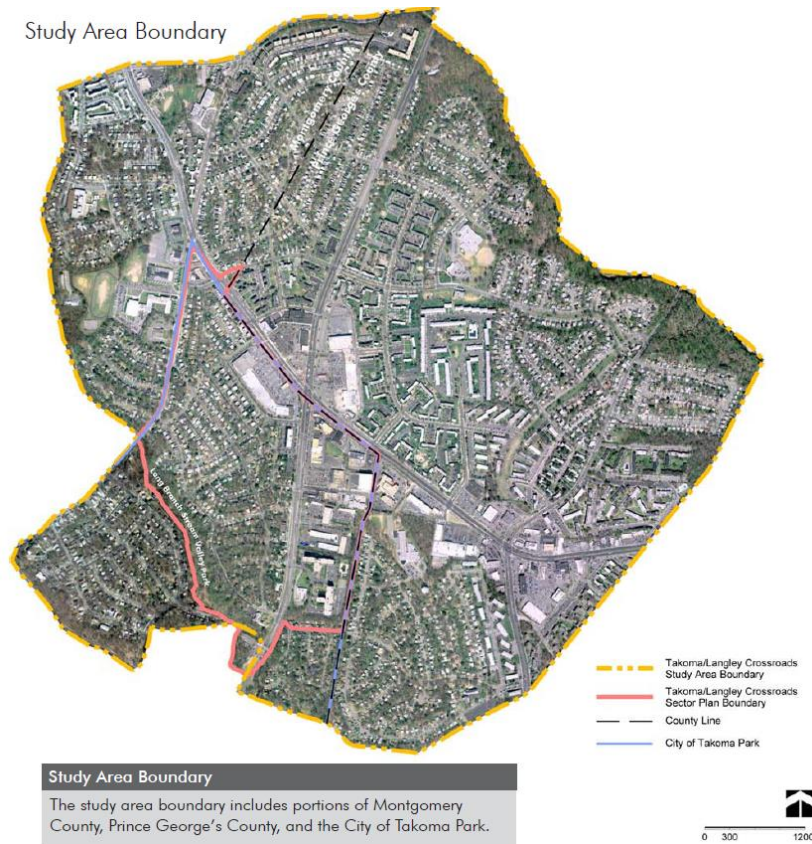


Takoma / Langley Crossroads Action Strategies & Recommendations



Community Planning Studio, Fall Semester 2018
Master of Community Planning
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SCHOOL OF
ARCHITECTURE,
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This report was prepared as part of the requirements for the Master of Community Planning Program in The School of Architecture, Planning, and Preservation, The University of Maryland College Park. This Community Planning Studio (UMD 708) was held during the Fall 2018 Semester, and was led by Adjunct Faculty Katrina Durbak and Robert Duffy, FAICP.

The challenges facing the Takoma / Langley Crossroads, particularly in light of the planned Purple Line development, provided the students with an opportunity to build on their education in considering how to tackle a real-world project. This report presents a series of short, medium, and long-term action strategies and recommendations that drew upon a robust Community Assessment (Appendices A-F), engagement with local government staff, and research of locally-relevant national best practices and case studies.

We express our sincere gratitude to the local government officials and staff who shared their time, knowledge, and insights with us and for serving as valuable resources throughout the semester, as well as to the faculty and staff of UMD's Planning Program and the National Center for Smart Growth.

The graduate student authors of this report are:

Bilal Ali	Nick Mackereth
Hye-Soo Baek	Russell Ottalini
Lance Boushell	Lauren Pepe
Philip Clites	Sacsheen Scott
Karin Flom	Juan Xavier Sian
Hunter Gibson	Jerah Smith
Elena Goldsborough	Lauren Stamm
Tabia Gamble	Nika Ofori-Atta Tewolde
Sarah Latimer	AnnaLinden Weller

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Chapter 1: Creating A Livable Community

By Lance Boushell, Tabia Gamble, Elena Goldsborough, Sarah Latimer, and Juan Sian Hunter



Introduction

As the Purple Line is constructed and establishes new transit-oriented centers in the International Crossroads of Takoma Park and Langley Park, there is a growing need to establish a cohesive community that is organized and designed around the needs of its residents, business owners, and consumers. This report will establish goals for functional, accessible civic, environmental, and ecological amenities in the Takoma Langley Crossroads that encourage and allow for continued engagement of residents and the wider community within the International Corridor. Further, this report will outline short, medium, and long-term strategies that will allow the Takoma Langley Crossroads community to see these goals realized during construction of the purple line, immediately after construction, and into the future of the International Corridor.

Background: Existing Conditions

The Takoma Langley Crossroads currently has many positive attributes as well as many areas in need of improvement. Between the two counties and the city of Takoma Park, there are currently outdated zoning ordinances that, with the implementation of the Purple Line, will need to be updated. There is currently a lack of mixed-use zoning throughout the corridor and most properties are zoned for low-density, as with most transit-oriented development the zoning will need to be changed to more inclusive zoning practices.

The Takoma Langley Crossroads has degraded street infrastructure and a lack of innovative design elements throughout the corridor. There is limited open, green usable, and dynamic public space within the public common areas. The pedestrian experience throughout the corridor is extremely dangerous and often unpleasant due to disconnected and poorly maintained pedestrian infrastructure. Although there are a number of community services throughout the community they are often dispersed, disconnected and difficult to navigate and utilize. With the current conditions and the implementation of the Purple Line, there are a number of services and features that can be added to increase the overall quality of life in the community.

Recommendations and Strategies

The recommendations and strategies in this report are:

- Zoning
- Community Organizing and Public Engagement
- Green Infrastructure
- Usable and Dynamic Public Spaces
- Pedestrian Spaces
- Civic Amenities

Zoning

Prince George's County is currently undergoing a major update to their zoning code. The text portion of the zoning ordinance was recently passed in November 2018. For the Takoma Langley Crossroads (TLC), this means a number of changes to the potential development that may occur in the TLC. Figure 1-1 shows the potential rezoning for the Langley Park portion of the study area. Under the new ordinance, all current multi-family zones and commercial zones in Prince George's County will be rezoned to Local Transit-Oriented Zone (LTO) unless a dispute is raised during the 18-month map amendment process, which is now ongoing.¹ All single family residential will be maintained as such under the new zoning. For the purposes of this report, our strategies for the TLC have been embedded in the proceeding portions of our report.

Local Transit-Oriented Zone

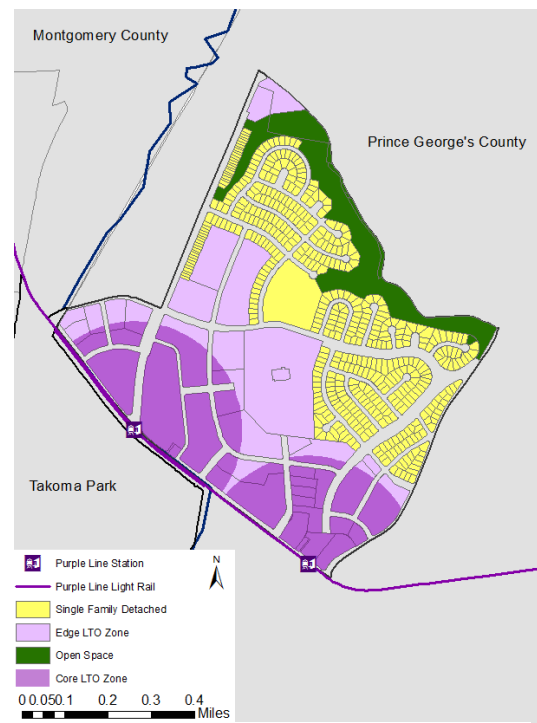


Figure 1-1: LTO Zone locations in Langley Park

¹ Williams, Chad. 2018. Interview of M-NCPPC Prince George's County Zoning Team Leader. Elena Goldsborough & Team Interview. In person. University of Maryland College Park.

The LTO will allow for the creation of a multimodal mixed-use transit-oriented center with moderate density and connections to the region's transportation network. Development in this zone will include space for a "mix of office, retail, entertainment, public and quasi-public, flex, and medical uses that serve the neighborhood or community-wide needs."² Additionally, all properties within the LTO will be allowed to build for multi-family residential use, including properties that were previously zoning commercial.³ As shown in Figure 1-2, The LTO zone will include two subzones: Core and Edge, which have varying development requirements.

There are a number of relevant requirements from that our team supports for the TLC. First, all new development will require creating pedestrian connections to with all adjacent residential, commercial, open space, and transportation developed areas wherever possible within existing constraints like terrain.⁴ This will facilitate the creation of a walkable community. Additionally, we support the implementation of Green Building Standards and Crime Prevention through Environmental Design (CPTED) to create a safe, healthy, and environmentally friendly neighborhood. Also, larger redevelopment projects will require pre-application meetings with the

Characteristics of LTO Zone Areas					
Subzones	Boundaries	Parking Reduction	Bike Parking	Urban Design Building: façade fenestration/transparency, min. (% of street-level façade area)	Open Space Requirements
Core	Approx. ¼ mile from an existing or proposed transit station/stop	Exempt from parking lots & off street	At least 4 spaces in a rack or locker regardless of car parking provided; For every 10 car spaces, 2+ additional bike spaces required after the first 10 car spaces	All uses: Abutting or facing a street frontage or pedestrian way 50% Facing a public gathering space 45%	Residential Uses: 7.5% Public, Civic, and Institutional Uses: 5% Commercial & Mixed Uses: 5% Industrial: 5%
Edge	Remaining area determined by the future zoning map amendment	Very low off-street required; Credit of 15% or 6 spaces, whichever is less for on-street	Eg. 20 car spaces= 6+ bike spaces	Non-residential & Mixed-uses: 40% 35% Residential: No requirements	Variety of option to fulfill percentage (e.g. public access easements, stormwater areas, plazas, landscape/agricultural buffers natural features, passive & active recreation areas, etc.)

Figure 1-2: Core and Edge Local Transit Center Zoning

community before any applications can be submitted to the Prince George's County Planning Board and the Maryland-National Capital Parks and Planning Commission (M-NCPPC). This will allow the community residents a chance to shape their community from the initial start of

² M-NCPPC Prince George's County Planning Department. 2018. "The Zoning Ordinance of Prince George's County". Upper Marlboro: Prince George's County Council.

³ Ibid

⁴ Ibid

the projects. Finally, as shown in Figure 1-2, parking reductions, bike parking increases, urban design for buildings, and open space requirements will occur in varying degrees dependent on subzone and proposed use.⁵

Community Organizing and Public Engagement

Engaging with TLC community members before, during, and after construction of the Purple Line not only allows for community to be apprised of events and updates during construction, but also ensures that the community is able to communicate how design of the Takoma Langley Crossroads can best serve their needs as residents, business owners, and stakeholders within the community. We suggest that community leaders facilitate and foster community participation through targeted outreach and education. The following section provides community leaders with short, medium, and long-term strategies and goals for organizing and fostering engagement within the TLC communities.

For community organization we suggest creating a cross jurisdictional community association for the TLC in the short term. In order to represent and address the varied needs of stakeholders within and surrounding the TLC community, the community association should include representatives from a variety of organizations such as: CASA de Maryland, Takoma Langley Crossroads Development Authority, M-NCPPC, City of Takoma Park, the National Center for Smart Growth (NCSG), Montgomery Housing Partnership, Transforming Neighborhoods Initiative, and the Central Kenilworth Avenue Revitalization. In addition, the inclusion of faith-based organizations in the process can help identify goals as well as define the mission and garner buy-in from community members. Further, faith-based organizations can feed the association with members from their pool of congregants as well as assist in identifying potential organization leaders. The creation of a community association could generate community collaboration and participation through low-cost activities like tree planting, tactical urbanism projects, and community events. If they would be interested, the recently formed Langley Park Civic Association, in partnership with other community organizations throughout the Crossroads, could transition to a community association for the entire Takoma Langley Crossroads.

In order to engage community residents and stakeholders, we suggest that the City of Takoma Park continue to engage with the community through its website, which can be viewed in seven different languages and thus provides engagement with the wide-ranging diversity that exists in the Crossroads. In Langley Park, we recommend creating an online bilingual community bulletin, which keeps community members apprised of news and events affecting the community and allows them to engage with community organizations and events, particularly during Purple Line construction. This project could be carried out by our proposed community association or by the Langley Park Civic Association. The city of Hyattsville's bulletin board,

⁵ Ibid

hosted by the Hyattsville CDC's website, provides a useful example and model for a potential bulletin.

In the mid-term, immediately after construction, we suggest transforming the community association into a non-profit Community Development Corporation (CDC). As a non-profit, the organization will be tax-exempt, have increased access to grant funding and have more influence politically. Once the CDC is created, they should employ the services of a grant writer to apply for grant funding. The CDC will need to identify its mission and set goals for its staff and leaders. Further, we suggest that the Prince George's County Executive create a Citizen's Advisory Board for Langley Park, similar to the Silver Spring CAB. The Silver Spring CAB is comprised of stakeholders from Silver Spring, unincorporated areas surrounding Silver Spring and the City of Takoma Park. The board members advise Council and the Executive on policies, programs and legislation affecting their communities.⁶ Thus, a Citizen's Advisory Board would provide a way for the community to engage with local stakeholders and planners on how best to address the needs of the community. Additionally, the Langley Park CAB could serve as liaisons to the police and planning departments. Finally, the County Council should adopt a resolution so that the CAB remains intact after the current administration's time in office has expired.

As a long-term recommendation, we ask the community of Langley Park is to consider incorporating. Incorporation has many advantages and would provide the people of Langley Park with the ability to govern their community and make decisions for themselves. If incorporating is supported by the community, it should be a community led initiative and approached as a long-term goal. The guidelines published in the Maryland Municipal League's handbook provide a detailed, step-by-step resource on the goals, processes, outcomes, and potential benefits of incorporation in Maryland. In order to incorporate, the community would have to establish its boundaries, create a charter, agree upon a name, and produce a petition. The petition must contain the signatures of 25% of the registered voters living within the boundaries of the area being incorporated. After these steps have been completed, the County Council must approve the incorporation, and hold a referendum. If the referendum passes, the area will become incorporated.⁷ Incorporation of Langley Park would provide new modes of community representation within the Purple Line Corridor and the region as a whole, as well as would allow access to wider sources of funding for community organizations and projects.

Currently, the TLC faces significant issues of inequity surrounding educational attainment. As the US Census Bureau's 2015 American Community Survey (ACS) indicates, educational attainment in Langley Park is substantially lower than other communities in proximity to the purple line corridor. 63% of Langley Park's residents over the age of 25 have not completed high school and, from that number, 59% identify as being Hispanic. Unfortunately, the residents of Langley Park are not alone, as residents of other communities along the purple line corridor also have a significant number of residents with low educational

⁶ "Office of the County Executive, Boards Committees and Commissions," Montgomery County, MD Government, accessed December 1, 2018, <https://www.montgomerycountymd.gov/boards/policy.html>

⁷ The Maryland Municipal League, "Municipal Incorporation Handbook," accessed December 1, 2018, <https://www.mdmunicipal.org/>

attainment in comparison to the county levels for both Prince George's and Montgomery Counties (see Figure 1-3).

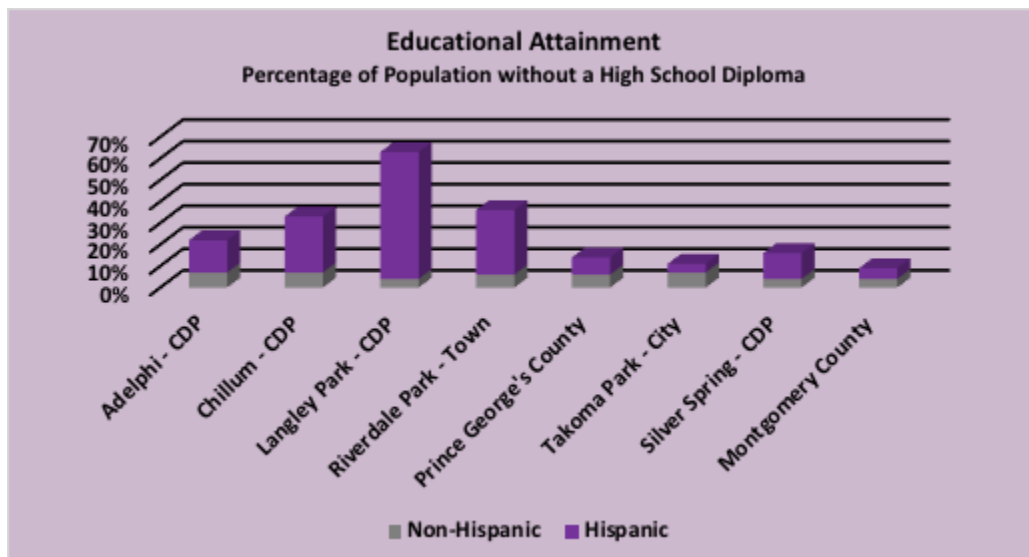


Figure 1-3: Educational Attainment Across Purple Line Corridor

Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates

Similar to Langley Park, the majority of residents in nearly all of these communities that are without a high school diploma identify as Hispanic. These statistics demonstrate the need for an adult educational facility along the purple line corridor. And, because Langley Park's residents are disproportionately less formally educated, it would make a Langley Park an ideal location for one.⁸

In the District of Columbia, there are two charter schools that serve adult residents without high school diplomas; they are the Carlos Rosario International School and Academy of Hope. Both schools provide Adult Basic Education (ABE) classes, General Education Development (GED) instruction, and wraparound services. In addition, the Carlos Rosario International School provides vocational training in the culinary arts, healthcare, and Information Technology fields. Carlos Rosario International also serves immigrant communities by providing ESOL classes and classes that prepare students for the US citizenship examination.⁹ These schools serve as successful models of adult education facilities that could be replicated in Langley Park.

Currently, CASA de Maryland provides ESOL instruction to help non-native English language speakers acquire practical language skills that can be applied in the workforce. CASA also partners with Montgomery and Prince George's Community Colleges to provide vocational training in order to provide the Latino and immigrant community with practical job skills in

⁸ American FactFinder / U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates

⁹ Academy of Hope, "What we do," accessed December 1, 2018, <https://aohdc.org/what-we-do/>; Carlos Rosario International Public Charter School, "2016-2017 Annual Report," accessed December 1, 2018, <https://www.dcpsb.org/sites/default/files/report/2016-2017%20Annual%20Report%28JT6O%29%28CarlosRosariInternPCS%29.pdf>

tailoring, hospitality, childcare, security, and construction-related occupations. In addition, CASA provides immigrants with education in citizenship for people who are going through the immigration and naturalization process (site, Lance). The Langley Park Community Center has provided ESOL classes in the past; however, they are not currently offering classes because they do not have an ESOL instructor.

Introducing an adult charter school to the area would remove the burden of educating the community from both CASA and the Langley Park Community Center. In order to bring an adult charter school to the area the idea would require community support. CASA could play a major role in making the provision of adult education a reality by garnering support from the community and taking charge of the proposal. *Leadership for Educational Equity* (LEE), whose mission is to bring social equity to communities through education, could advocate on behalf of CASA, the residents of Langley Park, and the neighboring communities by providing guidance in lobbying the Board of Education in Prince George's County and the state of Maryland for the approval and funding of an adult charter school.¹⁰ They could also reach out to Carlos Rosario International or Academy of Hope charter schools in DC to see if they have interest in expanding into Prince George's or Montgomery County.

If neither institution is interested in expanding beyond DC and into Maryland, the Maryland Alliance of Public Charter Schools (MAPCS) can provide guidance and tools to any non-profit institution that is interested in starting a public charter school in the state of Maryland. As MAPCS points out, the Maryland State Department of Education (MSDE) was recently awarded a 5-year Federal Grant to allocate money for the design, planning, and implementation of charter schools in the state of Maryland. Applications for the first round of grant money were due this past July, 2018.¹¹ Additionally, in 2017, House Bill 1381 was signed into law for the purpose of establishing an adult education high school pilot program in the state of Maryland. The program falls under the authority of the MSDE and the MD Department of Labor, Licensing, and Regulation (DLLR). In August of 2018, a second solicitation for proposals was issued to non-profit organizations interested in participating in the pilot program. Although the "notice of intent to apply" deadline was set for September of 2018; the deadline for proposals is not due until January of 2019. House Bill 1318 indicates that the state is aware of the need for adult education programming in the state of Maryland.¹²

In order to maximize its economic potential and generate revenue, the educational facility could partner with the CDC. This could be achieved through the provision of low-cost rentable office space and sharing its industrial kitchen space with local entrepreneurs. An organization such as the Crossroads Community Food Network, which operates in Silver Spring, could serve as a model and potential partner for the kitchen space. With certification from the Maryland

¹⁰ Leadership for Educational Equity, "What we do," accessed December 1, 2018, <https://educationalequity.org/what-we-do>

¹¹ Maryland Alliance of Public Charter Schools, "Opening a Charter School," accessed December 1, 2018, <http://www.marylandcharterschools.org/page/about-chartering/opening-a-charter-school>

¹² Maryland.Gov, Department of Labor, Licensing, and Regulation, "Adult High School Program - Adult Education and Literacy Service" accessed December 1, 2018 <https://www.dllr.state.md.us/gedmd/aeadultshsprop.shtml>

Department of Health, the facility's establishment could motivate the Prince George's County Council to allow food trucks to return to the Langley Park community. Further amenities such as rentable flex office space would also facilitate small business operations, for which rents and user fees could serve as a source of revenue for the school and the CDC.

Green Infrastructure

In order to address the limited functional park space and the sparse tree canopy in Takoma Langley Crossroads, our goal is to inform the development of usable and accessible green space and infrastructure throughout Takoma Langley Crossroads. In the following sections, this report outlines short, medium, and long-term strategies to increase the establishment of a variety of modes of green infrastructure throughout the International Corridor.

Green Amenities

Currently, there are few spaces throughout the Takoma Langley Crossroads that provide functional and active green amenities. As seen in Figure 1-4, the only existing green spaces are at the edges of the study area as part of the connection to the Northwest Branch Trail, and are not easily accessible to the community. While there are many other open spaces such as grass lawns throughout the Crossroads, most are restricted through the use of fencing or provide few amenities to inform a functional, usable open space for the community. The development of a variety of green spaces and park amenities across the Takoma Langley Crossroads would provide several benefits for residents, including connections with nature, public health and wellbeing, reduction of urban heat island effects, and spaces for community organization across different ethnicities, ages, and life experiences.

In the short term, existing green spaces must be preserved in order to provide spaces for recreation as well as maintain existing tree canopies in the area. Green spaces such as the fields surrounding the Langley Park Community Center and Boys and Girls Club of Langley Park must be maintained in order to continue to provide open space for the nearby single and multifamily housing units, as well as for children attending Langley Park McCormick Elementary School. Further, green amenities can be improved in the short term by utilizing strategies of tactical



Figure 1-4: Existing Green Space in Takoma Langley Crossroads

urbanism to install park furniture, playgrounds, and other facilities to meet existing resident needs for park space and recreation. With a focus on maintaining the existing land protected by M-NCPPC, Prince George's County Parks and Recreation can work with community organizations like a potential community association as well as tactical urbanist and placemaking organizations such as Better Block Foundation to organize and fund short term installations of park amenities. For example, the reinstallation of a playground at the Langley Hampshire Neighborhood Park by M-NCPPC through community organizations and supporting nonprofit would support placemaking and provide a much-needed public health and recreation amenity for residents and their families while informing community organization around a central project.



Figure 1-5: Reinstalling the Playground at Langley Hampshire Neighborhood Playground would begin to revitalize community open space

Immediately after construction, the introduction of new zoning in Prince George's County can help to establish green spaces and community park amenities throughout Langley Park by requiring multifamily developers to provide community open space in what are already large lots with underutilized green space. Further, reductions for parking requirements in the new zoning code can be utilized to establish central pocket parks in the center of the Takoma Langley Crossroads commercial district nearest to the purple line stations¹³.

In the long term, the Takoma Langley Crossroads should look to establish a network of accessible green and park amenities throughout the community to support the varied needs of all residents. Organizations like the Trust for Public Land work to analyze the ability of parks to meet the varied needs of residents across a community through programs like ParkScore and #10minutewalk¹⁴. Montgomery County Planning has begun to implement similar

studies to analyze social, contemplative, and active park amenities within a 10-minute walk from residences and jobs in a community in order to address gaps in the supply of park amenities within their communities¹⁵. By establishing a program of analyzing and addressing the needs of residents for accessible park facilities in the Takoma Langley Crossroads, residents will have

¹³ M-NCPPC Prince George's County Planning Department. 2018. "The Zoning Ordinance of Prince George's County". Upper Marlboro: Prince George's County Council.

¹⁴ "ParkScore." ParkScore. The Trust for Public Land. <http://parkscore.tpl.org/>.

¹⁵ *Energized Public Spaces Master Plan*. Report. Montgomery County Parks. 2018.

ready access to a variety of places for recreation, public health, community organizing, and environmental health, such as was proposed in the 2012 Takoma Park Sector Plan¹⁶.

Tree Canopy

Low percentages of tree canopy throughout the TLC can be improved upon during, immediately after, and in the years to come post Purple Line construction. In the short term, all jurisdictions within the TLC need to promote tree planting on single-family owned properties throughout the area. For Takoma Park homeowners, trees can be granted for free through the Tree Montgomery Program.¹⁷ For Langley Park homeowners, trees priced at \$50 or more can receive an unlimited number of \$25 discount coupons per tree to be used at a qualified nursery through the Marylanders Plant Trees Program.¹⁸ In the mid-term, we recommend the utilization of Prince George's County Stormwater Stewardship Grant Program under Track 2, which provides \$50,000 to \$150,000 per tree project in the Langley Park portion of the TLC.¹⁹ Under this grant, civic, nonprofit, faith-based organizations, and government agencies that operate within Langley Park are eligible to apply and receive funding for approved tree projects on their property. An alternative grant for Langley Park is the ReLeaf Program, which has similar requirements.²⁰ Takoma Park can further leverage the Tree Montgomery Program to plant trees in all properties within their area of the TLC. Finally, in the long-term, strict enforcement of tree canopy coverage requirements in all governmental jurisdictions of the TLC for any redevelopment can enforce the continued maintenance and installation for appropriate tree canopy coverage in the TLC. Additionally, leveraging the new open space requirements under the new zoning for Prince George's for all redevelopment to increase urban tree canopy is recommended.

Usable and Dynamic Public Spaces

In Takoma/Langley Crossroads, our goal is to promote the building of an inclusive, attractive, and functionally dynamic public spaces. We hope to accomplish this objective through a series of short and mid-term strategies, as well as a consideration for the long-term future development standards. In the interim, we recommend encouraging citizen and organization-based tactical urbanism all throughout the study area. Essentially, these low-cost and small-scale interventions can help to revitalize underutilized portions of the corridor such as parking lots and open fields. In particular, the area in front of the 15th Avenue mural, the parking lot by Regency Furniture, the lawn areas in Langley Park Villas, and the open fields next to the Boys & Girls club and the Langley Hampshire Neighborhood Park are places of interest. For example, placing

¹⁶ *Takoma/Langley Crossroads Sector Plan*. Report. Montgomery County Planning. 2012.

