties to the agreement of the Pathways to Opportunity Community Development Agreement are committed to collaborating with the PLCC, through the National Center for Smart Growth, to measure and monitor the initial set of variables and community indicators below. These will be monitored for the entire corridor, each corridor subarea, and each station area, when feasible. Where possible, these will be provided in an online measurement and monitoring tool ([www.purplelinecorridor.org](http://www.purplelinecorridor.org)). An annual progress report will include baseline indicators and updates each year.

## Purple Line Corridor Coalition Data Dashboard

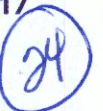


Source: NCSG

## Status and Progress Made Toward Each Action Item

### **Goal 1: Support and Grow Local Businesses**

1. Number of establishments by size, North American Industry Classification System (NAICS) code
2. Establishment birth rate, death rate, and net birth rate by size, NAICS code
3. Employment by NAICS code
4. Assessed property value
5. Sales volume
6. Vacancy by property type
7. Commercial rental rates, by submarket, if possible



8. Business turnover, if possible
9. Amount of small business assistance funds provided, grants and/or loans
10. Number of owners assisted through technical assistance
11. Number of businesses participating in coalition tools such as training and/or dashboards

***Goal 2: Build a Thriving Labor Market***

1. Unemployment rate
2. Employment by occupation
3. Jobs-housing balance
4. Jobs within a 20-minute transit-, walk-, or bike shed by skill level
5. Job training centers and their enrollment and placements
6. Number of residents reached through one-stop career centers
7. Number of residents employed via one-stop career centers or similar preferred training partners

***Goal 3: Ensure Housing Choices for All***

1. Number of permanently affordable rental housing units
2. Number of market-rate housing units affordable at various household income levels
3. Home sales prices
4. Housing rents
5. Persons per household
6. Housing density
7. Single-family/multifamily ratio
8. Number of housing units within transit, walk, and bike commute sheds of each station
9. Foreclosure rate
10. Homeownership rates by income range and various price points
11. Building permits for new residential construction
12. Section 8/Housing Choice Vouchers in use
13. Amount of new funding available for affordable housing preservation and/or production along the corridor
14. Number of established community land trusts
15. Number of prospective and/or at-risk homeowners assisted through homeowner education and outreach efforts



16. Number of multifamily rental sales
17. Sales price of multifamily rental buildings
18. Number of all cash purchases of multifamily rental housing

***Goal 4: Support Vibrant, Sustainable Communities***

1. Population demographics
2. Household incomes
3. Poverty rate
4. Education and skill levels
5. School quality
6. Crime
7. Automobile, pedestrian, and bike accidents
8. Green space per capita
9. Fresh food access
10. Walk Score
11. Transit mode share
12. Number of firms in neighborhood serving NAICS codes
13. Neighborhood satisfaction



# Appendix A. PLCC Advisory Committee

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Action Committee for Transit  
CASA (on behalf of the Fair Development Coalition)  
Chevy Chase Land Company  
Coalition for Smarter Growth  
Colvin Institute of Real Estate Development, University of Maryland  
Enterprise Community Partners, Inc.  
Housing Initiative Partnership, Inc.  
Housing Opportunities Commission of Montgomery County  
Job Opportunities Task Force  
Maryland Building Industry Association  
Metropolitan Washington Council of Governments  
Maryland-National Capital Park and Planning Commission, Montgomery County  
Maryland-National Capital Park and Planning Commission, Prince George's County  
Maryland Small Business Development Center  
Montgomery County  
Montgomery County Council Members  
Montgomery Housing Partnership  
National Center for Smart Growth, University of Maryland  
Prince George's County  
Prince George's County Council Members  
Purple Line NOW  
Purple Rail Alliance  
Smarter Growth Coalition

# Appendix B. Acronyms and Endnotes

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## Acronyms

CASA	Formerly CASA de Maryland
DBE	Disadvantaged Business Enterprise
FDC	Fair Development Coalition
M-NCPPC	Maryland-National Capital Park and Planning Commission
MTA	Maryland Transit Administration
NCSG	National Center for Smart Growth, University of Maryland
PEPCO	Potomac Electric Power Company
PLCC	Purple Line Corridor Coalition
PTP	Preferred Training Partners
SBE	Small Business Enterprise
SHA	State Highway Administration
TNI	Transforming Neighborhoods Initiative

## End Notes

1. Concessionaire is a single private partner who will be responsible for designing, constructing, operating, and maintaining the Purple Line light rail, and also help finance a portion of construction. This partnership between government agency and private industry is commonly referred to as a public-private partnership (PPP or P3). The Concessionaire for the Purple Line was selected through a competitive bid process. For more information, visit [www.purplelinemd.com](http://www.purplelinemd.com).