¹⁷ "Where We Plant - Tree Montgomery". 2018. *Tree Montgomery*. <https://treemontgomery.org/where-we-plant/>.

¹⁸ "Marylanders Plant Trees". 2018. *Dnr.Maryland.Gov*. Accessed December 2.

<http://dnr.maryland.gov/forests/Pages/MarylandersPlantTrees/Introduction.aspx>.

¹⁹ "Prince George's Stormwater Stewardship -". 2018. *Chesapeake Bay Trust*. <https://cbtrust.org/grants/prince-georges-stormwater-stewardship-2/>.

²⁰ *Prince George's County Tree Releaf Grant Program Faqs*. 2017. Ebook. Prince George's County, MD. https://www.princegeorgescountymd.gov/DocumentCenter/View/22753/Tree-Releaf-FAQs_62217.

some temporary play equipment, setting up a performance space, or creating booths where people can buy and sell cultural food and goods can be a way to honor the different ethnicities and heritage found in Langley Park. Closing off some side streets for pedestrians to play and interact in once a week for festivals or on weekends can help to enliven the public realm.



Figure 1-6: Tactical urbanism examples bringing pedestrian life to a plaza in the form of seating and playgrounds. Top: Next City. Bottom: SPUR

Tactical urbanism can be a useful way for residents of the area to reclaim parts of the public realm for themselves, while it can also benefit planners and government officials by showing what creative ideas the citizens of Langley Park want to see. Concretely, our group would like to introduce temporary and movable street furniture in some parts of the corridor and in major shopping centers such as the Takoma Langley Shopping Center across the Transit Station. We would like to bring in tables, chairs, benches, planters, and removable fencing to help cordon off areas for festivals and spur public life. Subsequently, we would like to recommend reinstating food trucks in these shopping centers as well as possibly proposing food maker spaces/booths. This would help to give visitors to the area a destination and fun place to go to. Logistically, it is important to find the funding and storage area for the tables, and we believe that the Montgomery Parks, the Maryland National Capital Parks and Planning Commission, and even the University of Maryland can help with the implementation of this

strategy, acquisition of funds, encouraging volunteering, fostering a design competition for ideas, and designating a space for storage of equipment.

For the University, in particular, they can provide the space and help to foster a competition/design exercise for tactical urbanism ideas while working with students to encourage community involvement. In the mid-term and long-term, we believe that due to Prince George's County's upcoming zoning rewrite, the reduction of parking spaces can help create land availability for open spaces. According to the Prince George's County sector plan, future commercial/mixed-use developments are required to have open space in the form of playgrounds or urban plazas. The goal is to have a total minimum of 40,000 SF of the playfield, each within a 10-minute walk from each other.²¹ Larger developments should be able to designate a portion of their existing parking lot areas as public space, in order to meet their requirement of open space standards.

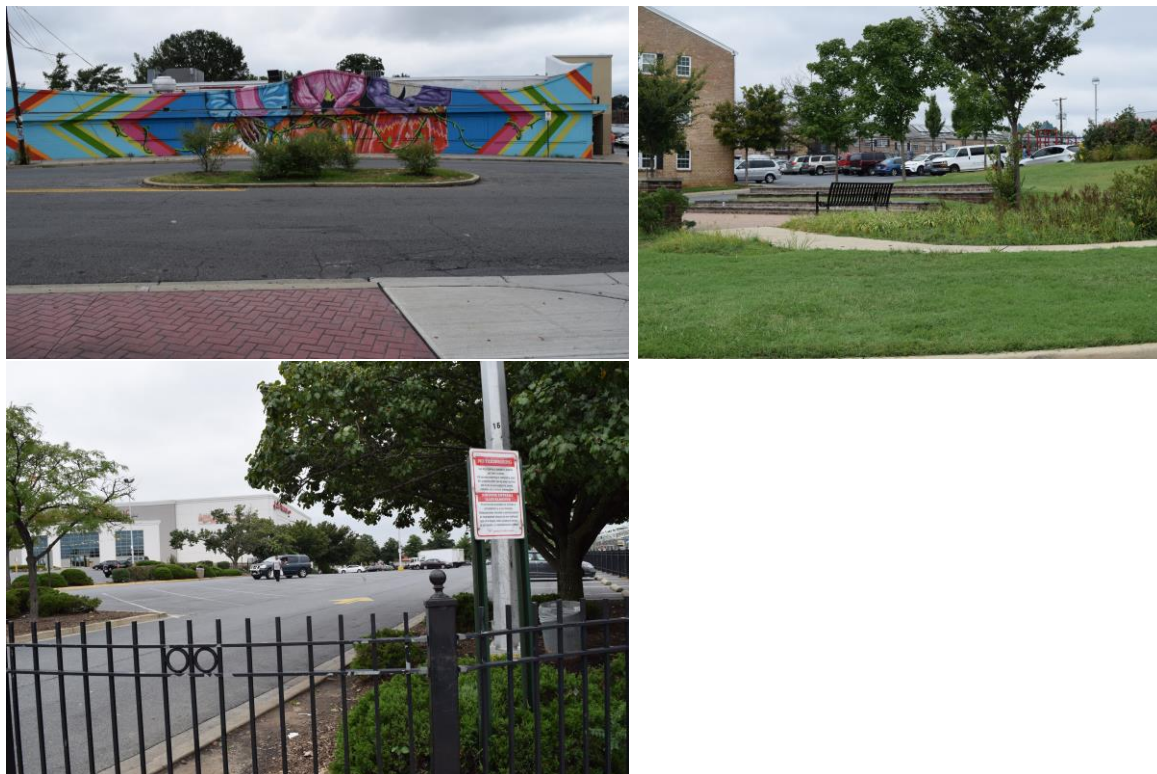


Figure 1-7: Locations in the Crossroads study area for possible tactical urbanism interventions.
Source: Juan Xavier Sian, Lance Boushell

²¹ Prince George's County Planning Department/The Maryland-National Capital Park and Planning Commission. *Takoma/Langley Crossroads Approved Sector Plan*. Upper Marlboro: Prince George's County Planning Department, 2009.

Pedestrian Oriented Spaces

In order to address existing dangerous and uncomfortable pedestrian spaces throughout the TLC, our goal is to improve pedestrian spaces in order to provide residents and workers safer and healthier active travel options. In the short term, we would like to propose some type of gateway marking in the form of light decorations spanning over a corridor and connecting between two buildings. This will help to increase the visibility and safety aspect, while also marking for example where the shopping district is. Another issue is the disconnect of light-post banners along University Boulevard, as one side of the street (the Montgomery County side) has Takoma Langley Crossroads banners and the other side does not (Prince George's County side). This can be fulfilled through Transforming Neighborhood Initiative organization. Also, in some parts of the study area, it would be beneficial to pedestrian safety to implement ADA warning pavers and more auditory/braille crossing signals at the edge of sidewalk curb cuts, to ensure that blind pedestrians will be able to identify where the sidewalk meets the street. These tasks should be carried out by the County Planning Departments in conjunction with the engineering departments as well.

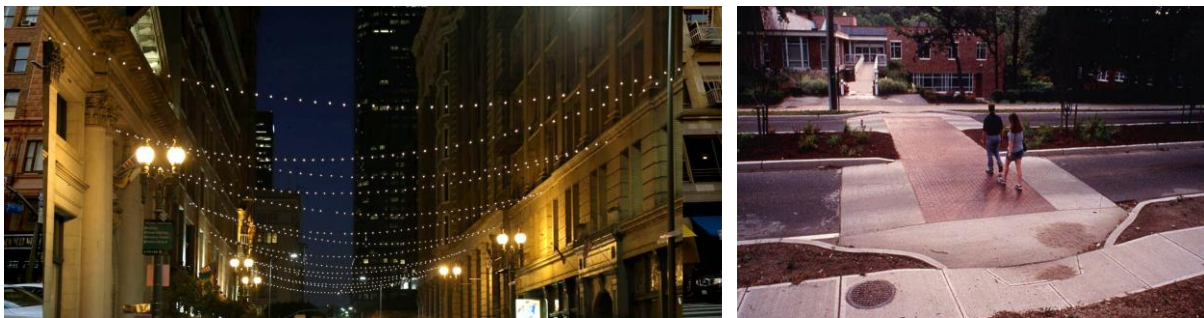


Figure 1-8: Left: Lights over streets. Historic Core BID, Downtown LA. Right: ADA warning pavers. Hollywood and Highland's new crosswalk, LA Independent

Another short-term strategy could be to install a pedestrian scramble at the intersection of major highways such as University Boulevard with New Hampshire Avenue and Riggs Road. This will help to resolve the issue of having to cross a wide six-lane highway in a short amount of time. This will not take long to implement as it requires pavement painting and the rewiring of traffic signals, but it is important that this intervention is timed along with construction phases and the eventual crossing of purple line trains. Some mid-term and long-term recommendations include implementing new roadway material for traffic calming measures to create a safer crossing for pedestrians. This area has a high rate of fatalities due to collisions between cars and pedestrians, and this strategy can help to designate the priority of certain parts of the corridor away from auto-centric and towards pedestrians. Finally, it is essential that the implementation of any future development standards require connectivity for pedestrian traffic between all residential developments and commercial spaces. This would go a long way towards solving the issues of disconnection along the Takoma Langley corridors in the long term. There is currently a strong push from Prince George's County to implement CPTED (Crime Prevention Through Environmental Design) principles in lighting, landscaping, and building heights/setback standards, and each proposed development site plan undergoes mandatory CPTED review with

county planners and police officers making comments and recommendations.²² These mid-term and long-term actions can be implemented by the County traffic engineers, County planning departments and permitting offices.

Civic Amenities

Civic amenities can help to shape, define, and distinguish an area. They help to inspire, connect and increase the quality of life for the residents of an area. Our goal for the Takoma/Langley Crossroads is to increase the quality of life through a diverse selection of civic and cultural offerings that can enhance users experiences within public spaces. Like the other focus areas, we believe this goal can be accomplished through a series of short, mid, and long-term actions actualized through a number of public and private agencies and organizations.

Our vision for accomplishing this goal in the short-term is to increase the level of comfort in public areas such as the transit centers by adding space heaters/misters to the bus bay. This increase in the level of comfort can also be accomplished through adding capital bike share stations throughout the corridor along with bicycle repair stands that have air pumps, chain scrubbers, and other bicycle repair equipment in easily accessible locations like the transit station. These short-term goals can be accomplished by joint efforts by the local bus agencies (WMATA, Montgomery County, Prince George's County, and UMD shuttle) and the respective County Planning Departments.

In the mid-term, we envision the creation of a cultural asset inventory and map that will help identify some of the cultural assets throughout the community. This can serve as an informational/promotional feature for the community as there will be an increase in commuters throughout the area with the opening of the Purple Line. In the mid-term, we also envision a digital community and business directory located within the transit center. This also will serve as an informational/promotional feature for the businesses throughout the community, it will help to promote some of the unknown cultural businesses throughout the corridor. These mid-term goals can be accomplished through a joint effort by the Takoma Langley Crossroads Development Authority and local not-for-profit organizations such as CASA.

Finally, in the long-term, we see the incorporation of a small library/community room located in or near the transit center, similar to what is found in a transit station like Union Station in Washington, DC. This public space can be used as a gathering place for community members to hold meetings, youth programming or adult educational opportunities. The additions of these civic amenities will enhance the corridor for both community residents and visitors to the corridor. This action item can be accomplished through a joint effort by the local bus agencies and County Planning Departments.

²² Williams, Chad. 2018. Interview of M-NCPPC Prince George's County Zoning Team Leader. Elena Goldsborough & Team Interview by . In person. University of Maryland College Park.



Figure 1-9: Left: Location of possible small library location by the transit station.

Bottom: Examples of small-scale community rooms/library buildings.

Source: Juan Xavier Sian, Thetford Libraries, Beth Reiber

Moving Forward for Takoma Langley Crossroads

In establishing a well-designed, functional, accessible, and safe community throughout the Takoma Langley Crossroads, several significant actions can be taken during, immediately after, and in the long-term post Purple Line Construction in order to address the needs of residents and stakeholders in the International Corridor. Moving forward, we suggest three key strategies to initiate this progress towards achieving the goals listed for the utilization of zoning, the mobilization of community development, and the improvement of open space in the Takoma Langley Crossroads. The employment of new transit-oriented zoning measures during construction and with new development can encourage the installation of design and open space amenities for the community. Further, the establishment of a Crossroads-wide community association can greatly assist in informing and organizing residents and stakeholders, as well as addressing community needs. Lastly, the use of tactical urbanism to improve the pedestrian experience as the Purple Line develops can begin to realize a community that is designed for and by its residents, business owners, and stakeholders.

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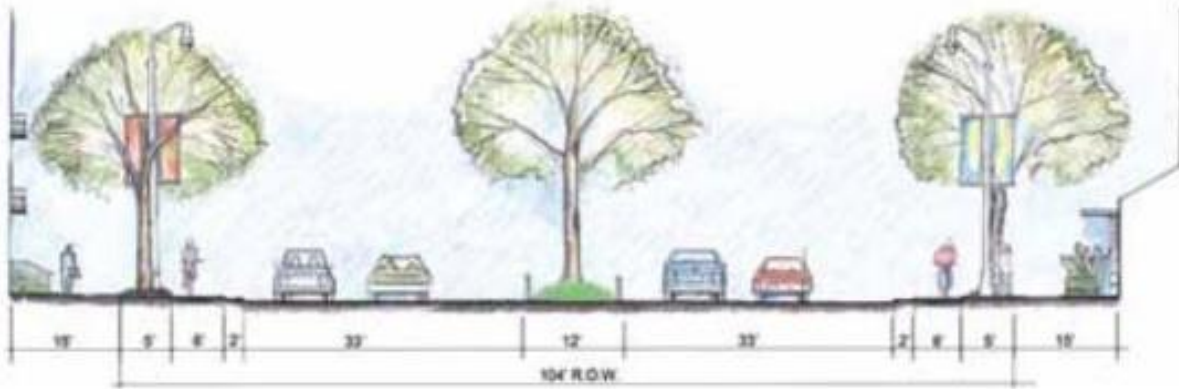
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Chapter 2: Multimodal Transportation

By Hunter Gibson, Lauren Pepe, Nika Ofori-Atta Tewolde, and AnnaLinden Weller



Introduction

This report will provide a set of multimodal transportation recommendations for the Takoma-Langley Crossroads (TLC) to be implemented with the coming of the Purple Line, and a strategic timeline for each recommendation. The primary goal of these recommendations is to help transform the TLC into a transit-oriented, walkable, and bikeable community. The recommendations provided herein have been informed by a comprehensive transportation assessment, detailing current conditions relating to auto use, public transit, walking, and biking in the TLC. (Appendix D)

The transportation assessment revealed that residents of the study area rely primarily on carpooling and public transit to get to work. While the Purple Line will contribute to an expanded transit-shed and improved transit efficiency, only one of three top employment destinations for residents (Riverdale) will be served by the Purple Line. Many residents walk around the study area (and some bike) to get to public transit and to access businesses, but the area is unsafe for walking and biking. Major bicycle/pedestrian safety issues include nonexistent bicycle infrastructure, a lack of stoplights and crosswalks at some key intersections along University Boulevard, and some missing sidewalks in residential areas and near schools. The lack of pedestrian infrastructure along main roads has contributed to a high pedestrian crash rate for the area.²³

The report will first provide a background of transportation conditions in the study area, elaborating on the key findings above. Following the background will be a set of focused

²³ Lyons, Helen. "Pedestrian casualties mount in Maryland town as officials defer action." Takoma Voice. May 19, 2017.

recommendations and a strategic timeline for each, including: bus timing integration and multimodal transit, parking strategies, pedestrian safety and walkability, Complete Streets, and connecting the bicycle and pedestrian network. The report will conclude with a discussion of funding opportunities and strategies. The timeline used for recommendations defines short-term to be roughly the Purple Line construction phase (0-3 years), mid-term to be 3-5 years, and long-term to be 5-10 years.

Background

Current Transportation Conditions and Issues

The Takoma-Langley Crossroads (TLC) was designed as a postwar suburb, centered upon two major arterial roads, University Blvd and New Hampshire Avenue. The heart of the study area is comprised of shopping centers with sprawling surface parking lots, surrounded by single-family residential areas lacking sidewalks. Over the past 40 years, this area has become home to a variety of immigrant communities. Currently, the residents rely heavily on walking, particularly to run errands, and some even dare to bike along the dangerous main roads. It is estimated that 21% of residents do not have access to a car, and over 41% carpool to work; 20% rely on public transit.²⁴

A public transit concern with the coming of the Purple Line is how this new route will impact the existing bus routes that residents rely on. As shown in Figure 2-1, below, key employment destinations for residents of the TLC are Wheaton, Riverdale, and Beltsville. While the Purple Line will transport users directly to Riverdale, it does not service the other two employment hubs. It is crucial that popular bus routes, such as the C2 (serviced by WMATA), which currently transports residents from the TLC to Wheaton, continue to operate during construction, and also that this route complements Purple Line service and still gets residents to their destinations quickly and affordably. Public transit coordination will rely on intercommunication between the many transit providers for this area: The Purple Line (MTA/MDOT/Purple Line Partners), MetroBus (WMATA), The Bus (Prince George's County), and RideOn (Montgomery County).

While some missing sidewalks have been installed over the past few years, there are still key areas where sidewalks are missing, notably in residential areas and around elementary schools. Construction of the Purple Line will improve pedestrian safety first and foremost by removing a traffic lane in each direction of University Blvd for the Purple Line alignment. Second, key traffic lights will be added to intersections along University Blvd currently lacking them, including the intersection of 14th Ave and University Blvd (notorious for pedestrian fatalities).²⁵

²⁴ U.S. Census Bureau. "Commuting Characteristics by Sex." 2012-2016 American Community Survey.

²⁵ Maryland Department of Transportation Maryland Transit Administration. "Purple Line Preliminary Engineering Designs." May 2013.

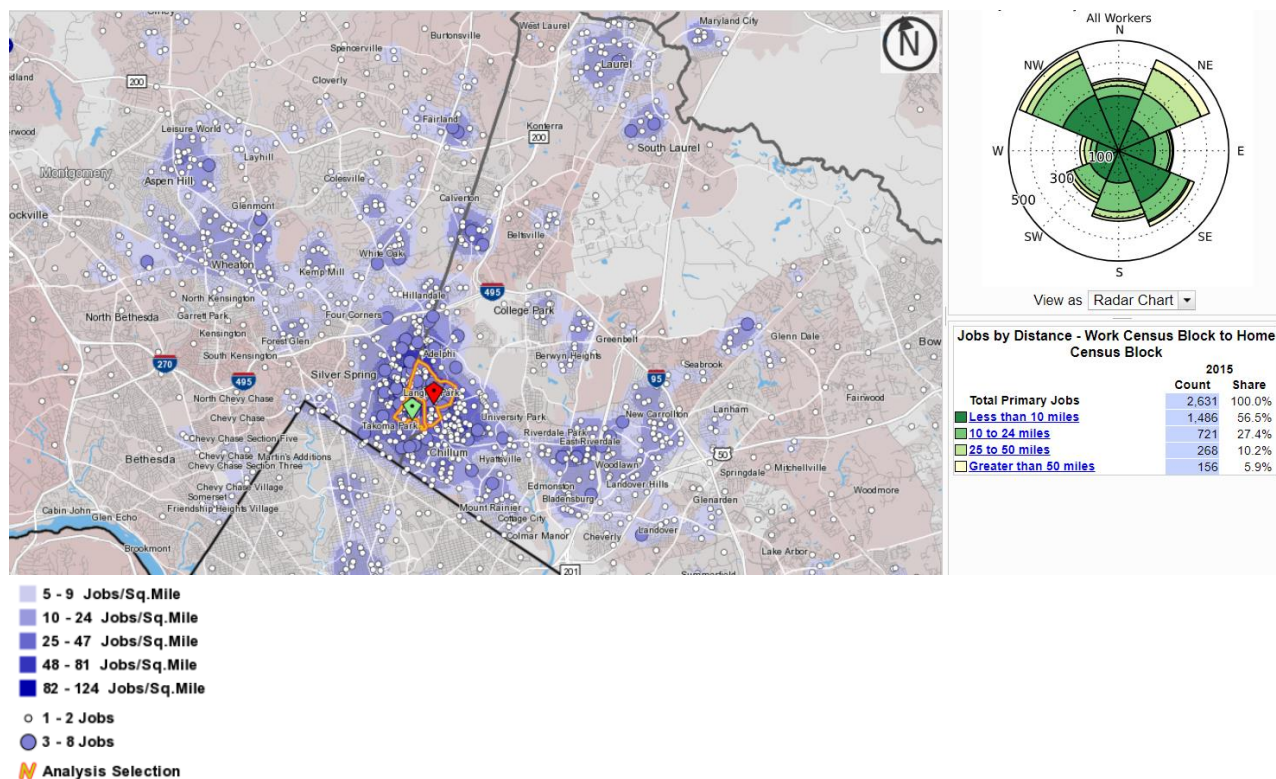


Figure 2-1: Commute Patterns of Langley Park CDP and Census Block 7017.03 Residents

The TLC currently lacks bicycling infrastructure and its busy main roads pose a major threat to cyclists' safety, yet some residents bike anyway, and proper infrastructure must be provided as the area redevelops so that all have the option to bike safely. Stream Valley Trails (Northwest Branch Trail and Sligo Creek Trail) trace the outskirts of the area and it is crucial that these trails are safely connected to the TLC transit hubs to make multimodal transportation a reality. Also, the auto-centric main arterials of the TLC - University Blvd, New Hampshire Ave, and Riggs Rd - need to receive traffic-calming treatments and appropriate cycling infrastructure. Construction of the Purple Line will include the addition of a striped bike lane to each side of University, but New Hampshire Ave should also receive proper infrastructure. A separated bikeway for New Hampshire Ave, south of University Blvd, is in the design phase, but it will stop one block short of connecting with the University bike lanes.²⁶

Finally, the physical structure of the TLC is an impediment to redevelopment. Its busy roads and one-level shopping plazas fronted by parking lots will require a significant facelift to

²⁶ City of Takoma Park. "New Ave Bikeway." Updated August 23, 2018. <https://takomaparkmd.gov/initiatives/project-directory/new-ave-bikeway/>

mold this area into a walkable, urban center. Its many commercial buildings are owned by different people and discontinuous redevelopment will likely result.

Multimodal Transit Recommendations and Strategies

Bus Timing Integration & Multimodal Transit

Since residents of the study area have a much higher rate of carpooling and public transit use than most other residents in the Purple Line Corridor, it is important to plan for how their extant commuting patterns will be affected by the advent of light rail service. In both the construction phase and immediately after the opening of the Purple Line, resident commuting patterns must not become more difficult. Instead, it may be possible to think of the Purple Line as an opportunity to make commute routes in the Takoma/Langley Crossroads area both easier and more encouraging of sustainable transit modes, like bus and bicycle commuting. How can we make sure that extant commuting patterns do not become more difficult? Can we even use this opportunity to make them *easier*, while encouraging more residents to choose sustainable transit modes, like buses?

As previously detailed in Figure 2-1, most residents who live in the Takoma/Langley Crossroads and commute more than ten miles away from their homes tend to work in Wheaton, Beltsville, and Riverdale. While Riverdale will be accessible on the Purple Line, Wheaton and Beltsville will not. The residents who commute to these locations by bus will need to continue to be able to do so. However, even now in the pre-construction and construction phases of the Purple Line, bus services do not run as often as the community prefers. A recent community outreach study conducted by The Bus revealed large gaps in frequency and reliability of service, particularly around lines 13 and 18, which are common commute routes for Takoma/Langley Crossroads residents.²⁷ Furthermore, while the Takoma-Langley Crossroads Transit Center, a bus hub administered by the Maryland Transit Administration, provides service to over 12,000 customers per day and features a canopy, real-time bus arrival screens, and ADA-accessible bus boarding areas²⁸, scheduling coordination between different bus systems remains low. Takoma/Langley Crossroads is served by three separate, public bus systems: WMATA (Washington Metropolitan Region), The Bus (Prince George's County), and RideOn (Montgomery County). These systems do not communicate with each other on scheduling, causing customers to be delayed at the Transit Center for long periods of time. As the Purple Line changes patterns of bus service, it is important to ensure that residents currently relying on bus service will reach their destinations efficiently and affordably – and to take the opportunity to see the Purple Line as one spoke in a public transit sphere, rather than a single linear travel path.

²⁷ Maryland National Parks & Planning (2018). Prince George's Transit Vision. <https://princegeorgetransitvision.com/transit-vision-plan-intro>

²⁸ Washington Metropolitan Area Transit Authority. *Takoma-Langley Crossroads Transit Center Customer Brochure*. <https://www.wmata.com/service/bus/upload/takoma-langley-brochure.pdf> No date listed.

Recently, literature on smart growth has begun to differentiate between transit-*adjacent* development (TAD) and transit-*oriented* development (TOD). Both concepts refer to the area in a half-mile radius around a transit station, but while TOD describes compact, mixed-use, transit-centered design, TAD refers to development that is “physically near transit but fails to capitalize on this proximity [...] it lacks any functional connectivity to transit—whether in terms of land use composition, means of station access, or site design.”²⁹ The design of the built environment differs between TOD and TAD—while a true TOD provides pedestrian and bicycle access to a multimodal transit station on par with vehicle access, TAD focuses far more on cars than people.³⁰ In thinking about the Takoma/Langley Crossroads area as a transit hub, integration with bicycle, pedestrian, and bus modes of transit – the ‘sphere’ around the area – will be just as important as supporting the Purple Line’s integration into the area’s transit universe (the linear ‘spoke’). In this way the new transit stations can spur genuine and community-inclusive transit-oriented development.

A useful case study in comparison is the Seattle SoundTransit LINK light rail and integrated bus systems. The Seattle area is growing its transit ridership faster than anywhere else in the country, adding 4.7 million trips in 2017 for a total ridership of 191.7 million a year. The King County Executive, Dow Constantine, attributed this growth to the integration of the light rail and bus systems in Seattle, saying “People wanted more bus and light rail options, and we delivered. More service means more riders.”³¹ Similarly, the King County Metro service planning supervisor, Katie Chalmers, explained that “The connections that Metro has been able to create with light rail have been really powerful”³² in driving the increase in sustainable transit modes. Thus, a strategy of integrating bus service timing around the Purple Line and increasing connectivity between the various bus services at the Takoma-Langley Transit Center is likely to produce a similar uptake in transit usage, while simultaneously preserving the ability of commuters to use their extant travel patterns.

Multimodal Transit: Short-Term Strategies

- Retain current transit options during Purple Line construction with minimal disruption to bus routes and pedestrian access.
- Continue to engage with the Takoma/Langley Crossroads community around desired improvements to extant The Bus and WMATA bus services

²⁹ Cervero, R. et al. (2004). *Transit oriented development in America: experiences, challenges, and prospects*. TCRP Report 102. Washington, D.C.: National Academy Press. 6.

³⁰ Renne, J. (2009). “From transit-adjacent to transit-oriented development.” *Local Environment* 14 (1): 1-15. doi: 10.1080/13549830802522376

³¹ King County Executive Press Office. Sound Transit 2017 Ridership Report (2018).

<https://kingcounty.gov/elected/executive/constantine/news/release/2018/February/21-metro-ridership.aspx>

³² Lloyd, Sarah Anne (February 28, 2018). “As Seattle transit ridership skyrockets, Metro works to keep up with demand.” *Curbed Seattle*. <https://seattle.curbed.com/2018/2/28/17060470/seattle-transit-ridership-crowding-service>

- Achieve minimum frequency standards on The Bus routes 13 and 18, as recommended in the Prince George’s County Transit Vision Plan.
- Use the construction phase of the Purple Line to plan for a ‘spoke and hub’ utilization of buses, with a transit plan that integrates schedules between agencies.

Multimodal Transit: Mid-Term Strategies

- Implement new bus schedules, using the planned ‘spoke and hub’ integration and timings, once the Purple Line is open.
- Institute a program of free or low-cost transfers between the bus systems and the Purple Line.

Multimodal Transit: Long-Term Strategies

- As the usage patterns and transport modes in the Takoma/Langley Crossroads area shift, continue to monitor evolving bus transit needs and adjust schedules and timings accordingly.
- Consider a unification of transit agencies, or a collective regulatory and schedule-setting body with representatives from all stakeholders, to streamline transit administration.

Permit Parking Strategy

Neighborhood parking volume may increase as commuters from northern parts of the TLC area may attempt to park closest to the Purple Line. To protect permanent residents, permit parking can be introduced. Montgomery County has been trying to collect feedback in 2018 on who should be able to park near the Purple Line. County officials proposed areas 4,000 feet within the Purple Line to be included in the Residential Parking Permit Program. This program gives residents the option to decide if they want to pay \$20 for a parking permit – subjecting non-permit holders to towing between 9:00am and 5:00pm.³³ Violations can carry fines up to \$50 and can generate further income for complete street construction in TLC.

Pedestrian and Bicycle Recommendations and Strategies

Pedestrian Safety during Construction

In the communities surrounding the Purple Line construction, pedestrians are facing immediate dangers as a result of sidewalk closures. Anna Irwin, a Montgomery County resident, reported that she and her 6-year old daughter must venture directly into the path of oncoming traffic due to sidewalks closures on both street sides. Irwin stated that walking has “gone from

³³Lemke, Tim. “Parking New Purple Line in Silver Spring Could be for Residents Only.” *DC Commute Times*. February 22, 2018.

dangerous and bad to absolutely unacceptable and ridiculously unsafe.”³⁴

Pedestrian Safety during Construction: Strategic Timeline

As construction progresses into the TLC area, steps should be implemented immediately to ensure pedestrian safety. A temporary and inexpensive short-term solution would be for all construction sites to install pedestrian channelizing wall barriers. Sidewalk detours encourage mobility, while providing shield from vehicular traffic. The fencing on the construction side further protects pedestrians from potential street-level construction debris. Ideally, an exterior sidewalk shed should be installed to protect pedestrians from falling construction debris, and the construction shed can be placed onto streets.



Figure 2-2: Temporary Construction Barriers

Source: <http://cosssdotblog.wpengine.netdna-cdn.com/wp-content/uploads/2015/12/reroute2.jpg>

After the construction phase is complete, semi-permanent fixes can improve mobility. In the mid-term, sidewalk bumpers, shown below in Figure 2-3 (left), can be placed on existing streets lacking sidewalks to create a protected sidewalk for pedestrians in the interim. Bumpers are a fraction of the cost of full sidewalks. For example, the City of Seattle used sidewalk bumpers in the South Park neighborhood and along the waterfront at a cost of \$26,000 compared to \$300,000 to create permanent sidewalks.³⁵

The quality of sidewalks around TLC area varies, creating disconnected neighborhoods. In the long-term, after construction has finished, more sidewalks are needed to bridge the gap between residential areas and bus stops. The 2009 Prince George’s Approved Countywide Master Plan of Transportation (CMPOT) mentioned road improvements, such as complete streets in the Plan – yet in 2018, many sidewalks do not exist around the TLC area.

Long-term pedestrian-focused strategies may also require appropriate re-allocation of transportation funds. The National Coalition of Complete Streets advocates for states and communities around the country to manage fiscal constraints with existing transportation budgets. Maryland’s Department of Transportation has a \$5 billion annual budget for

³⁴ Shaver, Katherine. “As Purple Line Construction Ramps Up, So Do Disruptions and Complaints.” *Washington Post*. (September 13, 2018)

³⁵ Schmidt, Angie. “A Quick-and-Dirty Fix for Sidewalkless Streets.” *Streetsblog USA*. February 1, 2018
<https://usa.streetsblog.org/2018/02/01/a-quick-and-dirty-fix-for-sidewalkless-streets/>

transportation.³⁶ Other cities that have made successful use of existing budgetary constraints include Nashville. The transportation budget in this city already included \$12.5 million, and these funds were re-allocated towards sidewalks, bikeways and transit, moving 60% of the transportation budget on walking, biking and biking transit.³⁷ A careful examination of budget and reallocating funds can be achieved for pedestrian safety.



Figure 2-3: Sidewalk Bumpers (left) and State Law Stop Sign (right)

Source: http://www.pedbikesafe.org/pedsafe/countermeasures_detail.cfm?CM_NUM=7

General Pedestrian Safety and Walkability

Maryland's Langley Park area is one of the most dangerous places in the metro for pedestrian walkability. Capital News Service did an analysis of state accident data and found 138 pedestrians had been struck in the area since 2009, half of that number occurring during the day.³⁸ While the TLC area as a whole was impacted, most accidents occurred within a two mile stretch of University Boulevard. While some pedestrians were hit while obeying traffic signals, others were hit while jaywalking due to crosswalks spaced far apart (500 to 1,000 feet). Fourteen pedestrians were hit while walking on sidewalks when speeding cars jumped the curb and hit them.³⁹ Eight pedestrians sadly lost their lives, and four of the deaths occurred at the intersection of University Boulevard and Riggs Road.

Additionally, there are significant challenges in the quality of transportation infrastructure, including damaged and missing sidewalks, potholes, areas of ponding “nuisance” flooding, and uneven/cracked asphalt. While many of these areas of infrastructure failure can be observed via satellite photo analysis, others are only apparent to residents in the neighborhood who see and experience them every day.

General Pedestrian Safety and Walkability: Short-Term Strategies

³⁶ Maryland Department of Transportation.

³⁷ National Complete Streets Coalition. Costs of Complete Streets – What We Are Learning from State and Local Governments. <https://www.smartgrowthamerica.org/app/legacy/documents/cs/factsheets/cs-costs-2.pdf> No date listed.

³⁸ Capital News Service. “Pedestrian Casualties Mount in Maryland Town as Officials Defer Action.” *CNS Investigates*. May 19, 2017.

³⁹ Capital News Service. “Pedestrian Casualties Mount in Maryland Town as Officials Defer Action.” *CNS Investigates*. May 19, 2017.

While repairing pedestrian infrastructure is a long-term process, identifying the most pressing infrastructure issues within the Takoma/Langley Crossroads in order to improve safety, aesthetics, and pedestrian experience is immediately (within the 2019-2020 timeframe) accomplishable – at low cost, while simultaneously involving the community in the process of locating, prioritizing, and documenting their own needs. We recommend partnering with the University of Maryland through the Partnership for Action Learning in Sustainability (PALS) program to create and provide training for a Participatory Assessment Infrastructure Inventory project. During this project, community members are trained in photography, coordinate mapping, and data collection, which they then use to identify damaged or lacking transportation infrastructure (i.e. desire lines, cracked sidewalks, potholes, flood hazards, etc.). Neighborhood-level monitoring of infrastructure issues, coupled with neighborhood-led prioritization of those issues, creates opportunities for environmental justice.⁴⁰ Community members are given control of their own built environment, receive training, and are compensated for their time. In this way, links and trust between the community members and planning, governmental, and university organizations can be built and maintained.

A model for this sort of neighborhood-level infrastructure inventory was developed by Dr. Marccus Hendricks, now of the University of Maryland Urban Studies and Planning department, who developed a Participatory Assessment Technique for Infrastructure (PATI) program and process while working with low-income communities in Houston.⁴¹ Dr. Hendricks would be an appropriate partner in a PALS program-led PATI in the Takoma-Langley



Figure 2-4: Participant Assessment Inventory
Source: Photo courtesy of Marccus Hendricks

Crossroads. Setting up a PALS project with the university is conducted through the Center for Smart Growth, and can be initiated by any county or municipal government. Such a project has the potential to be up and running by the 2019-2020 academic year.⁴²

In addition to identifying missing sidewalks, another short-term strategy would be implementing “State Law: Stop here for pedestrians” signs (shown above in Figure 2-3, right) for pedestrian-heavy intersections. “No turn on red” signs can be placed in the most dangerous intersections.

40 Berke, P., Cooper, J., Salvesen, D., Spurlock, D., & Rausch, C. (2010). Building capacity for disaster resiliency in six disadvantaged communities. *Sustainability* 3(1), 1-20.

41 Hendricks, M. D., Meyer, M. A., Gharaibeh, N. G., Van Zandt, S., Masterson, J., Cooper, J. T., ... & Berke, P. (2018). The Development of a Participatory Assessment Technique for Infrastructure: Neighborhood-level Monitoring towards Sustainable Infrastructure Systems. *Sustainable Cities and Society*.

42 University of Maryland. Partnership for Action Learning in Sustainability Flyer.

http://smartgrowth.umd.edu/assets/images/pals/pals_flyer_hoco_updated.pdf No date listed.

General Pedestrian Safety and Walkability: Mid-Term Strategies

A mid-term solution would be for the City of Takoma Park to install traffic cameras and traffic lights every 1,000 feet or so to encourage reduced speeding on University Blvd. The District of Columbia has installed traffic cameras at New Hampshire Ave and Chillum Rd. The current fines in Takoma Park are \$40 and speeding/intersection cameras are sporadic at best, but an increased fine might better encourage a driver to think twice about speeding. This would be a viable solution that would generate money for Takoma Park and promote pedestrian safety.

General Pedestrian Safety and Walkability: Long-Term Strategies

The entire TLC area needs a traffic calming and complete street overhaul, with an increased tree canopy, elevated medians, and increased traffic lights and crosswalks. This is in line with Prince George's County's Crossroads Sector Plan and will be described in more detail in the New Hampshire Ave Complete Streets Corridor section.

Safe Routes to Transit

The Purple Line can apply for federal funding for Safe Routes to Transit, similar to the "Safe Routes to School" initiative. That initiative is currently funded by a reimbursement program administered by the Maryland Department of Transportation State Highway Administration (MDOT SHA). With Safe Routes to School, eligible sponsors may apply for funding to support infrastructure and non-infrastructure activities that encourage children to safely walk, bicycle or roll to school.

Safe Routes to Transit: Strategic Timeline

In the short-term, advertisements can be created increasing pedestrian safety awareness around Purple Line corridor construction zones. In the Westlake, CA case study, lack of signage warning drivers to be aware of an elementary school ultimately increased dangers for children. Lack of speed limit signage caused drivers to speed and go through stop signs. Driver awareness helps to keep pedestrians safe.

In the mid-term, crossing guards should be employed during high peak traffic times. In the long-term, additional funding from MDOT should be secured to construct sidewalks, bike lanes, pedestrian barriers, pedestrian walking bridges and traffic speeding cameras.

Diagonal Crosswalks

Diagonal crosswalks, also known as “pedestrian scrambles” have been shown to significantly reduce pedestrian collisions by 65% by completely halting vehicle traffic.⁴³ Cities, such as New York and Washington, DC, have recently introduced pedestrian scramble crossings as part of their Vision Zero initiatives. The City of Denver utilized diagonal crosswalks for 60 years before ending the tradition to accommodate longer light rail train cars.⁴⁴ A common criticism of diagonal crosswalks is that they generate traffic with more time allotted to pedestrians to cross. Other cities like San Francisco have chosen to increase the use of pedestrian scrambles, especially where pedestrian deaths have spiked.⁴⁵ Diagonal crosswalks should be focused on University Boulevard, particularly in the areas that have seen the highest pedestrian fatalities.

Diagonal Crosswalks: Strategic Timeline

In the short/mid-term, police or crossing guards can be dispatched at the areas around the TLC lane closures. Washington, D.C. employs crossing guards during rush hour times to ensure traffic moves through street corridors and to keep pedestrians safe at heightened vehicle presence.

In the long-term, diagonal crossings (Figure 2-5, below) can be implemented in the busiest intersections of the TLC (University Boulevard and New Hampshire Avenue, Riggs Rd and New Hampshire Avenue, and University Boulevard and 14th Avenue) so pedestrians have enough time to safely cross the street. The precise timing of signals at diagonal crosswalks require programming by traffic engineers in order to coordinate crossing. In Los Angeles, a popular tourist intersection at Hollywood Boulevard and Highland Avenue, reported 13 crashes annually. The following year after diagonal crosswalks were installed, zero crashes were reported.⁴⁶



Figure 2-5: Diagonal Crosswalks

Source: <https://www.lamag.com/driver/1-s-scramble-crosswalks-saving-lives/>

⁴³ Metroplanners. “Chicago Opens Up for Diagonal Pedestrian Crossings.” Smart Cities Dive. 2018.

⁴⁴ Meyer, Jeremy. “Denver to Eliminate Diagonal Crossings at Intersections.” The Denver Post. April 5, 2011.

⁴⁵ City of San Francisco. Vision Zero SF. <http://visionzerosf.org/> 2018.

⁴⁶ Broverman, Neil. “L.A.’s New Diagonal Crosswalks Are Literally Saving Lives.” *Los Angeles Magazine*. May 31, 2016.

New Hampshire Avenue Complete Streets Corridor

Creating a Complete Streets corridor on a key segment of New Hampshire Avenue would address bicycle/pedestrian safety and access to transit, and potentially expand green infrastructure in the study area (a topic addressed more in detail in the Community Preservation, Open Space and Zoning report). As illustrated in Figure 2-6, below, the Complete Streets corridor would begin at the intersection of New Hampshire Ave and Quebec Street and end at the intersection of New Hampshire Ave and Holton Lane. This would mean that the project is cross-jurisdictional, but if it is preferable to transform this recommendation into a single-jurisdiction project, terminating the corridor at University Boulevard instead of Holton Lane would keep in within Prince George's County. This corridor would connect the cycling infrastructure and pedestrian improvements coming to University Boulevard (as part of the Purple Line construction) with the existing stream valley trail network via Quebec St. If the cross-jurisdictional design is followed, it would additionally connect to the New Ave Bikeway (which terminates at Holton Lane). It would enable area residents to safely get to the Purple Line and the Takoma-Langley Crossroads transit center without dependence on a car or additional transit transfer.

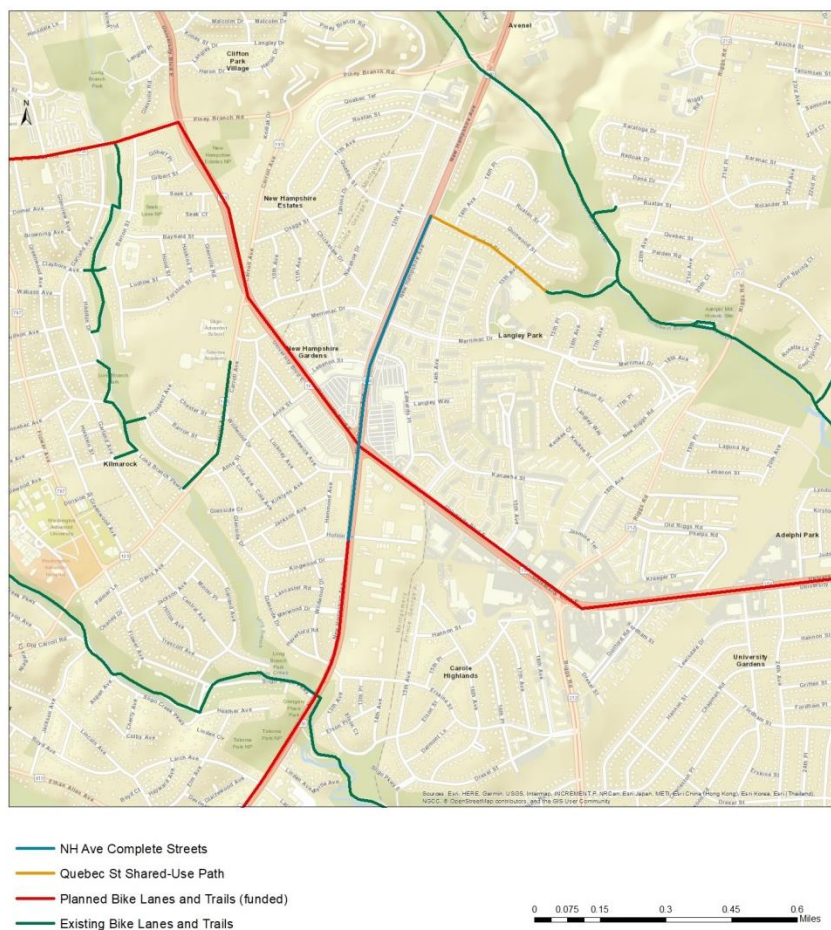


Figure 2-6: Recommended, Planned, and Existing Bicycle/Pedestrian Infrastructure

This section of New Hampshire Avenue currently has three automobile traffic lanes in each direction, which can be reduced to two in each direction to match the “road diet” coming to University Boulevard. The unused lanes would provide enough space for the improvements needed to make this corridor into a complete street. As shown in Figure 2-7, below, the Complete Streets project would be based off a rendering of a future New Hampshire Avenue from Prince George’s County’s 2009 Takoma-Langley Crossroads Sector Plan.⁴⁷ It would feature wider sidewalks with tree plantings (to bring environmental, public health/shading, and traffic calming benefits) and possibly bioswales or rain gardens to help increase green infrastructure and reduce runoff. Landscaped medians with trees would further add to tree canopy benefits and traffic calming. Finally, a separated bikeway would be added to each side of the street, consistent with the 2009 Sector Plan vision.

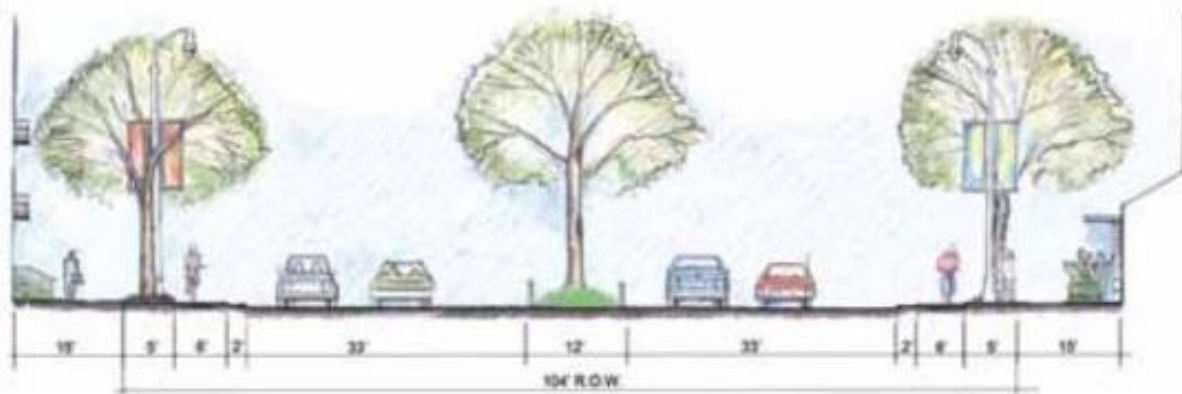


Figure 2-7: Prince George’s County 2009 Sector Plan Rendering of New Hampshire Ave

Source: Prince George’s County 2009 Sector Plan

New Hampshire Avenue Complete Streets Corridor: Strategic Timeline

In the short-term, it would be ideal to select an appropriate agency to apply for grant funding. This would depend on the grant(s); funding options will be discussed at the end of this section. Applying for fiscal year 2020 would be ideal. It would also be pertinent to identify options for free or reduced public street tree plantings to reduce the amount of money needed for the project. Finally, surveying the community to see what else they might like to see in the streetscape would be a great way to involve residents in the project and create infrastructure that they will enjoy.

⁴⁷ Prince George’s County. “Takoma/Langley Crossroads Approved Sector Plan.” November 2009.

In the mid-term, if funding is secured, then this would likely serve as the design phase of the project. In the renderings, community input should be included. If funding was not secured, reapply.

In the long-term, if funding is secured, then this would likely serve as the construction phase of the project. It might also be a time to continue applying, even if funding is secured, because additional funds might be needed. Expanding the funding scope (including local, state, and federal funds) might be necessary.

Completing the Bicycle/Pedestrian Network

In conjunction with the New Hampshire Avenue Complete Streets project, the bicycle/pedestrian network should be completed to ensure safe, connected, regional access from stream valley trails on the edge of the study area to the transit hub and commercial center of Takoma-Langley Crossroads. This project would be centered on Quebec Street in Prince George's County, which connects to the Northwest Branch Trail.

Completing the Bicycle/Pedestrian Network: Strategic Timeline

In the short-term, missing sidewalks on Quebec Street between New Hampshire Ave and the Northwest Branch Trail should be constructed. This appears to be a reasonable short-term goal as many sidewalks have been constructed in the study area in recent years. This solution would not only add to general pedestrian safety and connectivity, but also would help provide a safe route to school for children attending Langley Park-McCormick Elementary School.

In the mid-term, a "Share the Road" designation should be secured for Quebec Street, between New Hampshire and the Northwest Branch Trail so that cars become aware of cyclists using the road.

In the long-term, a shared-use path for both cyclists and pedestrians should be constructed from New Hampshire Ave to the Northwest Branch Trail. This would provide a safe and direct connection via the New Hampshire Ave Complete Streets Corridor from the trail network to the transit and commercial hub of Takoma-Langley Crossroads. An ideal partner to work with in achieving this goal is the Washington Area Bicyclist Association, which advocates for equitable trail development in the Washington, DC region.

Funding

General Funding Opportunities

The Maryland Department of Community and Housing Development oversees the Sustainable Communities Program, a place-based designation offering a comprehensive package of resources that support holistic strategies for community development, revitalization and sustainability. In order to apply for this designation and the benefits that come along with it, the

county will need to develop a robust action plan detailing how increased state investment will lead to the revitalization of the targeted Sustainable Community Area. While the TLC has already received this designation, there has been little action taken to access funding opportunities.

Funding for Bicycle/Pedestrian Projects

An ideal funding option for both the New Hampshire Ave Complete Streets and Quebec St. Shared-Use Path projects would be the Transportation-Land Use Connection program administered by Metropolitan-Washington Council of Government's Transportation Planning Board. This would enable county governments to apply for both technical assistance and set-aside federal funds. The fact that these projects both provide "first mile/last mile" transportation solutions, as well as regional multimodal transportation solutions (considering connections to the Purple Line and the trails network) make both ideal projects to compete for these funds.

Additional relevant funding includes Planning Assistance to Municipalities and Communities, administered by Prince George's County in order to carry out a master plan recommendation. Since the complete streets design was recommended in the 2009 Prince George's County Sector Plan, this might serve as additional funding for the Complete Streets project. However, a smaller organization, such as National Center for Smart Growth, would have to apply.

Maryland's Department of Transportation State Highway Administration oversees the Recreational Trails Program, which funds community-based, recreational trail projects. Under this program, Federal funds administered by the MDOT SHA are available for up to 80% of the project cost, matched by at least 20% funding from the project sponsor. The State Highway Administration gives preference to projects that link to or complete other trails, as well as projects aimed at improving a trail to mitigate impacts to the natural environment, which makes this grant well-suited for the "Completing the Bicycle/Pedestrian Network" recommendation. MDOT offers a very similar grant for projects designed to enhance bicycle access within 3 miles of a rail transit station or major bus transit hub. Both grants would require 20% matching funds from the county applying. Since unincorporated areas do not qualify for these grants, Prince George's County would have to apply on behalf of Langley Park, where most of the bicycle/pedestrian recommendations are proposed.

Finally, the federal BUILD (formerly TIGER) grant might also be worth applying to for these projects since Baltimore's North Avenue Rising complete streets project received this grant. However, 20% of funding from a non-federal source must be guaranteed, and the current administration tends to favor rural transportation projects. Those factors considered, applying for this grant might be a mid-to-long-term strategy once the political climate changes.

Funding and Implementation Strategies

In the short-term, identifying possible funding sources for the proposed improvements to multimodal transit network of the TLC should be the top priority. Preparations should be made to apply for funding for as early as Fiscal Year 2020, keeping in mind The Purple Line is scheduled to begin operations in 2022. The Purple Line Corridor Coalition would be an ideal partner in the effort to identify funding sources. By creating a partnership with the University of Maryland, specifically the Urban Studies and Planning Program (URSP), as well as the National Center for Smart Growth (NCSG), an internship program could be created to have a qualified student working on identifying grants suitable for the TLC. Both NCSG and URSP have staff members who are familiar with grant identification and writing who could oversee this intern's work.

Given that the potential infrastructure projects will directly impact the daily lives of TLC residents, a public awareness campaign should be launched in the mid-term to communicate any infrastructure changes. The PLCC might be an appropriate partner in this initiative. Engaging the organizations that have direct interaction with the community is an affordable and efficient way to spread awareness. By providing these organizations with information and literature detailing the updates to the community, the information could be distributed to the community by the already known and trusted people and organizations.

Once new infrastructure is implemented, it will require continuous maintenance. In the long-term, maintenance of sidewalks and trails will need to be prioritized as road and rail maintenance. From routine landscaping maintenance to dealing with heavy rain or snowfall, there will need to be money in the budget for maintaining this new network of multimodal transit. There are grants that could be procured for this long-term maintenance, but it would be unwise to solely rely on grant funding. Both Montgomery and Prince George's Counties should include specific line items in their transportation budgets for upkeep of any new bicycle and pedestrian infrastructure.

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Chapter 3: Housing Action Strategies

By Bilal Ali, Hye-Soo Baek, Karin Flom, and Sacsheen Scott



Photo Source: Elena Goldsborough

Introduction

There are three basic premises for the housing strategies we have recommended in this report: Improving the quality of life for the residents, preserving the cultural integrity of the Takoma Langley Crossroads and preparing the community to organize itself in the face of potential changes.

Housing in Langley Park is relatively affordable compared to the region. However, 44% of renters and 38% of homeowners in Langley Park are spending more than 30% of their income on housing costs and are considered to be cost-burdened. In addition, 26% of housing units in Langley Park are overcrowded (have more than 1.5 occupants per room). The large immigrant population drives some of this overcrowding as many new residents share dwelling space with friends and family and many homes have multigenerational residents. And, given the concerns of undocumented residents in the area, much of the data on unit composition and unit quality is lacking. These residents are reluctant to report code violations, leading their degrading buildings to worsen. The declining quality of housing stock and the overcrowding issues are compounded; their housing is poor and they have nowhere to go.

However, this community is also not well organized. The lack of quality data on housing conditions and quality of life leads to a lack of solutions to the status quo and there are little to no residents actively advocating for their community, which is in part driven by political concerns about immigration. Together, these issues increase the risk of displacement.

Our strategies are organized around four main goals: mitigating the risk of displacing current residents, strengthening the community for resident advocacy, improving the existing housing stock quality and increasing the number of affordable housing opportunities by diversifying housing unit types. Our report is organized around each of these goals and we identify short- (0-2 years), medium- (3-5 years) and long-term (5-10+ years) strategies to help accomplish each of them.

Community preservation strategies include educating current resident about anti-displacement programs that currently exist, implementing preservation ordinances and establishing a community land trust. Community organization strategies seek to strengthen the civic culture in the community and improve neighborhood-government relations through increased event programming, and establishing a Community Service Officer program within the Prince George's County police force. Increased code enforcement and using PILOTs and Low-Income Housing Tax Credits to incentivize the renovation of multifamily properties are identified as key strategies to improve the existing housing quality. Finally, strategies to increase the affordable housing stock and diversify the housing unit types include an assessment of demand for different unit sizes, using policy incentives to encourage developers to include unique affordable units and investing in the programs such as HOME Investment Partnership Program and the Housing Investment Trust Fund.

Background

As a matter of introducing the current conditions as well as history of housing in the study area, what follows is a summary of the main findings of the initial housing team's community assessment report. Housing statistics come from the five-year American Community Survey for census tracts that make up the study area. As such, this information encompasses a slightly larger area than the study's focus area but is a sufficient comparison for our purposes. For further detailed information regarding the statistics, refer to the Housing Appendix (Appendix C) at the end of this report.

Housing in Takoma Langley Crossroads is located in three jurisdictions: Langley Park, an unincorporated area of Prince George's County; the City of Takoma Park in Montgomery County; and are subjected to other rules and regulations at the county level for Montgomery County. While it is difficult to notice from the perspective of walking down the street, this multi-jurisdictional area means the area is subject to a patchwork of affordable housing protections and programs to assist homeowners and renters with repairs or housing payments. They are also subject to different zoning requirements and development priorities between the two counties.

Housing was largely constructed during the post-war period, with over half of all housing units being built in the 1950s and 1960s. Due to the era of construction, land use patterns and zoning created an auto-oriented pattern with few street connections, a focus on wide arterials, separation of land uses with commercial properties being zoned on the major thoroughfares, and a sea of parking created by requirements for both commercial and multifamily properties.

Sixty-three percent of housing in the Takoma Langley Crossroads area are units located within multifamily structures. The multifamily properties are of medium density, garden-style apartment construction, usually not more than three stories. It is unsurprising then that 71% of Takoma Langley Crossroads units are renter-occupied. There is no undeveloped land within the study area and there is a very low residential vacancy rate in both the Montgomery County and Prince George's County sides.

Housing prices of both rental and owned units are regionally affordable along the Purple Line, but residents who have lower incomes when compared to the area median are cost-burdened. Rents perhaps remain artificially high due to the limited number of owners of multifamily properties in the study area. The few owners also likely contribute to the well-known problem of substandard quality rental units, particularly in Langley Park. This means while the units may be regionally affordable, they tend to be of lower quality than other places along the Purple Line corridor. Together, the factors of built-out, lower-density buildings, low vacancy, and a high cost of rents relative to the income of individuals living there combine to create a situation of overcrowding, especially in Langley Park where the average household size for renters is 3.98 and 3.51 for owners. The overcrowding is driven both by multiple families sharing apartments as well as unrelated single individuals living together to lower their rent costs.

In anticipation of the Purple Line, both counties have created sector plans for their respective portions of Takoma Langley Crossroads to acknowledge the potential of this area to increase in density and shift its land use pattern away from separated uses. In the case of Prince George's County, it has also undertaken a total rewrite of the zoning code in order to facilitate the ease of transit-oriented development. However, even with higher density allowed by-right from these changes, incentivizing redevelopment of currently profitable commercial and residential properties and protecting current residents from displacement and poor-quality housing are challenges needing to be addressed.

The remainder of this report provides the counties and nongovernment actors tools, strategies, and suggestions that are relevant and applicable regardless of when or where redevelopment occurs within the Takoma Langley Crossroads study area. These strategies have been informed by case studies from other communities trying to promote transit-oriented development in the United States, goals and objectives from county documents and plans, and the reports and suggestions of nonprofits and academic institutions who have done research in the Takoma Langley Crossroads area.

Community Preservation

One of the most cost-effective approaches for ensuring the ongoing availability of affordable, rental housing is to preserve the affordability of housing where low-and moderate-income renters already live. As a result, preservation policies targeting unsubsidized units, specifically in the Takoma Langley Crossroads, is an important part of the affordable housing policy process. Based on data collected in the previous community assessment, the concern for displacement of residents was identified as a considerable threat given the potential impacts of Purple Line development in the area. As a result, the following recommendations focused on community preservation will highlight important short, medium and long-term strategies in order to help mitigate the risk of community disruption.

Short-Term

Anti-displacement program education for current Takoma Langley Crossroads residents. An important aspect of community preservation is educating current Takoma Langley residents about the potential housing challenges that could be a result of the Purple Line. Efforts such as community organizing can inform residents of certain housing changes and projected timelines so that they are aware of the process and know options are available to them. In addition to organizing and informing the community about various changes, it is also important to provide financial program education to retain residents in the community. Tenant-based housing programs can help to serve as bridge, with financial assistance to help combat increasing rent on unsubsidized rental properties.⁴⁸ Additionally, increasing access to short and medium-term housing stabilization services can allow various residents types (such as refugees and immigrants) in need of mainstream or emergency resources.⁴⁹ For example, the Housing Stabilization Program under the state Homelessness Solutions Program, formerly the Rental Allowance program, offers short and medium-term rental assistance to (0-6 months) to Maryland residents living in market-rate housing.⁵⁰ The funding is administered to local government agencies and nonprofits in Montgomery and Prince George's County. Additionally, programs such as the Pathways to Purchase program (Prince George's County), Home Stretch Down Payment Assistance (City of Takoma), and the American Dream Down Payment Initiatives Program (Montgomery County) can help provide additional resources for current residents to have more long-term investment in the community as a homeowner. As indicated in research from the previous community assessment, all programs are offered to assist first-time homebuyers of low-to moderate-income. Community organizations such as Community Legal Services of Prince George's County and Housing Initiative Partnership (HIP) could assist residents in obtaining access to the identified anti-displacement programs.

⁴⁸ Housing Opportunities for All: Comprehensive Housing Strategy (September 2018 Draft), September 2018, 121.

⁴⁹ City of Takoma Park and The Cloudburst Group, Draft Housing and Economic Development Strategic Plan for Takoma Park. October 15, 2018.

⁵⁰ MD Department of Housing and Community Development, "Homelessness Solutions Program" <https://dhcd.maryland.gov/HomelessServices/Pages/GrantFunding.aspx>

Medium-Term to Long-Term Strategies

Preservation Ordinances in order to preserve affordable housing currently and in the near future. As many of the renters and renter-occupied units are within the Prince George's County portion of Takoma Langley Crossroads, introducing a preservation ordinance to County Council helps to promote the retention of residents in the Langley Park area. Identified in the community assessment, there are no specific zoning ordinances in Prince George's County for the protection of affordable housing. Montgomery County, however, has a strong Inclusionary Zoning Ordinance. As a medium- to long-term strategy, a preservation ordinance could offer certain requirements that developers must adhere to when redeveloping a community. For instance, preservation ordinances could place additional requirements or incentives for preserving affordable units.⁵¹ Requirements may range from notifying the local government at a certain time period before the expiration/refinancing/opt-out of existing affordability requirements to providing the same number of affordable units for any redevelopment project.⁵² These programs help ensure affordable housing is not removed permanently from the housing stock and prevent the displacement of very low-, low-, and moderate-income households by preserving and promoting a diverse affordable housing supply. Additionally, the ordinance can request further due-diligence in addressing a phasing strategy for potential new development in order to mitigate risk of resident displacement. As zoning in the Prince George's County will most likely change, the ordinance could allow for higher density and bonuses.⁵³ Furthermore, as an area for potential high opportunity and areas around transit, preservation ordinances typically identify special affordable housing protection districts as implemented in Arlington County.⁵⁴ This strategy aligns with the goals of the Purple Line Corridor Coalition and the goals of the Prince George's County 2035 General Plan.

Community Land Trust for affordable housing and homeownership opportunities. Another long-term strategy to help preserve affordable housing is the creation of a community land trust (or CLT) in Prince George's County. In order to help establish one in the area, a community organization could receive HOME Investment Partnership funds in the amount of \$600,000 to solicit for federal Section 4 technical assistance for nonprofit developers and start the initial process of acquiring land with other match funding.⁵⁵ The nonprofit that provides affordable housing opportunities would operate the community land trust by acquiring and managing land on which affordable housing would be developed.

In relation to promoting homeownership opportunities, CLTs can sell the homes, but retain ownership of the land. This lowers the purchase price and ensures continued affordability

⁵¹ Housing Opportunities for All: Comprehensive Housing Strategy (September 2018 Draft), "September 2018, 41.

⁵² City of Chicago, "Affordable Housing Preservation Ordinance," 2. <https://chicagocode.org/2-45-140/>

⁵³ Jon Banister, "Prince George's County Zoning Rewrite Could Help Spur Mixed-Use Development Near Transit." August 22, 2018. <https://www.bisnow.com/washington-dc/news/mixed-use/prince-georges-county-zoning-rewrite-could-help-spur-mixed-use-development-near-transit-92083>

⁵⁴ Arlington County Housing Division. "Affordable Housing Ordinance." <https://housing.arlingtonva.us/development/land-use-zoning-tools/>

⁵⁵ Housing Opportunities for All: Comprehensive Housing Strategy (September 2018 Draft), "September 2018, 92.

by restricting the price when the home is sold again. In a Washington, DC community (similar to Takoma Langley Crossroads) a CLT was created to help mitigate the risk of resident displacement in developing a new street bridge and park.⁵⁶ The Douglass Land Trust will allow DC residents to purchase a home or identify affordable housing rental properties all while emphasizing the preservation of housing units for families in the 30%-50% of area median income (AMI) in a neighborhood of primarily low-income residents. Prince George's County could replicate this model. CLTs can serve as important community partners on issues of neighborhood stabilization and anti-displacement.

In closing, in order to facilitate the preservation and potential expansion of affordable housing, community organizations, developers, local agencies, and elected officials should work proactively with residents through community organizing efforts and strong housing preservation policies.

Community Organizing

The main principle housing strategies should focus on is protecting the residents that currently live in the community and improving their quality of life. While we propose several strategies to maintain the affordable housing stock and upgrade the existing units, for example, we acknowledge that the leverage to accomplish these goals lies with the community. Among the issues facing the community is a lack of comprehensive data on the living experience of Langley Park, including an honest and up-to-date account of the housing stock quality. In addition, the needs assessment of partnerships in the Takoma-Langley Crossroads area revealed that the challenges of engaging Langley Park residents. These issues largely stem from the fact that this is a low-income, immigrant community with irregular schedules, language barriers and political concerns.

Moreover, given that the Langley Park community is relatively small, large-scale planning is likely to take a corridor-wide perspective in lieu of the specific concerns unique to this community. A concerted effort to mobilize this community and strengthen the civic culture will empower these residents with leverage to advocate for themselves as development moves in.

Short-Term

Increased community programming. Langley Park suffers from a lack of social cohesion, with most support networks being family-based. Some of the issues leading to community fragmentation include differences of national origin as well as some subnational grouping, and a lack of trust in institutions. Thus, developing a shared sense of community and a sense of ownership over that community is critical to enable the resident to organize themselves politically. Regular community programming, such as holiday and cultural celebrations, that the

⁵⁶ Stephen Hudson, "Anacostia is using a land trust to maintain affordable housing." May 7, 2018. <https://ggwash.org/view/67224/anacostia-is-using-a-land-trust-to-maintain-affordable-housing>

community knows to anticipate is one way to establish a sense of tradition, and thus permanence, in the community. Also, regular town halls and meetings with elected officials and government staff from across different agencies would increase the expectations the residents have of their representation and signal to them that they can influence policy and development decisions.

These outreach strategies require a more deliberate and consistent use of existing community programming funds but would not require any additional authority to undertake. Similarly, the task for elected officials and government staff is to increase their outreach efforts. Simply the presence of community and democratic activity in the short-run can serve to improve community spirit in the long-run.

Partnerships with religious organizations. As the demographics needs assessment of the study area discovered, the community spaces in the area are limited to government-led services related to healthcare, immigration, unemployment and legal aid. While these are very important to the residents of Langley Park, these spaces do not bring the community together and they do not cultivate community leaders. Additionally, the Policies, Plans and Partnerships assessment found that there was a lack of faith-based organizations in the PLCC generally and the only churches in the PLCC are not based in the TLC area⁵⁷.

In fact, the Prince George's Comprehensive Strategy identifies evaluating opportunities for partnerships with faith-based organizations in Actions 2.2, 2.5 and 2.10.⁵⁸ Initial implementation steps include "Provid[ing] capacity-building support for faith-based organizations with development interests."⁵⁹ As churches also provide support services such as food and clothing exchange programs, there may be opportunities to identify active members of the community that have potential for leadership and outreach roles. There are at least three churches within the TLC to potentially collaborate with: Comunidad Catolica de Langley Park, Takoma Park Seventh-Day Adventist Spanish Church and St. Michaels & All Angels Church.

Medium-Term

Consolidating community service organizations and programs. Increased community programming and burgeoning partnerships with other community-based organizations could be consolidated into one physical space or loose organizational structure. This concept has proven successful in Howard County, Maryland, which has established the Association of Community Services of Howard County (ACSHOCO).⁶⁰ ACSHOCO connects over 100 government agencies, non-profit organizations, for-profit organizations and religious groups by establishing a central communication node for collaboration. They also host trainings and seminars for member groups to facilitate networking. Such a program would be most effective county-wide but would provide an opportunity for Langley Park groups to assert themselves more directly. Furthermore, a BID organization could coordinate a more local effort.

⁵⁷ "About Us." PLCC. November 06, 2017. <http://purplelinecorridor.org/about/#partners>.

⁵⁸ Housing Opportunities for All: Comprehensive Housing Strategy (September 2018 Draft), "September 2018, 122

⁵⁹ Housing Opportunities for All: Comprehensive Housing Strategy (September 2018 Draft), "September 2018, 56

⁶⁰ "Association of Community Services." About. <https://www.acshoco.org/>.

ACSHOCO is funded through membership dues, event sponsorships, grants and donations. Thus, the budget requirements of this kind of association would largely go towards staff to coordinate it. In the long-term, a collaborative space for member organizations to meet and work could also be considered. Programs and organizations like these provide a platform for groups representing local residents to advocate for their housing needs to a wider audience as well as coordinate their activities on a larger scale.

Long-Term

Establish a Community Service Officer (CSO) corps. The CSO corps also draws on a successful Maryland-based program. Six CSOs serve in the Office of Community Services (OCS) in the Gaithersburg Police Department, serving as “the focal point for communication between the citizens and the police department and facilitat[ing] a cohesive and proactive approach to problem solving by the department.”⁶¹ They perform a variety of crime prevention strategies including home security surveys, safety presentations, coordinating neighborhood watch programs and attending community meetings. While they are full uniformed officers with the same authority as a police officer, they resist law and order activities. Instead, they investigate complaints and crimes by speaking directly with local residents and facilitating communication with the community and the police department.

In Maryland, the Maryland Police Training and Standards Commission has adopted the ‘Community Policing Initiatives for Law Enforcement Agencies’. The community policing guidelines emphasize community partnerships, organizational transformation and problem solving. “Community policing allows solutions to be tailor-made to the specific concerns of each community. The best solutions are those that satisfy community members, improve safety, diminish anxiety, lead to increased order, strengthen the ties between the community and police, and minimize coercive actions.”⁶²

Indeed, the program has been lauded by the neighborhoods and communities they serve. In 2008, when faced with budget cuts, a former Takoma Park City Councilman said “This will kind of devastate things, especially in the African-American and Hispanic communities.”⁶³ A Montgomery County Councilman added, “the officers in these positions provide a crucial link between the department and the public and often are the main link between community members, HOAs and other groups.” Casa de Maryland also voiced their concern. Establishing trust with the local residents is critical to open communication and a better understanding of the issues facing the community.

61 “Community Service Officers.” City of Gaithersburg . <https://www.gaithersburgmd.gov/services/police-services/community-services-officer>.

62 United States. Maryland Department of Public Safety and Correctional Services. Maryland Police Training and Standards Commission. Community Policing Initiatives for Law Enforcement Agencies.

63 Montes, Sebastian. “Council Likely to save Community Police Officers.” Non Profit Soapbox, May 14, 2008. <http://cdm.nonprofitsoapbox.com/news-archive/280-04142008>.

The CSO program in Gaithersburg, which consists of six officers, costs \$729,000. The Gaithersburg's Police Department's budget is \$9.4 million.⁶⁴ The CSO officers are ranked among the officer corps. Officer Dan Lane, who is the director of the OCS, consults with communities across Maryland about implementing community policing. He is willing and available to continue this work with Prince George's County. He can be contacted at dan.lane@gaithersburgmd.gov.

Housing Quality

In the short term, it is important to focus on improving the quality of the existing housing, particularly the multifamily rental properties. Strategies should focus on improving these existing structures for two reasons. First, the timing of new or redevelopment in Takoma Langley Crossroads is unclear. As documented in the community assessment report, there are real challenges and hazards to people living in these units now that need to be addressed. As reported in a survey of Langley Park renters, the CASA Needs survey found that 54% of respondents lived in conditions that were “poorly” or “very poorly” maintained.⁶⁵ Second, improving the quality of the existing housing is a better strategy for ensuring current residents are able to remain in the community than completely redeveloping these existing multifamily properties. Broadly, the strategies to improve the quality of existing housing are concerned with increasing code enforcement activities and capacity, assisting homeowners with making repairs, and incentivizing multifamily property owners to improve their buildings.

Short-Term

Increased code enforcement targeting and frequency. An identified need particularly on the Prince George's County side of the study area is for increased code enforcement. In Prince George's County, a lack of staffing means that enforcement is “complaint driven” instead of proactive.⁶⁶ A second barrier to code enforcement is fear residents have of engaging with government officials or their landlord – especially in a community like Takoma Langley Crossroads with its high immigrant population.

Although the short-term is too short of a window to increase the budget for code staff and resources, Prince George's County can use existing resources to be slightly more proactive with housing violations. In fact, Prince George's County recognizes this opportunity and is currently focusing code enforcement activities in the six Transforming Neighborhood Initiative communities, of which Langley Park is one.⁶⁷ To address the second barrier, both counties

⁶⁴ United States. City of Gaithersburg. City of Gaithersburg, MD Adopted Budget FY201 For the Fiscal Year Ended 9 July 1, 2018 to June 30, 2019. 2008

⁶⁵ Willow Lung-Amam et al., “Preparing for the Purple Line: Affordable Housing Strategies for Langley Park, Maryland” (National Center for Smart Growth Research and Education Center: University of Maryland, 2017), 18, <http://purplelinecorridor.org/wp-content/uploads/2017/10/Langley-Park-Housing-Report-1-1.pdf>.

⁶⁶ “Housing Opportunity for All: Comprehensive Housing Strategy (September 2018 Draft),” September 2018, 32, https://pgccouncil.us/DocumentCenter/View/3721/PGC_CHS_Oct2018.

⁶⁷ “Housing Opportunity for All: Comprehensive Housing Strategy (September 2018 Draft),” 122.

should expand Spanish language reporting options, continue to conduct outreach in the community to educate residents about anonymous reporting systems, educate residents about their rights as tenants against retaliation by landlords for making a housing complaint, and by taking legal action against landlords who retaliate. Both counties should also refer to other strategies throughout this section with regards to medium- and long-term strategies to build community trust.

Identify funding for Housing Rehabilitation Assistance Program. Prince George's County has periodically received grant funding for a home improvement assistance program for lower-income homeowners which when it operates assists between 100 and 200 households per year.⁶⁸ The Housing Rehabilitation Assistance Program (HRAP) is a no-interest deferred loan which covers repairs like hazard abatement (lead, asbestos), code compliance issues, and upgrades for energy efficiency or ADA elements.⁶⁹ Because of its limited funding pool and the growing demand for the services provided by the program, grant funds are expended quickly and 2018-2020 funds are already committed. Montgomery County until recently had a similar program, but it has been discontinued.⁷⁰ In the medium term, we recommend Montgomery County resolve funding constraints and bring back these highly important and valuable programs.

Prince George's County wants to identify a funding source for the program in order for its housing strategy to include both preservation of housing and new development. To that end, Prince George's County proposes using the newly established Housing Investment Trust Fund to assist with homeowner rehabilitation programs.⁷¹ Prince George's County is recommending funding the HRAP program at a level of \$2 to \$4 million per year.⁷² We recommend in the short-term that Prince George's County place a priority on this program when deciding how to spend from the Housing Investment Trust Fund. While there is a need for such a program across Prince George's County, we recommend some level of targeting of these funds be directed to high needs areas. While Langley Park is understandably too small to target alone, the County could take the approach it has with other programs by focusing some allocation of funding to Transforming Neighborhood Initiative neighborhoods. An expansion of HRAP would also present an opportunity to partner with CASA's vocational training program or hire its graduates to conduct repairs to homeowners receiving the loans.⁷³

Medium-Term

Utilizing PILOTs and other tax programs to incentivize multifamily property renovation. While PILOTs are often thought about in terms of new construction, there are examples of them being used to encourage property renovation. Prince George's County has already used this

⁶⁸ "Housing Opportunity for All: Comprehensive Housing Strategy (September 2018 Draft)," 32.

⁶⁹ Housing Initiative Partnership, "Housing Rehabilitation Assistance Program," accessed November 8, 2018, http://hiphomes.org/wp/wp-content/uploads/2010/10/Flyer_HRAP-2018.pdf.

⁷⁰ "Single Family Rehabilitation Loan Program: Homepage," accessed December 2, 2018, https://montgomerycountymd.gov/DHCA/housing/singlefamily/singlefamily_rehab/.

⁷¹ "Housing Opportunity for All: Comprehensive Housing Strategy (September 2018 Draft)," 40.

⁷² "Housing Opportunity for All: Comprehensive Housing Strategy (September 2018 Draft)," 122.

⁷³ "Vocational Training :We Are Casa," accessed December 2, 2018, <https://wearecasa.org/programs/vocational-training/>.

structure in an agreement with Montgomery Housing Partnership, a nonprofit housing developer, which purchased and renovated Parkview Manor, a deteriorating market-rate apartment building in Hyattsville. MHP is investing a total of \$3.88 million to improve these units and convert them to protected, quality affordable housing and in return has two separate PILOT agreements through both Prince George's County and the City of Hyattsville.⁷⁴ The building will be 100% affordable units for households with incomes at 60% area median income.⁷⁵ The PILOT included an abatement of up to \$225,000 over 15 years from the City of Hyattsville and \$687,544 from Prince George's County over 40 years.⁷⁶

We recommend both counties to expand the use of this type PILOT agreement to both increase the number of protected affordable units as a condition of the PILOT but also as a way to improve the quality of housing for those living in protected units. Potential partners could include existing nonprofit affordable housing developers in the area such as Montgomery Housing Partnership and Housing Initiative Partnership for acquisition of properties.

A risk to property renovation is displacement of residents. Due to an increased value of the structure from improvements to livability, multifamily owners are likely to face increase property taxes and pass those increases on to residents in the form of higher rents. Both counties could establish a tax credit program for multifamily owners who improve and maintain buildings to code standards while keeping rents level.⁷⁷

Increase code enforcement capacity. Prince George's County has identified in its draft comprehensive housing strategy the goal to increase the staffing, IT, and budget of code enforcement.⁷⁸ These investments would allow for a more proactive code enforcement strategy. Prince George's County also identifies a strategy where property owners would be connected to funding sources and programs to address the property violations. However, as other reports on housing quality in Langley Park have noted, we would stress that code enforcement activities focus on health and safety concerns of residents as opposed to more cosmetic violations like overgrown grass or nonworking automobiles, which constitute many of the current code violations in Langley Park.⁷⁹

A second way in the medium term to expand code enforcement activities without too much strain on existing budgets is to cross-train county employees in the specific codes of the respective counties. This is typically done with employees who are often out in the community

⁷⁴ City of Hyattsville, "Economic Development Update," Fall 2018, 3, <http://www.hyattsville.org/ArchiveCenter/ViewFile/Item/2547>.

⁷⁵ "City of Hyattsville Ordinance 2017-06" (2017), https://www.hyattsville.org/DocumentCenter/View/4476/HO-2017-06-MHP-Parkview-Manor_signed?bidId=.

⁷⁶ "Montgomery Housing Partnership (MHP) Parkview Manor Apartments Project," n.d., <https://d2kbkoa27fdvtw.cloudfront.net/hyattsville-md/169e595c2f41b45be1e6c1dde3470b0.pdf>.

⁷⁷ Lung-Amam et al., "Preparing for the Purple Line: Affordable Housing Strategies for Langley Park, Maryland," 36.

⁷⁸ "Housing Opportunity for All: Comprehensive Housing Strategy (September 2018 Draft)," 123.

⁷⁹ Lung-Amam et al., "Preparing for the Purple Line: Affordable Housing Strategies for Langley Park, Maryland," 18, 36.

such as fire and medical response services, law enforcement, tax assessors, and many others.⁸⁰ They are instructed to recognize what is a violation and how to report it. Some communities have programs for ‘citizen inspector’ initiatives who have the training to recognize violations and report them.⁸¹ A program of this nature in a community like Langley Park would likely be more effective if conducted in partnership with a trusted community organization, such as religious institutions or CASA de Maryland. A citizen program would of course require some increase expenditure in the budget. However, such a program would have multiple benefits such as an increase in cooperation and coordination between the government and nonprofit sectors as well as being a step to improve the level of trust between government and the community.

Long-Term

Use of Low-Income Housing Tax Credits (LIHTC) to encourage renovation. The use of LIHTC funds is frequently put forward as a strategy to improve the quality of housing and to increase the number of protected affordable units. However, this program is very competitive as there are many more projects than available funding. The use of LIHTC in the Takoma Langley Crossroads area is also complicated by the fact that in order to qualify for using the credits for renovation, the property must be in the same hands for ten years.⁸² But there are many properties that as of the 2017 publication of the Preparing for the Purple Line report that had not met this threshold. We encourage both counties to proactively work with multifamily property owners as they begin to qualify to apply for LIHTC after ten years of ownership to educate them about the program and other resources that could help offset the cost of renovation and upkeep of these properties.

Housing Stock

Overall, our goal is to diversify housing unit types and sizes in order increase affordable housing access for all residents. Not only is the existing housing stock substandard in quality, but the overcrowding issue and demographic trends of the area suggest the types of units available in the Takoma Langley Crossroads area is insufficient at meeting the needs of residents. Indeed, Prince George’s County’s recent comprehensive housing strategy acknowledges the challenge county-wide that a lack of unit types presents to helping residents find the most appropriate housing for their needs.⁸³

The age and gender profile of Langley Park allude to a strong presence of migrant workers, commonly believed to live in shared housing units, that may be better served by single-

⁸⁰ Frank C. Bracco, “An Incremental Approach to Improving Code Enforcement and Compliance in Clayton County, GA,” February 2010, 9, http://www.archwaypartnership.uga.edu/wp-content/uploads/2010/03/code-enforcement_march2010.pdf.

⁸¹ Bracco, 9.

⁸² Lung-Amam et al., “Preparing for the Purple Line: Affordable Housing Strategies for Langley Park, Maryland,” 30.

⁸³ Prince George’s County, 25.

room-occupancy (SRO) housing. On the other hand, the school overcrowding in Langley Park indicates a student yield rate per unit that is higher than what is typically expected, suggesting a higher need for housing units that are larger than the standard one or two bedrooms and can accommodate larger families.

The fourth main goal of the housing strategies, therefore, is to diversify the types and distribution of housing units – namely, to seek the addition of single-room-occupancy housing and increase the portion of three plus bedroom units. Future redevelopment or rehabilitation activity should be used as an opportunity to better serve the needs of the community and improve the composition of the housing stock to reflect their demographics. This will entail getting a more accurate estimate of the demand specific to this community in the short term, and then establishing policies and tools to reflect that need in the medium term. It is also important to recognize the challenges and limitations in meeting that need from the perspective of developers.

Short-Term

Assess demand for different sized units. Because Takoma Langley Crossroads has no undeveloped parcels, it is not possible in the short-term (0-2 years) to increase the diversity of housing stock. However, there are actions that can be taken now to ensure a diversity of units are obtained in the event of redevelopment. First, the issue of multiple families and unrelated single individuals living together in rental units is a known phenomenon.⁸⁴ This has been reported both with American Community Survey data and community knowledge such as code enforcement officers and nonprofit service groups. Because ACS data is only a very small sample of the community, we need more information on those whose overcrowding situations could be resolved through different unit types in Langley Park. This would include assessing the number of families in need of a three-bedroom multifamily rental unit (of which there are only 14 in Langley Park) and how many migrant workers share apartments.

These could take the form of resident surveys or focus groups. Since these are sensitive questions for members of vulnerable communities such as those that reside in Takoma Langley Crossroads, we recommend that government entities not implement these surveys or groups themselves but leave it to trusted community partners such as religious institutions or nonprofit organizations such as CASA. CASA has expertise with surveying its membership, many who live in Montgomery and Prince George’s counties, and reporting research on their findings.

A second element to addressing the need for different unit types in the short term is to understand what holds developers back from creating different unit types. In the case of Prince George’s County, which recently drafted its comprehensive housing strategy plan, interviews with developers to understand barriers to development in the county as a whole informed the

⁸⁴ Prince George’s County, “Housing Opportunity for All: Comprehensive Housing Strategy (Draft for Public Review),” September 2018, 16, https://www.princegeorgescountymd.gov/DocumentCenter/View/23332/Prince-Georges-County-Comprehensive-Housing-Strategy_for_public_review_Oct2018; Willow Lung-Amam et al., “Preparing for the Purple Line: Affordable Housing Strategies for Langley Park, Maryland” (National Center for Smart Growth Research and Education Center: University of Maryland, 2017), 19, <http://purplelinecorridor.org/wp-content/uploads/2017/10/Langley-Park-Housing-Report-1-1.pdf>.

housing strategies.⁸⁵ These conversations resulted in discussions about taxes, development review, and additional requirements for TOD areas that increase costs.⁸⁶ We would encourage both counties in the next few years to continue to have these conversations with developers as Purple Line construction finishes and specifically address the barriers to construction of different unit types outside of the traditional one bedroom/two bedroom mix in multifamily residential buildings.

Medium-Term

While we propose the following strategies, it is also expected that other strategies or initiatives to promote the construction of more diverse unit types like single room occupancy and three or more bedrooms will arise out of conversations with developers.

Incentivize diverse residential unit mix through density bonuses. The development review process in both counties is always one of negotiation. With the addition of pre-development community meetings and outreach a likely new policy in Prince George's County as part of the zoning rewrite approved by the County Council in October 2018, there is an opportunity to advocate for the inclusion of three-bedroom units in future construction in Takoma Langley Crossroads. Both counties can promote this by offering density bonuses in their respective portions of the study area, particularly for development which may occur within one-quarter mile of the Purple Line stations. In the event density bonuses are not of interest to developers, reduced or waived fees or parking requirements have been proposed in Prince George's County to incentivize income-restricted units and may also be applicable to incentivizing developers to construct larger units.⁸⁷

Assess feasibility and incentivize single-room occupancy. An acknowledged driver of overcrowding in Takoma Langley Crossroads is the number of unrelated individuals living together in order to decrease housing costs. While regionally affordable, housing is still expensive for many Takoma Langley Crossroads residents.⁸⁸ A previous report on housing strategies for Langley Park put forward the suggestion of utilizing funds from HUD's Single-Room Occupancy Program, which assists with moderate rehabilitation in order to convert structures into SRO housing (multiple bedrooms with shared common facilities like kitchens and bathrooms).⁸⁹ At this time, new projects through this program are no longer receiving funding through HUD.⁹⁰

However, this does not mean that just like three-bedroom units, this type of housing product cannot be incentivized and promoted through the policy of the counties. An SRO structure for Takoma Langley Crossroads would fit well with a nonprofit housing developer such

⁸⁵ Prince George's County, "Housing Opportunity for All: Comprehensive Housing Strategy (Draft for Public Review)," 5.

⁸⁶ Prince George's County, 37.

⁸⁷ Prince George's County, 73.

⁸⁸ Lung-Amam et al., "Preparing for the Purple Line: Affordable Housing Strategies for Langley Park, Maryland," 5.

⁸⁹ Lung-Amam et al., 30–31.

⁹⁰ "SRO Eligibility Requirements - HUD Exchange," accessed December 4, 2018, <https://www.hudexchange.info/programs/sro/sro-eligibility-requirements/>.

as Montgomery Housing Partnership or Housing Initiative Partnership. Constructing new SRO housing – or in the event of redevelopment, preserving and converting some of the current multifamily structures into SRO – would provide an ideal location to provide wraparound services such as vocational training, English classes, and others for new immigrants. Similar incentives and processes for incentivizing protected affordable housing or three-bedroom units should be used in the case of SROs.

Long-Term

Utilize funding available through Prince George's County Department of Housing and Community Development [DHCD] for various types of housing unit development. Funding programs such as the HOME Investment Partnership Program and Housing Investment Trust Fund should be actively pursued for development efforts in the Takoma Langley Crossroads. As a long-term strategy, these funds can be used for the acquisition, new construction, or rehabilitation of multifamily rental housing. As mentioned previously in this report, the Housing and Urban Development (HUD) HOME Investment Partnerships program may encourage nonprofit and for-profit developers to produce and rehabilitate housing, assist first-time homebuyers to purchase homes, and help to incentive various types of housing stock for low-income households. Additionally, HOME funds ensure that quality, affordable housing is developed as HOME-funded project must be in compliance with federal lead-based paint regulations defined in the Housing and Community Development Act of 1992.⁹¹ In addition to the housing stock, housing quality is a significant concern in the Takoma Langley Crossroads. As a result, HOME funds can help to address both issues with federal regulatory support.

Another important long-term housing finance strategy is Housing Investment Trust Fund (HIT Fund). Similar to the HOME program, HIT funds can be used for production and rehabilitation of affordable housing. Most notably, HIT funds can support Prince George's County to support various types of housing stock such as workforce housing or smaller residential units.⁹² Funding supporting different types of housing stock could potentially address the aforementioned issues of overcrowding and assist in catering housing needs based on residential preference and need. Both financial programs are important long-term strategies for the Takoma Langley Crossroads because they help to assist may key objectives identified in this report such as affordable housing preservation, diversifying housing stock, and addressing housing quality in the area.

Promote the construction of townhomes in edge areas. As stated throughout this report, the exact timing and location of development or redevelopment in Takoma Langley Crossroads cannot be predicted. But it is most likely that either the commercial properties on University

⁹¹ Prince George's County. *HOME Investment Partnership*. Accessed December 3, 2018. <https://www.princegeorgescountymd.gov/1108/HOME-Investment-Partnership>

⁹² Prince George's County. *DIVISION 19. - Housing Investment Trust Fund, Code of Ordinances*. Accessed December 3, 2018. https://library.municode.com/md/prince_george's_county/codes/code_of_ordinances?nodeId=PTIITI17PULOLAPRGECOMA_SUBTITLE_10FITA_DIV19HOINTRFU&showChanges=true

Boulevard would convert to a more mixed-use land pattern, or the current multifamily rental buildings within one-quarter mile of the transit centers would be redeveloped. Eventually however, development pressures are likely at the one-half to one-mile mark, or so-called edges of the transit zone. Recent development patterns in the Washington metropolitan area indicate townhomes are a common housing product in these areas. Townhomes, or single family attached structures, are often a higher density than single family detached homes, but lower than apartment buildings which makes them an ideal housing type to transition between the two currently distinct residential land use patterns in Takoma Langley Crossroads.

In addition to providing this transition area, it also adds to the type of housing products available in Takoma Langley Crossroads. In general, townhomes provide more square footage than multifamily rental units and are therefore another housing type that can meet the need of families currently living in overcrowded conditions in Takoma Langley Crossroads. Because they will be new construction, the townhomes are likely to be too expensive to be a homeownership opportunity for the current residents of Langley Park. However, when combined with affordable housing inclusionary zoning policies and restrictive covenants, a percentage of these new townhomes can provide affordable homeownership to households at certain levels of area median income. The counties could also encourage in the development review process that townhomes be constructed with space that could be converted into a rental apartment if the owners choose. This would increase the number of dwelling units without increasing density in this transition area between the multifamily and single family detached homes in the area.

Conclusion

In summary, the main priority for housing in Langley Park should be to protect the residents as they continue to establish roots and grow in this community. Consequently, housing efforts should be directed at improving the existing housing stock as well as preserving the identity and affordability of the community as development occurs.

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United States. Maryland Department of Public Safety and Correctional Services. Maryland Police Training and Standards Commission. Community Policing Initiatives for Law Enforcement Agencies.

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Chapter 4: Economic Development

By Lauren Stamm, Jerah Smith, Russell Ottalini, Nick Mackereth, Philip Clites



Introduction

The purpose of this report is to propose an action strategy for the Takoma Langley Crossroads (TLC) business community as they prepare for the construction and arrival of the Purple Line, a 16-mile light rail that will run through TLC. For the first phase of this project, team members researched the strengths and weaknesses of the small businesses in the area. TLC offers a diverse mix of businesses, both by types of businesses and the unique cultural communities they serve. Many small businesses are immigrant-owned or provide products and services that cater to ethnic communities. Vacancies are low and rent prices are high, relative to the rest of the DC metropolitan area. As an unincorporated area that includes parts of Montgomery County, Prince George's County, and the City of Takoma Park, TLC has not yet been able to establish a bi-county partnership, that is able to advocate for and organize the entire business community. Additionally, the arrival of the Purple Line threatens redevelopment and displacement, although the timeline is uncertain. Lastly, Takoma Langley Crossroads Development Authority (TLCDA) has voiced concerns that the small businesses in TLC are not fully capitalizing on the market potential of the area. As more are drawn to the area of the Purple Line, businesses must be able to adapt and continue to attract consumers to the area.

In order to address the needs of the TLC business community, small business owners and property owners should establish a bi-county Business Improvement District (BID) or other voluntary partnership to retain and support existing small businesses, enhance the shopping experience for customers, and establish a cohesive place-identity that encompasses the entire TLC community. This report outlines comprehensive strategies to create a BID and address these goals in TLC. The comprehensive strategy includes suggestions for short-term, medium-term, and long-term implementation.

Background and Context

Earlier in the semester, a small business retention and economic development community assessment was completed for Takoma Langley Crossroads. (Appendix E) In this study area, the assessment identified 66 commercial parcels, shown below in Figure 4-1 (divided by jurisdiction), which are home to 368 total businesses. The 66 commercial parcels reside on 3,825,001 square feet (87.8 acres) of land and collectively their total current assessed property values equate to over \$263 million.

Table 4-1 below provides a breakdown, by County, of all businesses within TLC's by business type. The predominate business types located throughout the corridor are: Professional, medical, and other services which make up 37.2% of all businesses, miscellaneous shops (fashion, electronics, etc.) which make up 17.4% of all businesses, and eateries, which amount to 14.7% of all the businesses located within our study area.

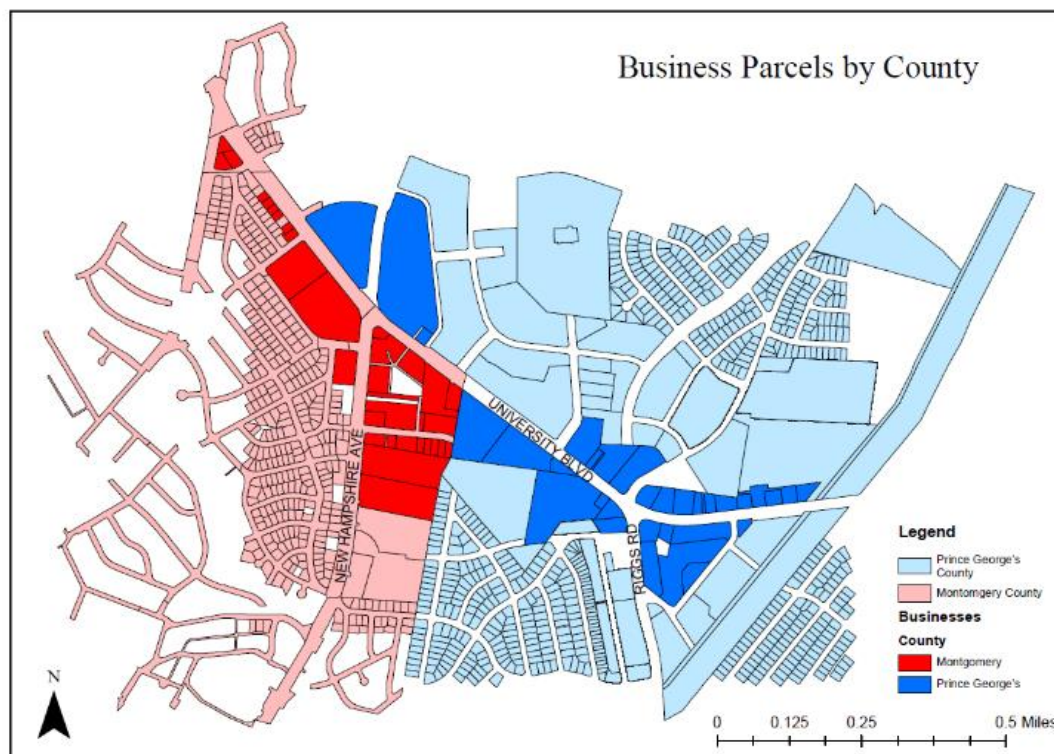


Figure 4-1: Map of business parcels in TLC by county
Source: Economic Development Community Assessment, Appendix E

Takoma Langley Crossroads is also often referred to as the “International Corridor”. Our community assessment identified that 32.4% of all TLC’s businesses provide products or services specifically catered towards ethnic communities. Of these, the vast majority provide products or services that specifically catered the Hispanic community, totaling 84.1% of all ethnic businesses and 28.8% of all businesses. Utilizing the area’s diverse business culture as a platform for future branding and marketing could provide the corridor with a unique and defined competitive advantage to set the corridor apart from other neighborhoods in the region. Figure 4-2 below identifies the number of ethnic businesses identified by parcel and illustrates how the ethnic businesses are scattered throughout the study area.

	Montgomery County	Prince George’s County	Total	% of Total
Number of Parcels	33	33	66	
Number of Businesses	152	216	368	
Businesses by Type				
Professional, Medical, Other	75	62	137	37.2%
Miscellaneous Shops	20	44	64	17.4%
Eateries	19	35	54	14.7%
Salon	6	19	25	6.8%
Financial, Pawn, Check Cashing	9	14	23	6.3%
Grocery	10	6	16	4.3%
Discount	3	6	9	2.4%
Automotive	3	5	8	2.2%
Gas	1	6	7	1.9%
Laundry	2	3	5	1.4%
Beer & Liquor	1	3	4	1.1%

Table 4-1: Numbers of parcels, businesses, and businesses by type, by County
Source: Economic Development Community Assessment, Appendix E

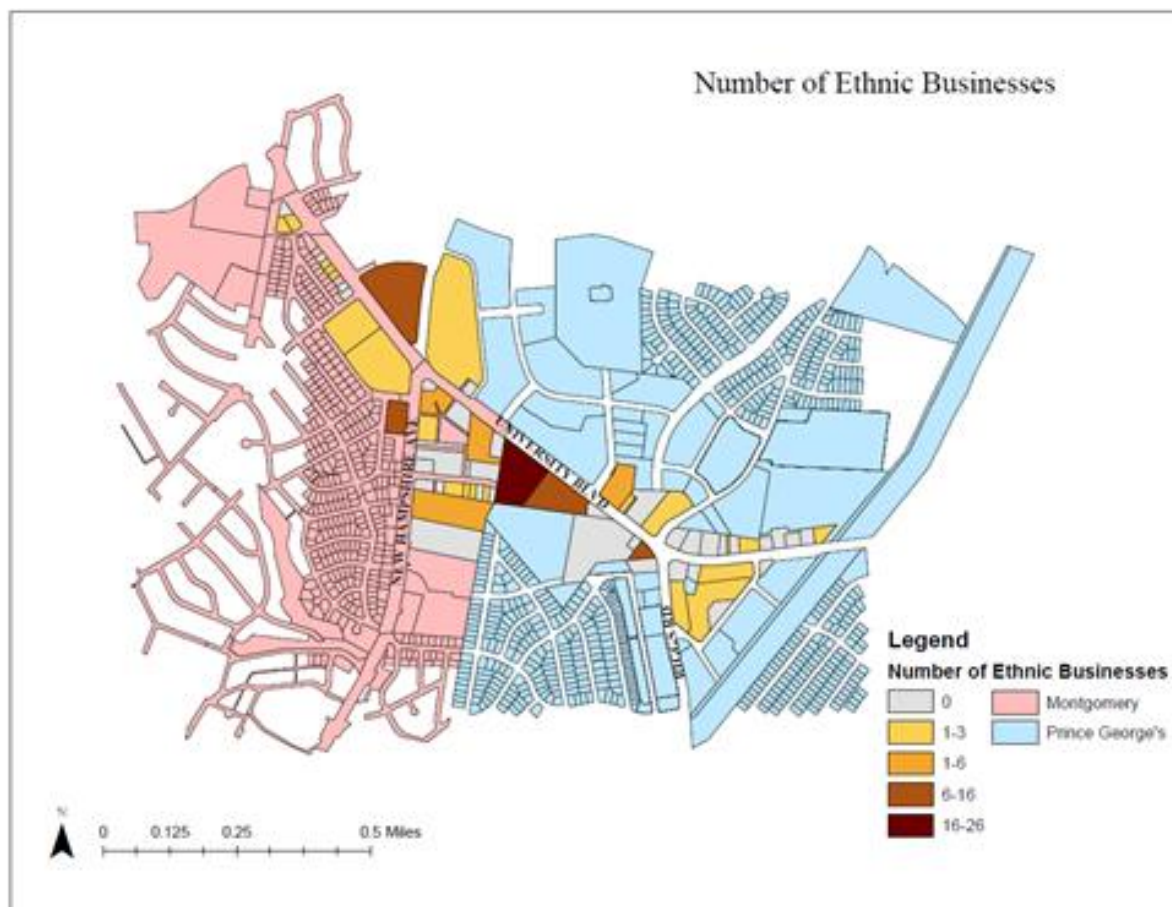


Figure 4-2. Ethnic businesses in TLC

Source: Economic Development Community Assessment, Appendix E

Gaps, Needs, and Challenges

Using the community assessment as guidance, several gaps, needs, and challenges have been identified for the Crossroads in regards to small business retention and economic development. Today, these gaps, needs, and challenges require attention from local governments and stakeholders due to the changes, effects, and complications that may arise with the introduction of the Purple Line Light Rail. Many of our proposed strategies, which will be detailed later in this report, were created with the purpose of addressing some of the following gaps, needs, and challenges for economic development, small business retention, and branding for the “International Corridor.”

The current business community seems to thrive throughout Takoma Langley Crossroads. Business property vacancy rates are low (less than 5%) while commercial property rents are high. The rents for businesses located adjacent to the intersection of University Blvd. and New Hampshire Ave. average \$49/square foot and run as high as \$88/square foot⁹³. With

⁹³ The City of Takoma Park. “Housing and Economic Development Strategic Plan for Takoma Park.” Prepared by The Cloudburst Group. October 2017. <https://documents-takomapark.s3.amazonaws.com/housing-and-community-development/Strategic%20Plan/Takoma%20Park%20Strategic%20Plan%20Final%2010.15.17%20DRAFT.pdf>

the investment of light rail, many in the community are worried about if and how this infrastructure investment will have an effect on commercial rents. With commercial rents already considered to be on the high side compared to the surrounding region, there is some worry that commercial property rents may increase, which could cause small business displacement. Light rail investment also presents fears of redevelopment and how the redevelopment may change the businesses fabric and identity which currently exist within TLC's.

The construction phase of the Purple Line project is starting to take form throughout Takoma Langley Crossroads. The construction phase fosters a unique set of challenges for local business owners. During the construction phase of the Purple Line project, the Maryland Transit Authority is required, under contract, to provide "open for business" signage as well as are required to guarantee street access for both consumers and vendors to all businesses affected by construction efforts⁹⁴. However, due to construction, many small businesses may experience less foot traffic and a potential decline of sales. Several case studies, including Minneapolis-Saint Paul's Green Line Light Rail Project, have utilized small business loans and technical assistance programs to help local small business owners weather the challenges brought forth by construction. Currently, there are several technical assistance programs available for TLC small business owners that are administered by local nonprofits and business development organizations. However, there are currently no funds set aside or plans in place that would offer small business loan assistance to help the corridor's current small business owners.

The last important gap, need, or challenge that must be addressed arises from issues created by the TLC's physical location spanning two counties (Montgomery and Prince George's) and three separate jurisdictions (Prince George's and Montgomery Counties as well as the City of Takoma Park). Each jurisdiction has created a different sector plan for the TLC corridor. Each jurisdiction also has its own laws, policies, and programs, which only affect the businesses located within their boundaries. There is currently no coordination between Prince George's and Montgomery Counties to address the needs of the local business community. Moving forward, and for the future economic development success for the TLC, a bi-county (tri-jurisdictional) partnership must be developed to create one future vision for the entire corridor, which also could help advocate and assist the local small business community.

To address the issues above – and for successful implementation of the small business retention, economic development, and branding strategies presented in this report – there will need to be collaboration and cooperation from several essential stakeholder groups. These stakeholder groups will have to coordinate, create, and agree on one shared future vision for the entire TLC. These stakeholder groups need to create one unified set of defined goals and action items and to assign leadership to each. Organizing and bringing together local property and small business owners is a priority. This stakeholder group will need to support and drive most of the strategies outlined throughout this report. Other essential stakeholder groups will have to become leaders of for the small business retention, economic development, and branding strategies, including local Council members and state legislators from all jurisdictions, business development organizations (specifically, The Takoma Langley Crossroads Development Authority and the Northern Gateway CDC), both Montgomery and Prince George's Counties

94 Maryland Department of Transportation, Maryland Transit Administration, & Federal Transit Administration. "Purple Line Final Environmental Impact Study: Draft Section 4(f) Evaluation." August 2013. <http://www.purplelinemd.com/en/about-the-project/studies-reports/feis-document>

Economic Development Corporations, and potentially other local community organizations. Only through collective and collaborative partnerships from all stakeholders will this unique bi-county business community be able to be successful in addressing small business retention and economic development needs across TLC.

Goals

It is with this context in mind that a set of simple, cross-jurisdictional economic development goals were developed with the intention of helping the current and future TLC business community take full advantage of the Purple Line. The goals are:

1. Retain small businesses by helping them to capture and appropriately direct the economic development potential offered by the Purple Line
2. Enhance the customer experience for TLC patrons to help sustain and grow their customer base through streetscape and pedestrian improvements
3. Establish and market a unified place-identity that is promoted and recognizable across jurisdictional boundaries

It is with these goals in mind that the following economic development implementation strategies were developed.

Possible Implementation Strategies

As part of our analysis of county sector plans and the class' background research on conditions across the corridor, our team considered several potential implementation strategies for business retention and economic development before, during and after the construction of the Purple Line. We took into account recommendations from the class' report on existing conditions in the corridor (Appendix E), particularly the recommendation to establish one unifying organization protecting business owners' interests in advance of any transit-oriented development associated with the coming of the Purple Line.

Taking on these recommendations, we first considered the formulation of a bi-jurisdictional Business Improvement District (BID) throughout the TLC/International Corridor. Our analysis of county sector plans demonstrated there was political support for such an organization in the area, particularly from Montgomery County and the Takoma-Langley Crossroads Development Authority (TLCDA).

In broader consideration of the fact that not all business owners may be in support of mandatory property tax assessments (a standard funding mechanism that will be explained further below), we considered a voluntary association providing similar services at a less capital-intensive capacity, which we refer to as a Community Improvement District (CID). A preexisting model for this voluntary association existed in nearby Congress Heights in Washington, DC, where a yearlong exploration of potential BID formation demonstrated that while the funding

mechanism wasn't viable to provide a baseline of services, the services were still desirable.⁹⁵ During the BID formation process, the community was still able to both provide basic cleaning and maintenance services without property assessments while planning for further spatial activation efforts in the future.⁹⁶

Finally, our group also considered the proposition of a greater, more formalized partnership between TLCDA and the Northern Gateway Community Development Corporation (NGCDC), a newly-established nonprofit organization on the Prince George's County side of the corridor. Recognizing that there is support for such an idea from TLCDA, which has built up significant capacity on the Montgomery County side of the corridor, reflects that such a partnership would be able to draw on existing resources and leadership.

Preferred Strategy: Business Improvement District

As mentioned above, a Business Improvement District (BID) is a defined area within which property owners, and potentially others, pay an assessment fee to fund projects and improve the environment within the given district boundaries. BIDs can provide a multitude of services, including, but not limited to, street cleaning, maintenance, beautification, security, capital improvements, pedestrian enhancements, streetscape enhancements, and marketing. By incorporating as a non-profit, BIDs give a defined area the ability to apply for grants as well. For example, Maryland offers several grants for litter reduction, such as the Prince George's County Litter Reduction grant and the Maryland Clean Up & Green Up grant, for which a TLC BID would be able to apply.

BIDs can provide value to business and property owners in the form of reduced crime and increased property values. A study of BIDs in Los Angeles found a 12% reduction in robberies and an 8% reduction in crime overall.⁹⁷ A study of BIDs in New York found that commercial properties within BIDs sold for 30.7% more than similar properties outside of district boundaries.⁹⁸

The process for launching a BID is governed by state law in Maryland, and generally involves the following steps:

1. Identifying stakeholders (property owners, business owners, community development organizations, elected officials, residents, etc.)
2. Incorporating as a nonprofit and establishing a board of directors
3. Writing a business plan that encompasses the goals and strategies of the BID, such as those described in this report

⁹⁵ Ray, Monica. "Congress Heights Community Training and Development Corporation." Lecture at the New Directions in Place Management Workshop, Georgetown University School of Continuing Studies, Washington, DC, November 8, 2018.

⁹⁶ Ray, Monica. "Emerging BID Presentation." April 2017. <http://congressheights.biz/wp-content/uploads/2017/04/Emerging-BID-Presentation.pdf>

⁹⁷ MacDonald, John, Golinelli, Daniela, Stokes, Robert J., and Bluthenthal, Ricky. "The effect of business improvement districts on the incidents of violent crimes." March 2010. "<https://injuryprevention.bmj.com/content/16/5/327>

⁹⁸ Ellen, Ingrid Gould, Schwartz, Amy Ellen, and Voicu, Ioan. "The Impact of Business Improvement Districts on Property Values: Evidence from New York City." Furman Center for Real Estate & Urban Policy. New York University. May 2007. http://furmancenter.org/files/publications/ImpactofBIDcombined_000_1.pdf

4. Determining a fee assessment formula that will provide enough resources to reach these goals
5. Passing BID legislation at the county level to officially allow the BID to begin operations

Due to a unique situation in Maryland, forming a BID in TLC will likely require an additional step as well. Up until 2017, Maryland law has required 80% of property owners within the desired BID area to agree to form a BID. However, in 2017, the Maryland General Assembly passed 2017 House Bill 386 which exempts Montgomery County from this requirement and replaces it with a requirement that only 51% of property owners within the desired BID area need to agree. We recommend pursuing a similar exemption at the state legislature for Prince George's County as soon as possible, which will not only help TLC, but other areas in Prince George's County that may wish to form a BID. Maryland BIDs are governed by the Economic Development Article of the Code of Maryland, Sections 12-401 to 12-410 (for all counties except Montgomery County) and Sections 12-601 to 12-612 (for Montgomery County).

Funding Options: Assessment Fee Scenarios

BID assessment fees are generally assessed to property owners within the BID area as a percentage of property tax. BID rates are generally 0.15% of assessed property value or less, the existing conditions assessment of the area shows a total commercial property assessment value of about \$263M in the TLC study area. This could provide annual BID budgets in the following range:

1. 0.15% assessment rate = approx. \$390K of revenue per year
2. 0.05% assessment rate = approx. \$130K of revenue per year

By comparison, the average Prince George's County property tax rate is 1.382% and the average Montgomery County property tax rate is 0.934%. This investment by the property owners can yield a return in property values as mentioned above. The counties can also pursue a property tax deduction or exemption for the BID fee if property owners need additional encouragement to buy into the BID formation.

BID fee assessment formulas and rates are ultimately dictated by the budget of the services that the BID seeks to provide. BIDs are not locked into a certain fee or fee structure. If a BID can only get off the ground with a lower assessment rate, then the BID can incorporate and revisit the fee structure later if they decide they want to provide additional services. For example, the results of the BID and the BID fee structure can be reviewed on a five-year basis to determine whether to continue the BID as is or whether to change the fee structure.

Short-Term Implementation

In order to eventually form a BID, in the short-term, the community should begin an exploratory process.

1. ***Pursue Passage of Prince George's County Business Improvement District Legislation.***
In the short-term, the formulation of the Business Improvement District will necessitate

the passage of legislation at the state-level that extends Montgomery County’s exemption to statewide BID requirements to Prince George’s County. This will create the potential for a TLC, or Purple Line corridor-wide, BID formulation at 51% approval from business owners, as opposed to the existing 80% requirement. The team feels this is of particular importance given that other unincorporated areas of Montgomery County, such as Silver Spring, are actively exploring BID formation. 99

2. **Work with business, political and community stakeholders.** Once the legislative groundwork has been laid for corridor-wide approval at 51%, TLCDA and NGCDC should collaborate to leverage existing business owner networks and relationships to begin pre-BID exploration meetings, laying out the process and building grassroots support. Concurrently, the nonprofits could work with these stakeholders to approach county and municipal (in the case of Takoma Park) economic development offices, county council representatives and other elected officials to start the conversation and build the case for a BID. Such political and technical support will be necessary for both county and statewide approval of the creation of a BID, and will assist Langley Park stakeholders in determining an ideal package of services for the organization.

While businesses work towards forming a BID, a number of voluntary or low-cost activities can be pursued.

- **Business Retention Activities during Construction.** As Purple Line construction gets underway, business retention strategies in collaboration with the Maryland Department of Transportation (MDOT) should be implemented as planned. Such strategies include “open for business” signage in highly visible areas of the corridor, along with technical assistance already provided by TLCDA, Small Business Development Center, the Latino Economic Development Center and other organizations in the area. While initial meetings concerning an exploration of BID formation proceed, low-cost services (such as those that would be provided by the proposed organization) could be tested as use-cases for business owners. In order to demonstrate the value of the essential “clean and safe” functions characteristic of BIDs, volunteer or paid street-cleaners might be employed at the strip malls and business establishments along University Boulevard and areas of Riggs Road and New Hampshire Avenue within the corridor.
- **Develop unified area branding.** The creation of a unified, corridor-wide community “brand” would be explored during this stage, in advance of the formalization of further BID consultation. For the purpose of brand creation, Montgomery County and Prince George’s County urban planners and officials from both CDCs might be enlisted to assist in the community meeting process, while a graphic designer or community member with such skills could assist stakeholders in illustrating their expressed ideas and values. Such brand engagement with the community would lend further weight to the formation

99 The Urban Partnership. Silver Spring Business Improvement District. 2017. <https://www.silverspringbid.org/>

process, enhance the sense of community ownership, and project a more authentic sense of the community to both residents and patrons of TLC businesses.

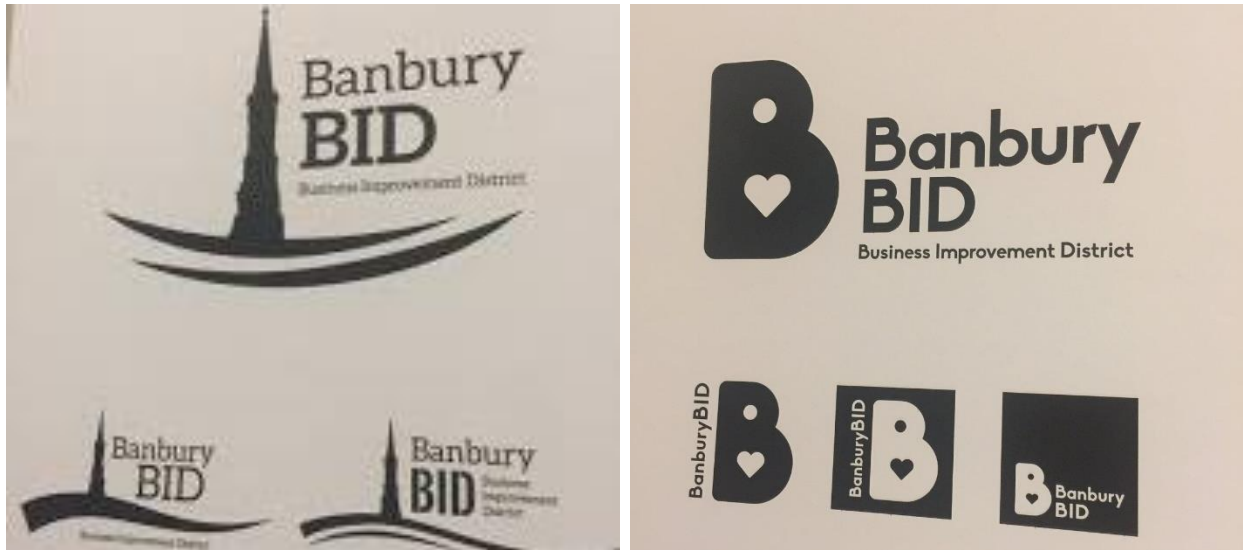


Figure 4-3. Example of community BID brand-engagement from the BID in Banbury, UK100
Source: Banbury BID.

Medium-Term Implementation

After passing helpful legislation and bringing the business community together through stakeholder outreach, TLC can begin the process of forming the BID.

1. **Conduct needs-assessment survey and develop a business plan.** Once the Purple Line construction has been completed and the community has settled on forming a Business Improvement District, interested property owners and businesses will need to conduct a needs assessment, to justify why a BID is necessary in TLC. This assessment will also propose a fee structure and resulting budget. The survey will be created by a steering committee and then given to all property owners and commercial tenants to complete. If deemed necessary, the needs assessment can also include “users,” such as residents and consumers. After reviewing the assessment responses, the steering committee will use the collected data to write a business plan. The plan will need to meet the state of Maryland’s criteria for BID applications, and will most likely be required to include: the services and improvements that will be provided by the BID, the first year budget and the assessment formula.
2. **Establish a Board of Directors.** As a 501(c) 3 nonprofit organization, the BID will be managed by a board of directors that will be composed of business advocates, property

100 Banbury BID. <https://banburybid.com/>

owners, and small business owners from both Montgomery County and Prince George's County, in an effort to represent the entire community.

3. **Hire staff.** Typically, BIDs are led by Executive Directors. The number of staff members depends on the available budget, and frequently include: economic development professionals, urban planners, street cleaning staff, and neighborhood ambassadors.

In addition to forming the BID, the community and existing organizations can embark on a variety of resource-flexible activities to continue to strengthen the business community.

- **Place management and branding.** The Purple Line has the potential to expand the customer base for existing businesses in TLC. In order to attract new customers, the community, existing organizations, or newly established BID should invest in place-branding. This will present a cohesive neighborhood identity to outside visitors. When construction began on a similar light rail project connecting Minneapolis and St. Paul, communities along the Green Line used branding to draw new customers.¹⁰¹
 - *Public art.* In nearby Long Branch, public art has helped create visual focal points for the neighborhood and attract customers. Unlike professionally printed banners, public art can involve members of the community, volunteers, local artists, and students to offer a low-cost alternative to more traditional forms of branding. Figure 4-4 below shows the El Toucan mural by Peter Krsko in Long Branch, MD.
 - *Banners and branded street enhancements, such as trash cans and planters.* Currently, “Takoma Langley Crossroads CDA” banners can be found throughout the portion of TLC within the City of Takoma Park. In order to establish a cohesive and easily identifiable place-identity, banners and other branded street enhancements should extend throughout the entire TLC area. BID street enhancements often include: trash cans, planters, signs, and benches.
 - *Holiday decorations.* Holiday decorations, such as string lights, festive planters, and ribbons, offer an opportunity to draw shoppers to the Crossroads during the busy holiday season.
 - *Events.* Hosting events, such as cultural festivals, farmers markets, concerts, and block parties can attract new visitors to TLC.

101 Van Berkel, Jesse. “Neighborhoods along Green Line develop identities.” Star Tribune. July 2016. <http://www.startribune.com/neighborhoods-along-green-line-develop-identities/385324351/>

- Support existing technical assistance programs. Given the number of organizations that already provide supportive programs for small businesses, the BID does not need to duplicate these efforts, but rather support and strengthen existing offerings. The Maryland Small Business Development Center (MDSBDC) and Latino Economic Development Center (LEDC) offer no-cost and low-cost training programs and workshops to assist small businesses in a number of areas. The BID can support these efforts by advertising their offerings to the BID community and assisting with outreach.



Figure 4-4. El Toucan by Peter Krsko in Long Branch, MD102

Long-Term Implementation

With the BID formally established, it is time to begin executing its duties. The BID's top internal priorities should be to:

1. **Build capacity.** With hundreds of businesses found in the TLC area already, it is crucial that the BID have the capacity to effectively manage such a large umbrella organization.

102 Krsko, Peter. "El Tucan." 2014. <http://www.peterkrsko.com/selectedprojects.html>

The BID should prioritize hiring staff with economic development, marketing and community engagement experience.

2. ***Advocate for member businesses.*** While BIDs are typically known most for street maintenance and beautification, they can be a tremendously effective vehicle for business advocacy as well. Similarly to a Chamber of Commerce, a BID can help bring to bear the collective economic and political power of the member businesses. For instance, a strong BID with clout could lobby its political leaders for fee waivers, permit expediting or capital improvement projects.
3. ***Diversify funding.*** Presumably, the BID's initial assessment structure will be low and simple in order to reduce resistance from those assessed. However, as the BID is formed and has a demonstrably positive impact on the local businesses, it may behoove the organization to revisit that assessment structure. The BID could raise or lower the assessment percentage across the board or diversify the fee schedule based on property use (i.e., separate charges for commercial use, mixed use, residential use, hotels, etc.). Additionally, the BID could supplement its budget by pursuing public and private grant opportunities.

Externally, the BID can begin to implement more capital intensive activities once it has been formally established and begins collecting fees. While a BID is not the only model that the TLC community could follow in order to capture the economic power of the Purple Line, it is the strategy of choice because it offers the best long-term economic development opportunity due in no small part because of its ability to engage in concerted, capital intensive activities that reinvest in the community. Some of the top external priorities of a capitalized BID should be:

- ***Physical improvements.*** Naturally, physical improvements are some of the most expensive but can also have the greatest impact on business development. It is common for BIDs to provide matching funds for facade improvements for businesses that need an updated exterior, as is the case for many TLC businesses. The BID could also use its financial resources to activate shared spaces, such as underutilized parking lots or unwelcoming public spaces.
- ***Market analysis.*** The TLC business community certainly appears to be doing well evidenced by its low vacancy rates in spite of its high rents. Currently, the TLC business community caters mostly to drivers and nearby residents, but the economic reach of TLC business owners is about to expand considerably with the addition of the Purple Line stations. Therefore, it would be wise to conduct a thorough market analysis to determine how to best capture the attention of this expanded customer base.

- ***Independent code enforcement.*** Based on a variety of interviews and the earlier economic assessment, it has become clear that the TLC area is lacking in effective code enforcement. Oakland's Fruitvale BID has taken this responsibility upon themselves after being unsatisfied with the level of enforcement provided by the city and may be a desirable model for the TLC BID to follow.¹⁰³
- ***Support small businesses and property owners.*** Currently, the TLCDA and the Northern Gateway CDC both provide technical assistance to business owners in their respective jurisdictions, and the TLC BID should not offer repetitive services. However, to the extent necessary, the BID could host more capital or capacity intensive assistance activities, such as marketing trainings or business development workshops.

Conclusion

The TLC area provides many opportunities for business growth and development. Many of our strategies can be provided to the TLC area with or without a BID, especially the short-term strategies which will help with business retention during construction of the Purple Line. However, we recommend the formation of a BID as soon as possible so that the area can continue to grow in the long term.

¹⁰³ The Unity Council. "Fruitvale Economic Development and Commercial Corridor Strategy." April 2016. <https://unitycouncil.org/2016/04/aecom-co-produces-fruitvale-economic-corridor-strategy/>

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Appendix A: Plans, Politics & Partnerships

An Assessment of Takoma / Langley Crossroads

By Karin Flam, Hunter Gibson, and Jerah Smith



Introduction

The Purple Line, a 16.2-mile light rail, will connect the Maryland suburbs from New Carrollton to Bethesda. While the Purple Line Corridor spans a wide range of neighborhoods, the Takoma/Langley Crossroads (TLC) community is particularly vulnerable to transit-induced displacement, however, this transportation investment could also serve as a fantastic catalyst for economic growth. There is already a coalition of organizations in place committed to maximizing the benefits and fighting off the negative impacts on the communities along the Purple Line Corridor. This assessment seeks to identify ways in which that partnership can be harnessed into action to help the TLC community given the complex historical and political context of this project.

This report includes an investigation and analysis of the plans, politics, and partnerships surrounding and affecting the Purple Line, with particular focus on:

- Brief history of the Purple Line
- Local sector area plans
- Political context
- PLCC SWOT
- PLCC members

A Brief History of the Purple Line

The original concept for the Purple Line began over thirty years ago as a way to repurpose a former CSX freight rail right of way which ran from Georgetown to Silver Spring. At the time, part of the right of way was to become a multi-use trail and the other part would become a trolley.¹⁰⁴ By the early 2000s, this concept grew into a light rail which ran through Montgomery and Prince George's counties. Over the years, the Purple Line saw numerous iterations of studies and lawsuits and community pushback which delayed the project as it encountered the administrations of various governors.

Funding of such a large project is an important piece. In 2009, Governor Martin O'Malley announced that the state would seek federal funding for the Purple Line.¹⁰⁵ In 2013, the funding model expanded from federal, state, and local funds to include private investment: in other words, the venture would become a public-private partnership.¹⁰⁶ The Purple Line project represents only one of three public transportation infrastructure projects that have been constructed and operated through a P3 model since 2009.¹⁰⁷ At the time of groundbreaking, it was only the second light rail system in the nation to operate under a P3 model - the only other example is Denver's light rail.¹⁰⁸

Not long after he was elected, in 2015 Governor Larry Hogan agreed to support the Purple Line moving forward, but reduced Maryland's financial contribution putting more burden on the counties.¹⁰⁹ In 2017, Maryland was approved for a \$900 million federal grant from the Federal Transit Administration for the Purple Line.¹¹⁰ Together, Prince George's and Montgomery Counties are expected to contribute \$330 million in local funding.¹¹¹

The Purple Line Transit Partners were announced in 2016 as the private entity which would design, construct, operate, and maintain the Purple Line.¹¹² PLTP consists of Meridiam,

¹⁰⁴ Louis Peck, "Major Events in the History of the Purple Line," June 25, 2015, <https://bethesdamagazine.com/Bethesda-Beat/2015/Major-Events-in-the-History-of-the-Purple-Line/>.

¹⁰⁵ "Timeline: Purple Line Project," *Washington Post*, accessed October 23, 2018, <https://www.washingtonpost.com/apps/g/page/local/timeline-purple-line-project/1698/>.

¹⁰⁶ "Timeline."

¹⁰⁷ "Public-Private Partnerships In Maryland," accessed October 23, 2018, <http://mdta.maryland.gov/partnerships/tp3overview.html>.

¹⁰⁸ Martin Di Caro, "Everything You Need To Know About The Purple Line," *WAMU*, August 28, 2017, <https://wamu.org/story/17/08/28/everything-need-know-purple-line/>.

¹⁰⁹ Robert McCartney, Joshua Hicks, and Bill Turque, "Maryland Gov. Larry Hogan Says Purple Line Will Move Forward," *Washington Post*, June 25, 2015, https://www.washingtonpost.com/local/2015/06/25/a255fe8c-1b4d-11e5-93b7-5eddc056ad8a_story.html.

¹¹⁰ Robert McCartney and Faiz Siddiqui, "Maryland to Get \$900-Million Federal Full Funding Agreement for Purple Line," August 21, 2017, https://www.washingtonpost.com/local/trafficandcommuting/maryland-to-get-full-federal-funding-agreement-for-purple-line/2017/08/21/dc7f7dda-86b8-11e7-a50f-e0d4e6ec070a_story.html?noredirect=on&utm_term=.3c442ddc6936.

¹¹¹ Katherine Shaver, "Maryland Board Approves \$5.6 Billion Purple Line Contract," *Washington Post*, April 6, 2016, https://www.washingtonpost.com/local/trafficandcommuting/maryland-board-scheduled-to-vote-wednesday-on-56-billion-purple-line-contract/2016/04/06/7a397f82-fb44-11e5-9140-e61d062438bb_story.html.

¹¹² "Governor Larry Hogan Green Lights Purple Line Contract," Office of the Governor, March 2, 2016, <https://www.purplelinemd.com/images/p3/contract/Governor%20Hogan%20Gives%20Green%20Light%20for%20Purple%20Line%20Contract%2003.02.2016.pdf>.

Fluor, and Star America Infrastructure Partners.¹¹³ These three will lead the P3 and have experience in equity financing for P3 projects and designing and building public infrastructure projects. The partnership further consists of entities which will work on design and construction (the Purple Line Transit Constructors) and three companies will lead the operations and management once the line is operating (Purple Line Transit Operators).¹¹⁴ After construction of the Purple Line, Maryland will pay \$150 million to the PLTP for operation and maintenance - beyond that, PLTP will be responsible for cost overruns.¹¹⁵

Plans

Part of what makes the Takoma/Langley Crossroads such a complex study area is that it is positioned right on the border of two counties: Montgomery County and Prince George's County. Given that Takoma/Langley Crossroads falls right along this border, both counties have their own sector plan for the International Corridor. In an attempt to better understand both counties' visions for the study area, both Takoma/Langley Crossroads sector plans were reviewed. As a way of comparing and contrasting the two separate plans, an evaluation criterion was used that looks at the goals, implementation strategies, recommendations and overall quality of the two plans.

Prince George's County Sector Plan¹¹⁶

A strength of Prince George's County's sector Plan for Takoma Langley Crossroads is that the plan includes specific and actionable best practices for implementation. This plan lays out very specific policies that should be put into place and benchmarks for a number of recommendations that were made. There are numerous mentions in the plan of "establishing" things - from a multicultural center to new design guidelines and regulations- rather than just making recommendations. This emphasis on creation of new organizations, facilities, and policies implies a willingness on the part of Prince George's County to invest resources into Takoma/Langley Crossroads.

One of the most intriguing plans put forth by Prince George's County is the proposal to use environmental designs as a vehicle to reduce crime in Takoma/Langley Crossroads. This is an idea that crime can be prevented through effective design of the built environment. One of the core arguments of this part of the plan is that creating pedestrian thoroughfares and public focal points will create an environment that fosters community rather than crime through the concept that there are always community members around and watching what is happening, referred to in the plan as "natural surveillance."

¹¹³ "Meet The Team | Purple Line Transit Partners," accessed October 23, 2018, <http://www.purplelinetransitpartners.com/about/team/>.

¹¹⁴ "Meet The Team | Purple Line Transit Partners."

¹¹⁵ Erin Cox, "Maryland Picks Company to Build \$5.6 Billion Purple Line," [baltimoresun.com](http://www.baltimoresun.com/news/maryland/bs-md-purple-line-contract-20160302-story.html), accessed October 23, 2018, <http://www.baltimoresun.com/news/maryland/bs-md-purple-line-contract-20160302-story.html>.

¹¹⁶ Prince George's County Planning Department, "Approved Takoma/Langley Crossroads Sector Plan," November 2009, https://issuu.com/mncppc/docs/approved_tlc_crossroads.

Prince George's County took a very interesting and innovative approach to timing the initiatives laid out in their plan. Rather than a system of timing initiatives based upon arbitrary timelines using specific dates or periods of time, Prince George's County has timed all of their initiatives based upon the development of the Purple Line. Basing the timing of their initiatives upon the development of the Purple Line – from completion to the start operations – allows the County to evolve with the Purple Line and gives them room to adjust in the event that there are delays with construction or operation.

Montgomery County Sector Plan¹¹⁷

The thing that immediately stood out most upon reading Montgomery County's Sector Plan for Takoma/Langley Crossroads is the candor with which the challenges posed by the need for multi-jurisdictional cooperation were discussed. While Prince George's County did not ignore this, Montgomery County was very open about the barriers that this present when trying to plan for an area that spans two counties with a long history. While acknowledging the challenges raised by this, Montgomery County also emphasized that it is important that the two counties do come together to work toward this common mission.

Both of these plans made the clear that both Prince George's and Montgomery Counties are dedicated to improving the quality of life for Takoma/Langley Crossroads residents, but Montgomery County put a strong focus on accomplishing this through environmental and public health interventions. There was even specific mention of a bi-county market being established that would give residents of the International Corridor access to healthy food options, as well as acting as a regional draw to the community. Adding public green space is also incorporated into the plan as a means of promoting the mental and physical well-being in an environmentally friendly way by giving people room to be more active in a safe setting.

Commonalities

While Prince George's and Montgomery Counties are known for being two very different plans, their plans had more in common than some may expect. Both of the plans put a strong and clear emphasis on the importance of promoting multi-modal transit in the Takoma/Langley Crossroads community. Montgomery County cites multi-modal transit as a means of creating a healthier, more environmentally friendly community, while Prince George's hopes that it will lead to greater safety.

Both counties are also focused on economic development in Takoma Langley Crossroads. Montgomery County has the goal of creating programs for small businesses, as well as providing entrepreneurship training. This would have the effect of helping small business navigate the hurdles presented by expansive and prolonged construction in front of businesses, as well as encouraging and promoting community members to open or expand their own businesses

¹¹⁷ "Takoma/Langley Crossroads," Montgomery Planning, accessed October 23, 2018, <http://montgomeryplanning.org/planning/communities/area-1/takomalangley-crossroads/>.

in the area. Prince George’s County, on the other hand, is taking a more culturally-centered approach to economic development by launching a stronger branding campaign for Takoma/Langley Park as the “International Corridor.” Prince George’s County also recommends holding festivals where the diverse community would be able to showcase various aspects of their culture.

While both counties had strengths to their plans, there are some common critiques of both sector plans. For starters, while both plans did speak of specific actions to be undertaken at various points, they relied much more heavily on the “promote” and “encourage” verbiages, indicating they do not plan to be proactive in making all of their plans become reality. Neither plan ever acknowledges any of the non-governmental actors that could play a role in bringing their plans to life either. Lastly, neither plan is easily accessible in any language other than English. In a community that is heavily dominated by first generation immigrants, only making the plan easily accessible in English creates a major barrier to increasing community engagement.

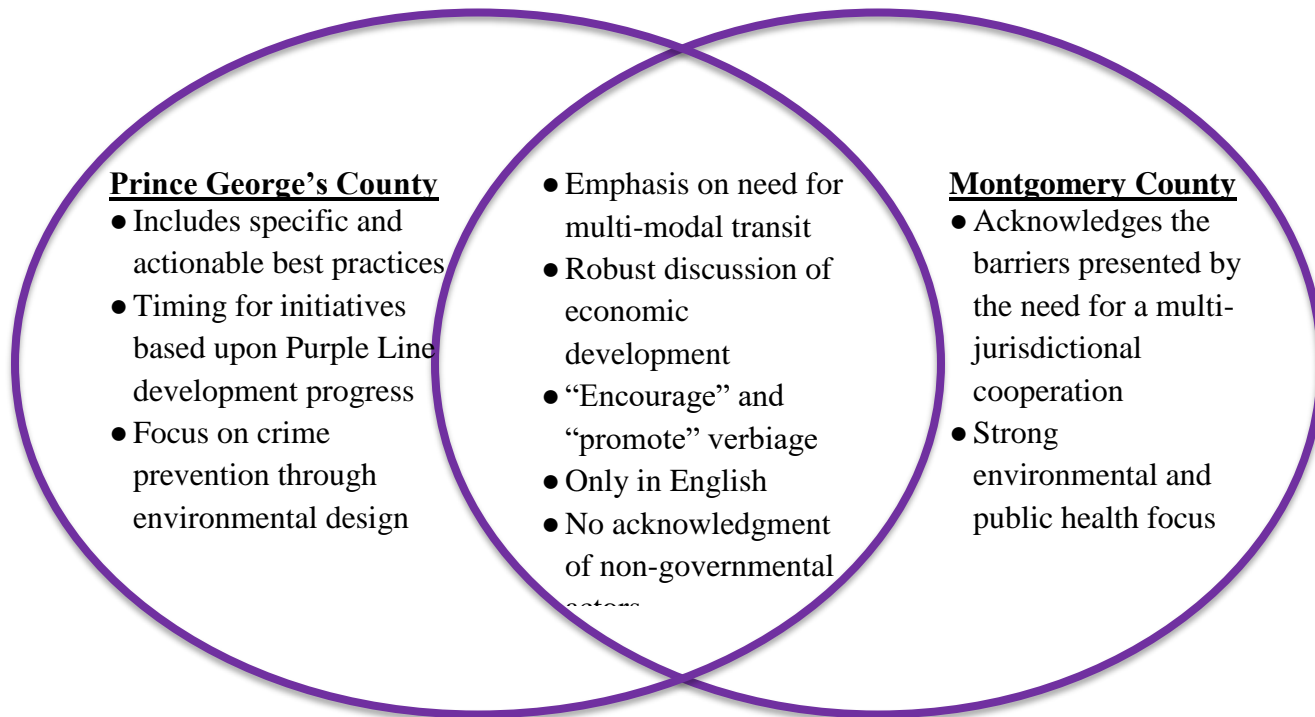


Figure A-1: Comparison of Sector Plans

Political Context

Introduction

When pursuing equitable transit-oriented development, it is essential to understand the political context. This is particularly true for the Takoma / Langley Crossroads (TLC) area given its multi-jurisdictional nature and diverse constituency. The tumultuous and complex political

landscape of the TLC area presents a variety of barriers for political collaboration and solutions for advancing equitable TOD, but also offers several instances of hope.

Budget Constraints & Development Markets

First and foremost, in order to achieve equitable TOD around the TLC area, it will inherently require government intervention and subsidization. Naturally, commercial and residential development pressures generally do not provide below-market opportunities for businesses or residents. Takoma Park's Rental Stabilization program and Montgomery County's Small Business Assistance Program are examples of government intervention needed to keep existing residents and businesses in place when housing costs and development pressures would otherwise lead to displacement.^{118 119}

Prince George's County lacks equivalent programs, but this is not merely due to a lack of political will on the part of County Councilmembers; there are market and fiscally-based barriers that make it particularly challenging for the county to afford these programs, let alone garner the political support to enact them. While Prince George's County's population is 87% of Montgomery County's at 900,000 and 1,040,000, respectively, their budget for fiscal year 2018 is only 71% of Montgomery County's.^{120 121 122} This is due in large part because Prince George's County's median home value is only \$284,800 while Montgomery County's median home value is \$475,300, or only 60% of the value.¹²³ Takoma Park's median property values is slightly above the county average and, as an incorporated municipality, can levy additional taxes to help subsidize their additional protective policies.¹²⁴ Thus, Prince George's residential property tax revenue is less than Montgomery County's and Takoma Park's. This budgetary gap is further widened by the fact that Prince George's County has a significantly shallower commercial tax base than Montgomery County.¹²⁵ As if these budgetary realities weren't challenging enough for

¹¹⁸ "Rent Stabilization | City of Takoma Park," accessed October 23, 2018, <https://takomaparkmd.gov/government/housing-and-community-development/rental-housing/rent-stabilization/>.

¹¹⁹ "Montgomery County Small Business Assistance Program Helping Wheaton Businesses That Have Demonstrated Revenue Losses during Construction of New County Office Building," Montgomery County, Maryland, September 28, 2016,

https://www2.montgomerycountymd.gov/mcgportalapps/Press_Detail.aspx?Item_ID=22457.

¹²⁰ "Prince George's County, MD," Data USA, accessed October 23, 2018, <https://datausa.io/profile/geo/prince-george%27s-county-md/?compare=montgomery-county-md>.

¹²¹ "Montgomery County Council Unanimously Approves \$5.4 Billion Operating Budget for Fiscal Year 2018," Montgomery County Maryland, May 25, 2017,

https://www2.montgomerycountymd.gov/mcgportalapps/Press_Detail.aspx?Item_ID=21126.

¹²² "Prince George's County FY18 Budget," Prince George's County, Maryland, n.d., <https://www.princegeorgescountymd.gov/DocumentCenter/View/17965/Budget-OverviewPDF>.

¹²³ "Prince George's County, MD."

¹²⁴ "Takoma Park, MD," Data USA, accessed October 23, 2018, <https://datausa.io/profile/geo/takoma-park-md/>.

¹²⁵ Jerah A. Smith, "Transit-Oriented Development and Affordable Housing in Prince George's County: A Case Study-Based Approach," Technical Report (Partnership for Action Learning in Sustainability (PALS), 2018), <https://doi.org/10.13016/M2833N25G>.

Prince George's County, the county has a self-imposed tax cap that prohibits elected officials from raising most taxes without a countywide referendum approving the measure.¹²⁶

This poses a real challenge for Prince George's County's ability to legislatively enact anti-displacement programs akin to those found in Montgomery County and the City of Takoma Park. Simply put, in order to support the county's lower-income residents and business owners, they need to raise more tax revenue, but in order to do so, one of the county's most viable options is to attract more market-rate housing and commercial development. Of course, this kind of development is the very threat many of the TLC residents and business owners face. This "chicken and egg" dilemma is at least one reason why Prince George's County elected officials have had trouble garnering support for expensive government-subsidized programs targeted at assisting TLC's lower-income constituency.

Encouragingly, however, it appears as though Prince George's County's housing market is on the upswing. In the past few years, the county has seen increased median sales prices, reduced days on the market and a reduced available housing stock.^{127 128 129} Furthermore, Prince George's County is coming to the conclusion of the arduous process of updating its zoning code, which should simplify and expedite the development process, which will hopefully allow for greater market-rate residential and commercial development in the appropriate areas.

Perceptions of Equity-Based Policies

To make matters even more challenging, there are clear perceptual barriers to advancing political solutions for equitable TOD in the TLC area as well. Public opposition to affordable housing development and subsidization can be found in both counties and is well understood and often referred to as "Not in My Backyard," or NIMBYism opposition.¹³⁰ While NIMBYism usually refers to a specific area or affordable housing development, this ideology can be found within a countywide voting constituency as well.

Prince George's County is seen by many as one of the best places in the Washington, DC area for people of color to become homeowners, possibly for the first time in generations.¹³¹

¹²⁶ Arelis R. Hernández, "A Pair of Prince George's Residents Are Suing the County over Taxes," *Washington Post*, October 3, 2016, https://www.washingtonpost.com/local/md-politics/pair-of-prince-georges-residents-are-suing-the-county-over-taxes/2016/10/03/09149230-88fa-11e6-875e-2c1bfe943b66_story.html.

¹²⁷ Michele Lerner, "Housing Prices on the Rise in Prince George's, Montgomery," *Washington Post*, March 31, 2017, https://www.washingtonpost.com/realestate/housing-prices-on-the-rise-in-prince-georges-montgomery/2017/03/30/d3fc7024-08ef-11e7-93dc-00f9bdd74ed1_story.html.

¹²⁸ Michele Lerner, "Housing Markets in Prince George's and Montgomery Are Heating up," *Washington Post*, April 10, 2018, https://www.washingtonpost.com/realestate/markets-in-prince-georges-and-montgomery-are-heating-up/2018/04/09/3fe97b80-2eea-11e8-8688-e053ba58f1e4_story.html.

¹²⁹ Jeff Clabaugh, "'Perfect Storm' Hits DC-Area Housing Market: Inventory down Double Digits," *WTOP*, April 19, 2018, <https://wtop.com/business-finance/2018/04/a-perfect-storm-hits-dc-area-housing-market-inventory-down-double-digits/>.

¹³⁰ J. Rosie Tighe, "Public Opinion and Affordable Housing: A Review of the Literature," *Journal of Planning Literature* 21, no. 1 (October 15, 2010): 3–17.

¹³¹ Smith, "Transit-Oriented Development and Affordable Housing in Prince George's County."

Many of these first-time homeowners are former DC residents who moved out of the city and into Prince George's County in order to escape the poverty and crime found in many of DC's neighborhoods that feature "naturally occurring" affordable housing and a concentration of poverty.¹³² ¹³³ As a result, there is a limited appetite among many of Prince George's County's voters (or at least the most vocal ones) to support measures that would bring affordable housing development to the county.¹³⁴ Without facing pressure from their constituents, elected officials are often reticent to enact often unpopular equitable TOD legislation.

Furthermore, there is a pervasive feeling among policy makers and county officials that Prince George's County already features its "fair share" of the region's affordable housing and, therefore, should not be bullied into enacting inclusionary zoning measures that would likely hamper the market-rate development that the county so desperately needs and desires.¹³⁵ Simply put, this combination of perceptual barriers disincentivizes elected officials from garnering the political will and expending the political capital needed to enact many equitable TOD-related policies.

Prince George's County recently released its Comprehensive Housing Strategy, which could prove tremendously helpful. The draft document recognizes the lack of, and challenges surrounding, affordable housing in the county and provides a slew of strategies to assist low-income residents.¹³⁶ This report could serve as cover for elected officials looking for evidence on which to base equitable TOD policies and which can serve as a rallying cry from grassroots activists as well.

Political Participation Barriers

Even for residents interested in seeing equitable TOD legislation and policies advanced in Prince George's County, many have limited interest or ability to participate in the political process from a grassroots perspective. Prince George's County has endured an unfortunate history of corruption among its elected officials who engaged in "pay-to-play" development schemes, and Langley Park saw its former county council representative and first ever Latino representative in the Maryland State House resign and later imprisoned after admitting to accepting bribes in exchange for political favors.¹³⁷ ¹³⁸ This pattern of corruption has been shown

¹³² Smith.

¹³³ Steven A. Holmes and Karen de Witt, "Black, Successful and Safe And Gone From Capital," *The New York Times*, July 27, 1996, sec. U.S., <https://www.nytimes.com/1996/07/27/us/black-successful-and-safe-and-gone-from-capital.html>.

¹³⁴ Smith, "Transit-Oriented Development and Affordable Housing in Prince George's County."

¹³⁵ Smith.

¹³⁶ "Housing Opportunity for All: Comprehensive Housing Strategy (September 2018 Draft)," September 2018, https://pgccouncil.us/DocumentCenter/View/3721/PGC_CHS_Oct2018.

¹³⁷ Miranda S. Spivack, Ovetta Wiggins, and Carol Morello, "Jack Johnson's Arrest Shows Development as a Blessing and a Curse," *Washington Post*, November 14, 2010, <http://www.washingtonpost.com/wp-dyn/content/article/2010/11/13/AR2010111304202.html>.

¹³⁸ Lynh Bui and Arelis R. Hernández, "Former Md. State Del. Will Campos Pleads Guilty to Accepting Bribes for Official Favors," *Washington Post*, January 10, 2017, <https://www.washingtonpost.com/local/public-safety/former->

to imbue a lack of faith and participation in the political process.¹³⁹ Furthermore, even those who are undeterred from political participation by this distrust may not be able to participate given that roughly 70% of Langley Park is foreign born.¹⁴⁰

Political Representation & Structure

While there are a great many political barriers that inhibit enacting equitable TOD policies, one of the greatest sources of hope for the TLC area is its current and future political representation.

Prince George's County's portion of the TLC area is represented by Councilmember Deni Taveras, an outspoken proponent of equitable economic development and affordable housing.¹⁴¹ She is dedicated to ensuring that existing Langley Park residents and businesses are protected from Purple Line-induced displacement and are able to capture the value of this major transportation investment. Most recently, she was instrumental in helping to establish the Northern Gateway Community Development Corporation; a sorely needed organization whose mission is to help improve the quality of life for residents and small businesses along the International Corridor.¹⁴² Councilmember Taveras is running unopposed in the November general election and will be term-limited out of office in 2022. Many in Prince George's County are optimistic that the incoming class of County Councilmembers and the presumed new County Executive, Angela Alsobrooks, will be generally more favorable to equitable TOD policies than previous administrations.^{143 144}

Montgomery County's portion of the TLC area is represented by Councilmember Tom Hucker, another very strong advocate for equity-based policies. Councilmember Hucker has a long and effective history of advocating for social, economic and racial justice as the founder of Progressive Maryland, former Maryland State Delegate, and now District 5 County Councilmember.¹⁴⁵ Most recently, Councilmember Hucker supported two bills that successfully strengthened Montgomery County's MPDU program which, in all likelihood, will have at least

md-state-del-will-campos-pleads-guilty-to-accepting-bribes-for-official-favors/2017/01/10/a2239774-d746-11e6-9a36-1d296534b31e_story.html.

¹³⁹ Stefan Dahlberg and Maria Solevid, "Does Corruption Suppress Voter Turnout?," *Journal of Elections, Public Opinion and Parties* 26, no. 4 (October 1, 2016): 489–510, <https://doi.org/10.1080/17457289.2016.1223677>.

¹⁴⁰ Willow Lung-Amam et al., "Preparing for the Purple Line: Affordable Housing Strategies for Langley Park, Maryland" (College Park, Maryland: University of Maryland, 2017), <http://purplelinecorridor.org/wp-content/uploads/2017/10/Langley-Park-Housing-Report-1-1.pdf>.

¹⁴¹ PoliticsBy Endorsements June 1 and 20183, "Our Endorsements for Prince George's County Council Districts," accessed October 23, 2018, <https://ggwash.org/view/67831/our-endorsements-for-prince-georges-county-council-districts>.

¹⁴² "Partners & Funders," Northern Gateway, accessed October 23, 2018, <https://www.northerngatewaycdc.org/partners/>.

¹⁴³ Smith, "Transit-Oriented Development and Affordable Housing in Prince George's County."

¹⁴⁴ PoliticsBy Endorsements May 9 and 201814, "Our Endorsement for Prince George's County Executive: Angela Alsobrooks," accessed October 23, 2018, <https://ggwash.org/view/67500/angela-alsobrooks-for-prince-georges-county-executive>.

¹⁴⁵ "Choices in Montgomery," *Washington Post*, September 10, 2006, <http://www.washingtonpost.com/wp-dyn/content/article/2006/09/09/AR2006090900787.html>.

some benefit for TLC area redevelopment.¹⁴⁶ Councilmember Hucker is running unopposed in the November General Election as well, guaranteeing him a second term and increased clout given his growing seniority.

The Montgomery County portion of the TLC area is also represented by Takoma Park City Councilmember Talisha Searcy. As for the former President of the New Hampshire Gardens Community Association, Councilmember Searcy is abundantly familiar with the challenges involved with providing affordable housing and thus, is a fantastic advocate for the TLC community.¹⁴⁷ While most of the land use, zoning and development authority rests with the county, the City of Takoma Park has taken it upon themselves to provide additional assistance programs for low-income residents and small businesses. To be sure, Takoma Park's political, economic and organizational clout should not be dismissed. While many of the policy levers are controlled by the county, the fact that Takoma Park is incorporated, wealthy and politically active gives them tangible influence over redevelopment in the TLC area. Unfortunately, because Langley Park is unincorporated, the Prince George's County residents in the TLC area lack this additional layer of representation and political power.

The collective power of these three elected officials and their respective entities cannot be overstated, and TLC residents and small business owners should be grateful that they have these progressive champions to represent their interests. However, this assessment would be incomplete if it failed to recognize the long history of political rivalry between Prince George's and Montgomery counties. Furthermore, as a political entity, the City of Takoma Park has the power to disrupt Montgomery County's activities and creates an imbalance given the fact that Langley Park is not incorporated. Throughout the course of this semester and this investigation, it has been abundantly clear just how little these entities collaborate and communicate with one another on a regular basis. If priorities align and communication increases, the TLC area stands to benefit greatly. However, the multi-jurisdictional nature of the TLC area makes this incredibly challenging and will require considerable concerted effort from all parties in order to achieve equitable TOD.

¹⁴⁶ Tom Hucker, "Council Responds to Need for More Affordable Housing," Montgomery County Council, August 10, 2018, <https://www.montgomerycountymd.gov/Hucker/News/2018/August2018.html#affordablehousing>.

¹⁴⁷ "Meet the Candidates | City of Takoma Park," accessed October 23, 2018, <https://takomaparkmd.gov/election-2017/meet-the-candidates/>.

SWOT

The following SWOT analysis examines the strengths, weaknesses, opportunities, and threats of the Purple Line Corridor Coalition.

<u>Strengths</u> <ul style="list-style-type: none">• Wide range of expertise• Strong advocacy presence• Established framework of principles	<u>Weaknesses</u> <ul style="list-style-type: none">• Limited representation of Prince George's County groups/interests• Lack of engagement within PLCC• No culturally-based orgs
<u>Opportunities</u> <ul style="list-style-type: none">• Well-connected groups & existing partnerships• Tap into P3 equity partners for seed funds• Several local and national models to draw from• Build on 2020 Census outreach	<u>Threats</u> <ul style="list-style-type: none">• Corridor-long project: hard for Langley Park stand out with so many other interests represented• Partnership and planning fatigue• National threat to immigrants

Figure A-2: SWOT Analysis of PLCC

Strengths

The biggest asset to the Purple Line Corridor Coalition is the size and diversity of its network. There is diversity of expertise, staff sizes, and funding capacity. There are nonprofits who organize and engage with the Hispanic and Latino community, there are housing developers and community development corporations and government entities. Significant work could be done to advance the goals of the Community Development Agreement in the Takoma Langley Crossroads area and corridor wide with the existing partners. There are also major partners in the mix already including CASA de Maryland, county governments, Enterprise Community Partners, and the University of Maryland who could bring significant professional expertise and connections (whether funding or otherwise) to our study area.

While above we have just discussed the wide range of expertise of PLCC members, it is important to highlight that there is a strong advocacy presence within the PLCC. These can be focused on populations, such as the Hispanic/Latino community, or those which advocate for better mass transit options or smart growth policies. CASA's membership from Prince George's

and Montgomery County alone is over 8,000 people.¹⁴⁸ The influence of the PLCC and its partners may not be enough in every strategy needed for Langley Park, but those partners have access, ability, and experience with mobilizing and communicating with residents in our study area or those concerned with equity in development.

Finally, one of the biggest challenges to getting dozens of organizations diverse in missions, goals, and capacity together is defining common principles and actionable items to work towards implementing together. The PLCC collaboratively has already accomplished this goal through the drafting and finally signing of the Community Development Agreement. The first two hard tasks therefore have already been done: getting everyone together and agreeing on what they're going to do. What remains - although equally difficult - is implementation.

Weaknesses

While there are over fifty signatories to the PLCC who cover a range of expertise, there are some partners missing from the table. These include more nonprofits classified as 501(c)(4)s, which can engage more freely in lobbying and political organizing. Also missing are financial institutions, many of whom are frequent and large contributors to various PLCC member nonprofits. More local community trusts or foundations are also missing and again many of these fund organizations operating in or around our study area and care about equity issues. Regional actors and religious/faith institutions are also missing, which will be discussed in a further section. Finally, where there are organizations that are geographically specific, Montgomery County organizations are more represented than Prince George's County.

The PLCC itself has been somewhat dormant since the Community Development Agreement was signed. While it has done admirable work with limited funding - and more significant funding is required to cause meaningful change and protections along the corridor and in the study area - the PLCC has been somewhat dormant since its work culminated in breaking ground for the Purple Line and the Community Development agreement. Increased construction activity will only further highlight the needs and concerns of residents and small businesses along the corridor and will raise the profile of these issues to the wider community. The PLCC should take advantage of this moment to add to its already diverse network of members by recruiting new ones to address the gaps we addressed above in order to face the challenges and opportunities the Purple Line brings.

Opportunities

With so many organizations signing on to be a part of the mission to ensure that the Purple Line creates opportunity along the corridor, there are a number of opportunities to be harnessed. For starters, the fact that all of these organizations have agreed to be a part of this coalitions indicates a willingness to participate in meaningful work along the Purple Line Corridor. If this interest in contributing to the creation and expansion of opportunity along the Purple Line Corridor can be channeled into action and advocacy, the Purple Line Corridor

¹⁴⁸ "Our Impact: We Are Casa," accessed October 23, 2018, <https://wearecasa.org/our-impact/>.

Coalition could be looked at as an example of what can be accomplished by engaging public and private stakeholders on behalf of the well-being of communities.

Many of these groups have or are connected to sources of funding that could be immensely helping in protecting and advancing the interests of Takoma/Langley Residents. The Public Private Partnership, while focused solely on the construction of the light rail, has enormous potential to be useful to this community. There are also already some existing partnerships among organizations that could be built upon.

Another opportunity for the PLCC partners is that there are a number of local and national models to draw upon for inspiration and ideas. Similar transit projects in neighborhoods with similar demographic makeups have been undertaken in a way that was equitable for the communities impacted. Even locally, which will be discussed later in this report, there are models of organizations and partnerships in nearby communities that have done great work for vulnerable populations. If the PLCC members can replicate some of the work being done on other areas of the Purple Line Corridor and around the country, they could offer valuable services to the Takoma/Langley Crossroads.

Threats

As with any undertaking of this nature, there are a number of threats to the mission of protecting and advancing the interests of Takoma/Langley Crossroads. An obvious obstacle threatening Takoma/Langley Crossroads is the small size of the area relative to the entire Purple Line corridor. With this study area being such a small part of a regional project, it will be challenging for Takoma/Langley Crossroads to stand out. There will be many stakeholders along the corridor fighting for the interests of their communities, and Takoma/Langley will have to find a way to ensure that their interests are being adequately represented in the process. Being a mostly poor immigrant community, it could be difficult to get people to pay attention to the needs of this study area.

The current presidential administration's hostile policies towards immigrants, particularly from Latin America, pose a unique threat to the residents of Takoma/Langley Crossroads. Over three-fourths of the residents being Latino, with a number of undocumented residents as well, puts Takoma/Langley Crossroads in a particularly vulnerable position. The fear of deportation may cause residents to be wary of speaking up about the issues facing their community. The challenge will be for planners and PLCC members to gain the trust of the community in order to be able to effectively advocate for their needs.

Another threat is the very real possibility of planning and partnership fatigue among stakeholders. With the Purple Line having over three decades of history, there has been no shortage of plan and partnership proposals crossing peoples' desks. Leaders in the community have spoken of having papers piled up on shelves that they will never get around to reading, which poses a threat to the possibility of getting any meaningful work done on behalf of the International Corridor.

PLCC Members

Tiering System

The SWOT analysis was performed as a comprehensive assessment of the PLCC. In addition, a tiering system was developed to identify which members of the existing partnership have the individual capacity to help achieve equitable TOD in the TLC area. This tiering serves as proxy for which organizations the PLCC should engage with most earnestly. Tier 1 partnerships are mission aligned and possess the financial and / or organizational capacity to implement equitable TOD policies in the TLC area. Tier II organizations share in the PLCC's mission but have a limited ability to have a substantial and meaningful impact, at least in the short term, because they likely lack the capacity to do so. Lastly, there are Model organizations who do not serve the TLC area, but whose missions and achievements serve as an example for potential mirror organizations for the TLC community. It should be noted that government agencies were not included in the tiering system as it is presumed that they are integral partners in the PLCC akin to the Tier I organizations. The section below features a sampling of organizations found in each tier. For a comprehensive table, please refer to the table of Tier I, Tier II, and Model Organizations on pages A-21 – A-24 at the end of this Appendix.

Tier 1

Transforming Neighborhoods Initiative

The Transforming Neighborhoods Initiative (TNI) is a collection of residents, community organizations, nonprofits, faith-based organizations and local businesses who have come together in partnership with the Prince George's County government to reduce crime and build a stronger, healthier and citizen driven community.¹⁴⁹ As an organization, they provide data on

crime, education, economic development, health and human services, blight, and government services at the neighborhood level to drive policy decisions. The TNI selected five neighborhoods, including Langley Park, with traditionally high crime rates in comparison with the rest of the county. In 2017, the TNI provided \$142,000 in general operating, program funding and capacity building support to community-based non-profits providing quality free and/or affordable out-of-school programming for youth and families in their selected neighborhoods. With funds coming from the Transforming Neighborhoods Initiative Fund for Community Innovation, a component fund managed by The Community Foundation for the National Capital Region in Prince George's County, the TNI certainly has the resources and a mission compatible with helping the Takoma Langley Crossroads area navigate the challenges being posed by the Purple Line.

¹⁴⁹ "Transforming Neighborhoods Initiative (TNI) | Prince George's County, MD," accessed October 23, 2018, <https://www.princegeorgescountymd.gov/1048/Transforming-Neighborhoods-Initiative-TN>.

Maryland Small Business Development Center

The Maryland Small Business Development Center could be an asset to the small businesses located in Takoma Langley Crossroads. This organization offers free individualized consulting, from start-ups to established businesses.¹⁵⁰ This organization could offer valuable guidance on how to address the challenges that will stem from ongoing construction directly in front of many of the businesses in Takoma Langley Crossroads. With funding from the State of Maryland, Capital One, University of Maryland, the U.S. Small Business Administration, and Chesapeake Employers Insurance, The Maryland Small Business Development Center could be a major force behind protecting the interests of small businesses in our study area.

Latino Economic Development Center

The Latino Economic Development Center is another potential asset for small businesses and advocating for affordable housing and assisting with homeownership in Takoma Langley Crossroads. They have a large staff of over 40 and hold many workshops per month in English and Spanish on these topics. They also provide technical assistance and small business loans, programs for women entrepreneurs, and more. Their funding support comes from diverse sources such as federal, state, and local government funds, corporate donations, and foundation and individual gifts. The Latino Economic Development Center could help not only the small businesses in the area but also residents.

CASA de Maryland/Fair Development Coalition

While CASA's work operates statewide, 79% of their Maryland membership comes from Montgomery and Prince George's counties.¹⁵¹ While the existing federal climate towards immigrants has led the organization to mobilize its resources to those issues, it remains a strong presence in Langley Park. It is a location for citizenship classes, English classes, vocational training, and more. While CASA cannot do the work to protect Langley Park residents from disruption and displacement of the Purple Line alone, they are an essential partner for any strategies and initiatives in Langley Park.

City First Enterprises

City First Enterprises is a community development financial institution, or CDFI based in Washington, D.C. Through their lending and investments, they direct capital to strengthen low-to-moderate income communities. They've financed over 5700 units of affordable housing. In addition to housing, they also fund small businesses and community facilities for things like social services or education - mainly charter schools. In addition to their bank, they also have a charitable foundation. City First Enterprises could direct loans and nonprofit grants to work occurring within Takoma Langley Crossroads.

¹⁵⁰ "Maryland Small Business Center Helps Maryland Businesses Grow," accessed October 23, 2018, <http://www.mdsbdc.umd.edu/>.

¹⁵¹ "Our Impact."

Prince Charitable Trust

The Prince Charitable Trust is a family foundation that supports programming efforts in Chicago, IL, Newport, RI, and Washington, DC. Since 2000, the Prince Charitable Trust has awarded over \$30 million to programs involved with the arts, health and environmental sustainability. Most of the foundations grants are relatively small, ranging in the \$5,000-\$40,000, and appear to provide their recipients with a good deal of flexibility by designating most to general operating funds.¹⁵² As the only foundations in the PLCC, and one of the only organizations with an express interest in supporting the arts, the Prince Charitable Foundation could fill a crucial role for the TLC area. For instance, they could provide funding for public art or help to finance a joint branding campaign between the Takoma / Langley Crossroads Development Authority and the Northern Gateway Development Corporation. Furthermore, their network of affiliated foundations, such as the Grantmakers in the Arts and the Funders Network for Smart Growth and Livable Communities, could help to support initiatives in the TLC area.

Tier 2

Montgomery Housing Partnership

The mission of the Montgomery Housing Partnership is to preserve and expand quality affordable housing in Montgomery County. The MHP acquires, rehabilitates, builds and manages quality affordable housing. They also develop and implement community life programs to improve the quality of life and increase opportunities for residents, as well as collaborating with concerned citizens and businesses, public officials and community organizations to build strong, vital neighborhoods.¹⁵³ With over 25 corporate sponsors, including NBC, Wells Fargo, and Enterprise, certainly has the capacity to ensure that affordable housing in Montgomery is not only maintained, but continually expanded. This organization is listed as tier 2 because while they have a mission that aligns with this report's and they are not lacking in funding or manpower, they only serve a small portion of Takoma Langley Crossroads.

National Center for Smart Growth

The National Center for Smart Growth works to create a more vibrant, sustainable, and enhanced quality of life for communities. The National Center for Smart Growth, housed on the campus of University of Maryland, College Park, founded the Purple Line Corridor Coalition to ensure that the communities in the area achieve maximum benefit from the implementation of the Purple Line. NCSG has already done a great deal with the Purple Line development, and with approximately \$1.5 million a year in funding, it is likely that they will continue to be a leader in the fight for equitable development along the Purple Line corridor.¹⁵⁴ With many other focus

¹⁵² PCT, "Selected Grants – PRINCE Charitable Trusts," accessed October 23, 2018, <https://princetrusts.org/selected-grants/>.

¹⁵³ "Home," MHPartners, accessed October 23, 2018, <https://www.mhpartners.org/>.

¹⁵⁴ "NCSG – National Center for Smart Growth," accessed October 23, 2018, <http://www.umdsmartgrowth.org/>.

areas and a very small staff, however, it is understandable if they are not able to be leaders in this effort.

Montgomery County Hispanic Chamber of Commerce

The Montgomery County Hispanic Chamber of Commerce was founded in 2003. It holds regularly business luncheon meetings each month. They have partnered with other Hispanic business associations to put on Fiesta Universal, which is a fundraiser for the organization but celebrates Hispanic culture and food. They also have a youth program called Adelante Academy for high school juniors and seniors which connects students with their peers interested in business with networking opportunities, speaker sessions, and scholarships. Their funding comes from membership fees and sponsorships by local businesses. The Chamber of Commerce could connect businesses on the Montgomery County side with technical assistance, resources, share lessons learned from business owners experiencing disruption in Wheaton, and partner with others for programs in the Takoma Park portion of the study area.

Housing Initiative Partnership, Inc.

Housing Initiative Partnership is a nonprofit affordable housing developer operating in Prince George's County with some projects in Montgomery County. Their work consists of both renovating and new construction of single family and multifamily properties. They have developed 490 units of affordable rental housing and 54 single family homes through 2015.¹⁵⁵ They also provide services like homeownership counseling and foreclosure prevention. Their advocacy for affordable housing and financial resources to rehabilitate and protect both single and multifamily housing is a substantial asset to the Takoma Langley Crossroads area.

Northern Gateway Community Development Corporation

It has been made abundantly clear that the TLC area, particularly the Prince George's portion, could benefit greatly from the presence of an effective community development corporation. With the assistance of Councilmember Deni Taveras, Langley Park has precisely that in the form of the Northern Gateway Development Corporation. The CDC helps the community by providing small business assistance and can act as a conduit for engagement between the community and the local government.¹⁵⁶ The organization has a clear alignment with the mission of the PLCC, but the organization's capacity is limited by virtue of its small budget and the fact that it opened its doors in summer 2018. As the Northern Gateway CDC grows in power and influence, it could be an extraordinary facilitator for equitable TOD.

¹⁵⁵ "Housing Initiative Partnership: Revitalizing Neighborhoods for 25 Years," n.d., http://hiphomes.org/wp/wp-content/uploads/2015/05/HIP-25-Year-Report_Final3.pdf.

¹⁵⁶ "Partners & Funders."

Models

Innovative Housing Institute

The Innovative Housing Institute (IHI) is a Baltimore-based organization that matches those in need of affordable housing with housing opportunities. The Innovative Housing Institute prides itself on implementing and executing innovative strategies to increase the supply of sustainable affordable housing within racially and economically integrated communities. The IHI works closely with the Housing Authority of Baltimore County and individual property owners to match clients' housing needs to opportunities that are available in the marketplace.¹⁵⁷ Given the high cost of housing in the Takoma/Langley Crossroads study area, it would be beneficial to have an organization or group of organizations working to help individuals and families be matched with homes that meet their needs.

Job Opportunities Task Force

The central mission of the Job Opportunities Task Force (JOTF) is to eliminate the employment and educational barriers for low-wage workers in Baltimore. Along with advocating for worker-friendly policies and conducting research, the JOTF does job training for people with employment challenges. One of their programs offers an 87-hour pre-apprenticeship construction training program with training in construction math, tool training, safety skills and certifications, and entry-level skills in electrical, plumbing and carpentry.¹⁵⁸ The high number of day laborers in Takoma/Langley Crossroads could benefit from training such as this that would give them the opportunity to get more reliable, steady work.

Central Kenilworth Avenue Revitalization Community Development Corporation

Central Kenilworth Avenue Revitalization CDC (or CKAR) operates in the greater Riverdale Park area of Prince George's County. Like our study area, Riverdale Park also has a high Hispanic/Latino population (55.96% for the most recent 2012-2016 ACS estimate for the census designated place of Riverdale Park). CKAR operates a workforce development program in areas such as "hospitality and culinary arts, outreach, job readiness skills, post-employment counseling services, basic computer training, and legal services."¹⁵⁹ CKAR's headquarters are also adjacent to the Purple Line Transit Partners' Riverdale Park job center for Purple Line related construction jobs.

Safe Silver Spring

Safe Silver Spring is a small non-profit that operates as a liaison between the Silver Spring community and local law enforcement which prides itself on representing the interests of a diverse community.¹⁶⁰ High levels of crime and a general distrust in law enforcement have

¹⁵⁷ "IHI USA," accessed October 23, 2018, <https://ihiusa.org/>.

¹⁵⁸ "Our Community Impact," *Job Opportunities Task Force* (blog), accessed October 23, 2018, <https://jotf.org/our-impact/>.

¹⁵⁹ "Programs," CKAR CDC, accessed October 23, 2018, <https://ckarcdc.org/programs/>.

¹⁶⁰ "Safe Silver Spring," Safe Silver Spring, accessed October 23, 2018, <http://safesilverspring.org/about.html>.

been frequently cited as areas that need improvement in the TLC area. Safe Silver Spring, a largely volunteer-based organization, could therefore serve as a fantastic and inexpensive model from which to base a TLC area equivalent. Perhaps the organization could help get a TLC-based organization started by providing best practices for community engagement, funding and communication.

Missing Partners

While the founding organizations of the PLCC could provide assistance for equitable TOD policies and initiatives in a variety of ways, the partnership features several noticeable gaps. First, the PLCC lacks the presence of any major regional players who may possess much needed political capital or access to funding, such as the Metropolitan Washington Council of Governments and the Greater Washington Hispanic Chamber of Commerce. Second, aside from the Housing Initiative Partnership, the PLCC does not have a robust presence of non-profit housing developers, who are essential for equitable TOD especially in Prince George's County which lacks affordable housing requirements for market-rate developers. Third, while the PLCC features several churches, none of them are based in the TLC area. These religious institutions have access to the community and can provide a safe place for community engagement that the PLCC could benefit from. Last, the PLCC does not include any property owners, including private owners, land banks or community land trusts. Equitable TOD cannot be achieved without the support of property owners, so it is essential that these types of entities are created or brought into the fold.

Workgroup Structure

When examining the PLCC holistically, it became apparent that most of the existing partners fell into one of six areas of expertise: Housing, Economic Development, Environmental Preservation, Community Engagement & Communication, Community Development Entities, and Real Estate Development. It could be beneficial to structure the PLCC into a workgroup or committee system to foster collaboration between the PLCC's like-minded partners. While this grouping does not necessarily match the needs of the TLC area or the PLCC's Community Development Agreement exactly, the PLCC's goal of supporting equitable TOD could be better served by focusing the scope of the partners' engagement to their existing missions.



Figure A-3: Potential Partnerships Work Groups

Conclusion

There is a tremendous amount of potential that the Purple Line brings to the Takoma/Langley Crossroads area and could prove to be a huge asset. However, for this to come to fruition, it will require the local governments, as well as the non-governmental organizations identified in this report, to work closely together towards this common goal. The Purple Line Corridor Coalition has a number of well-connected and well-funded organizations that have already pledged to work on behalf of the communities along the Purple Line corridor. The challenge now is to find a way for the interests of Takoma/Langley Crossroads to be represented along a corridor spanning so many very different communities.

Tier I, Tier II, and Model Organizations

Table A-1 (below and over the next several pages) identifies the PLCC organizations that could have the most impact on the TLC area. Note that the table does not include every PLCC member, but rather, just the organizations that could provide some value for the study area. The table articulates the organizations' primary mission, any relevant funding notes, and possible opportunities they could provide that specifically relate to the TLC area.

Organization	Tier	Mission / Purpose	Funding Notes	Value Added / Opportunities
Latino Economic Development Center	Tier I	Through programming and educational workshops, empower Latinos in the DC and Baltimore area for their future.	Corporate donations, government grants, and private foundations.	Assist with small business operations and housing advocacy in the study area.
CASA de Maryland / Fair Development Coalition	Tier I	Advocate and organizing force for Latino and immigrants and improving their quality of life.	N/A	Continue to provide its many services to the community of Langley Park.
City First Enterprises	Tier I	A community development financial institution in the DC area which serves to redirect investment and capital to low and moderate-income communities.	Corporate donations, investment returns, and private foundations.	Provide loans and other financial services to Langley Park residents or small businesses, fund projects in the Langley Park area, provide grants through their nonprofit foundation.
Transforming Neighborhood Initiative	Tier I	Reduce crime and build a stronger, healthier and citizen driven community	Transforming Neighborhoods Initiative Fund for Community Innovation, a component fund managed by The Community Foundation for the National Capital Region in Prince George's County	Assist with program funding and capacity building support to community-based non-profits providing quality free and/or affordable out-of-school programming for youth and families
MD Small Business and Technology Development Center	Tier I	Offers free individualized consulting, from start-ups to established businesses	State of Maryland, Capital One, University of Maryland, the U.S. Small Business Administration, and Chesapeake Employers Insurance	Could offer valuable guidance on how to address the challenges that will stem from ongoing construction directly in front of many of the businesses in Takoma Langley Crossroads
Purple Line Now	Tier I	Advocating for the Purple Line to actually happen, unclear what their current mission and programing is.	N/A	Capitalize on existing network of partners. Can be motivated to action by former Board Member, Councilmember T. Hucker

Organization	Tier	Mission / Purpose	Funding Notes	Value Added / Opportunities
University of Maryland	Tier I	Higher education institution	\$541M endowment. Terrapin Development Company has ~\$50M in assets.	Buying power - property around the stations and reserve it for affordable housing development, CBOs, affordable leases, etc. Get the sociology / anthropology / language schools to work together on engagement and community development strategy
Enterprise Community Partners	Tier I	Enterprise's mission is to create opportunity for low- and moderate-income people through affordable housing in diverse, thriving communities.	Possess access to banks and philanthropic organizations	Expertise, funding, network (including to those who have access to capital)
Prince Charitable Trust	Tier I	Provide financial support for the arts, environment, youth, health and other areas of giving	Contributed nearly \$34M in Washington region since 2000 to protect the environment, develop a sustainable food system, and support smart growth and equitable communities that are inclusive of vibrant arts and culture, quality health care and other efforts that support all residents' well-being. Gave \$2.1M to the DC region in 2017. It's usually in smaller sums, ranging from \$5k - \$40k often for "general operating support".	Funding: Could fill the gap for the arts & culture in particular - possibly helping the TLC Development Authority or Northern Gateway CDC with design, branding, facades, murals, etc. Notable affiliations: -Chesapeake Bay Funders Network -Council of Grantmakers -Grantmakers in the Arts -Sustainable Agriculture and Food Systems Funders -The Funders Network for Smart Growth and Livable Communities -Washington Regional Association of Grantmakers
Montgomery County Hispanic Chamber of Commerce	Tier II	An association for Hispanic/Latino business owners or those interested in business.	Membership fees and sponsorships by local businesses.	Could connect businesses on the Montgomery County side with technical assistance, resources, share lessons learned from business owners experiencing disruption in Wheaton, and partner with others for programs in the Takoma Park portion of the study area.

Organization	Tier	Mission / Purpose	Funding Notes	Value Added / Opportunities
Housing Initiative Partnership, Inc.	Tier II	Renovate and construct single family and multifamily properties for affordable housing occupancy, mostly in Prince George's County.	Grants and tax credits	Advocate for and construct affordable housing in the Takoma/Langley Crossroads area.
National Center for Smart Growth	Tier II	Create a more vibrant, sustainable, and enhanced quality of life for communities	~\$1.5 million annual budget	Created the PLCC, associated with majority of PLCC staff
Housing Opportunities Commission of Montgomery County	Tier II	They authorized to acquire, own, lease, and operate housing; to provide for the construction or renovation of housing; obtain financial assistance from any public or private source to assist its housing activities; and arrange for social services, resident services and day care	Receives funding from Montgomery County	Found ways to protect affordable housing in Montgomery County even when their federal funding was slashed, could possibly replicate success in TLC
Montgomery Housing Partnership	Tier II	Preserve and expand quality affordable housing in Montgomery County	Over 25 corporate sponsors, include NBC, Wells Fargo, Enterprise	Assist with affordable housing concerns
Takoma Langley Crossroads Development Authority	Tier II	The CDA has actively represented the needs and concerns of its members to elected officials and government agencies, while marketing the area through newspaper inserts, sponsorships, special events, donations, and media stories.	Funded by licensing fees of Takoma based businesses	Linda Cornelius is a board member who is a Spanish speaker and practices immigration law. Capable of harnessing the collective power of the Takoma portion businesses and capable of coordinating with the Northern Gateway CDC
Northern Gateway Community Development Corporation	Tier II	To strengthen the commercial corridor and revitalize the neighborhoods of the Northern Gateway through market-based activities intended to increase the quality of life for residents and the economic potential for small businesses in our community.	~\$20,000 secured by Councilmember Deni Taveras	Could coordinate efforts with Takoma Langley Crossroads Development Corporation. As a CDC it's capable of purchasing and leasing property. Could be capable of harnessing the collective power of Langley Park business community if capacity allows.
Colvin Institute for Real Estate Development.	Tier II	Collaborative education towards a sustainable future with an emphasis on the quadruple bottom line – a financially viable, environmentally respectful, socially responsible, with a unique focus on beautiful and sustainable design.	Funding is unclear, but they are sponsored by some very large and profitable (including publicly traded) real estate developers, other real estate development research institutions.	They could tailor curriculum around equitable PL development and their website implies that they are very well connected with banks, real estate developers and more.

Organization	Tier	Mission / Purpose	Funding Notes	Value Added / Opportunities
Smarter Growth Coalition	Tier II	Advocating for sustainable growth in a variety of ways	~\$500k budget, mostly from foundations	Provide technical assistance, tap into their 24,000 member advocacy network and provide other expertise on affordable housing preservation and development techniques
Chevy Chase Land Company	Tier II	Mixed-use and TOD developer with a commitment to "giving back to the neighborhoods where we work and live"	For-profit land company. Although funding is unknown, they are likely to have a good deal of access to capital and equity.	They provide could provide expertise in affordable housing management, land use, and could target their Smart Growth Scholarship program to high school seniors living in the TLC area. They could also potentially provide seed money for a community land trust or land bank.
Central Kenilworth Avenue Revitalization CDC	Model	Kenilworth-based community development corporation		Use a model of CKAR's Greater Riverdale Career Empowerment Center in Takoma/Langley Crossroads.
Job Opportunities Task Force	Model	Eliminate the employment and educational barriers for low-wage workers in Baltimore	N/A	The high number of day laborers in Takoma/Langley Crossroads could benefit from training such as this that would give them the opportunity to get more reliable, steady work
Innovative Housing Institute	Model	Matches those in need of affordable housing with housing opportunities	N/A	Help individuals and families be matched with homes that meet their needs
Safe Silver Spring	Model	Develop partnerships, strategies, program goals to keep Silver Spring a community where people can live, work, travel, shop, play safely.	N/A	Could serve as a model for a community liaison program or organization for the TLC area
Social Action Committee of Paint Branch Unitarian Universalist Church	Model	Church service, childcare, youth groups, social justice advocates	Raised ~\$6k in donations in 2016	Could serve as an example for social action committees for the TLC area's religious institutions. It is not located far from the TLC area.
St. Camillus Church	Model	Silver Spring based church that provides service, childcare, youth groups, etc.	N/A	Multi-cultural church that prides itself on its diversity. Could share best practices for using religion as vehicle for community inclusion and social cohesion

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Appendix B: Demographics

Community Assessment

Takoma / Langley Crossroads Study Area

By Hye-Soo Baek, Lance Boushell, and AnnaLinden Weller



Source: WTOP/Michelle Basch

Introduction

This report provides an assessment of the demographics of the Takoma / Langley Crossroads study area, specifically focusing on:

- Racial/Ethnic/Economic Composition
- Education
- Public Health Concerns
- Crime Trends
- Social Services & Spaces

Demographics & Projections

Who is the Takoma Langley Crossroads Community?

Race/Ethnic Distribution and Age by Gender

More than 75% of the broader Takoma Langley Crossroads community identifies as Hispanic. 36.5% of the households are reported to be limited in their ability to speak English, out of which 93.6% are native Spanish speakers. A population pyramid of the community shows a high proportion of males in the economically active ages between 25 and 44 years old. This type of age by gender distribution is often indicative of a strong presence of migrant workers.

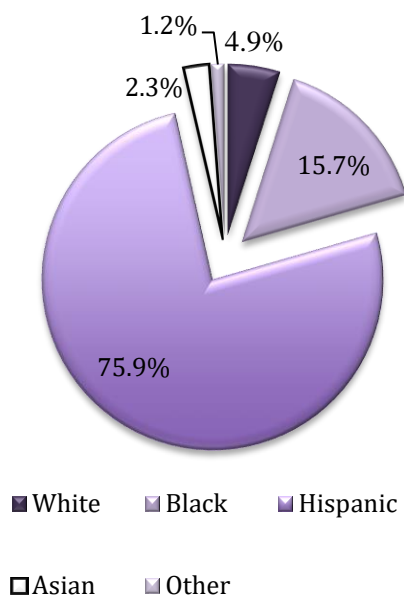


Figure B-1: Racial Distribution of Takoma/Langley Crossroads Population

Source: American Community Survey, 2012-2016, 5-year Estimates, U.S.. Census Bureau

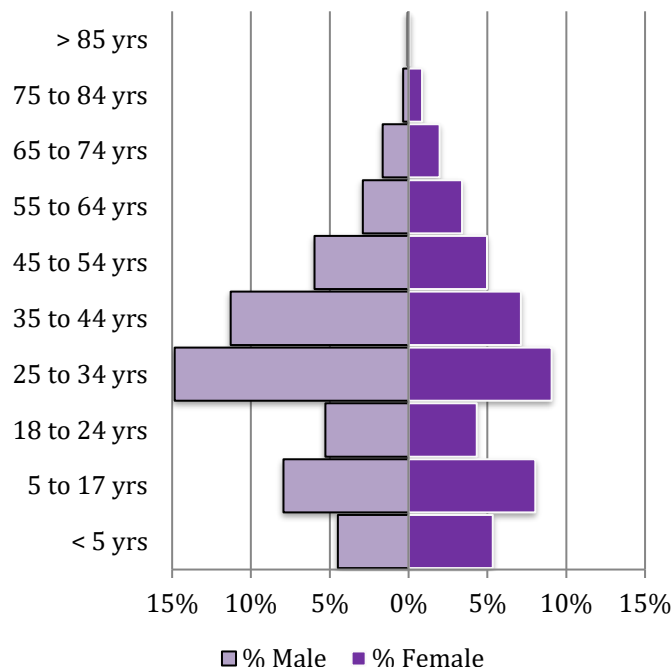


Figure B-2: Age by Gender Distribution of Takoma/Langley Crossroads Population

Economic Characteristics

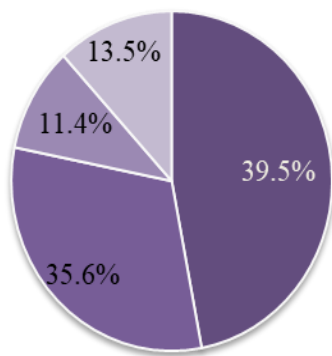
The economic indicators highlight a low-income, high-poverty area. The median household income is nearly \$10K below that of Prince George's County as a whole, while the percentage of people living under poverty is nearly double. The unemployment rate, however, is markedly lower than that of Prince George's County, and also lower than Montgomery County, albeit by a smaller margin. More than half of the population 25 years and older have less than a high school education, with another third of the population has only received a high school

diploma or the equivalent. A majority of the workforce are employed in jobs commonly perceived as blue-collar fields, ranging from production, transportation, and material moving, to natural resource management, construction and maintenance, and finally to service occupations.

	Takoma / Langley Crossroads	Prince George's County	Montgomery County
Median Income	\$66,519	\$75,925	\$100,352
Poverty Rate	18.3%	9.7%	6.9%
Unemployment Rate	5.7%	8.0%	5.8%

Table B-1: Income, Poverty and Unemployment Rates for Takoma / Langley and Counties

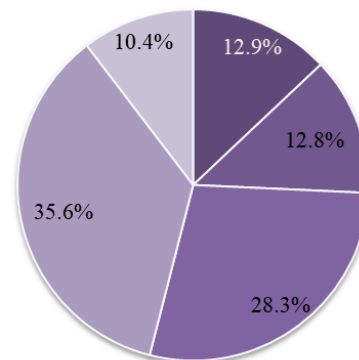
Source: American Community Survey, 2012-2016 5-year Estimates, U.S.. Census Bureau



- Less than HS
- HS or equivalent
- Some college/associate's
- Bachelor's or higher

Figure B-3: Educational Attainment of Takoma/Langley Crossroads Population (>25 Years Old) Crossroads Workforce

Source: American Community Survey, 2012-2016 5-year Estimates, U.S.. Census Bureau



- Management, business, science, arts
- Sales and office
- Service
- Natural resources, construction, maintenance
- Production, transportation, material moving

Figure B-4: Employment by Occupation of Takoma/Langley Crossroads Population

Subareas by Jurisdiction

A geographical breakdown of the Takoma Langley Crossroads into subareas by jurisdiction – the Langley Park subarea, which is under Prince George’s County’s jurisdiction; the Montgomery Park subarea, which is part of Montgomery County but not within the City of Takoma Park; and the Takoma Park subarea – suggests that the demographic and economic characteristics of the larger community are not uniformly distributed across the study area.

The concentration of Hispanic population is strongest in the Langley Park subarea and also quite prevalent in the Montgomery County subarea. However, the Takoma Park subarea’s Hispanic population is outranked by its Black population, which makes up nearly 42% of the population.

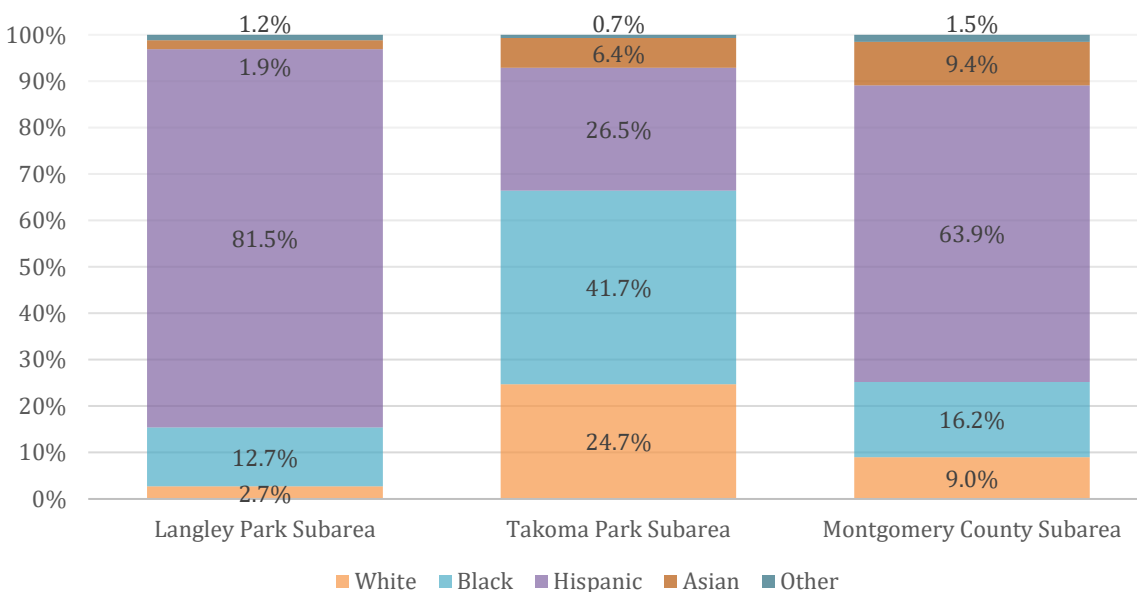


Figure B-5: Racial Distribution by Subarea

Source: American Community Survey, 2012-2016 5-year Estimates, U.S.. Census Bureau

The age by gender distributions show the imbalance of males in economically active ages to be most pronounced in the Langley Park subarea, while the Montgomery County subarea has a slightly higher proportion of school-aged children. The Takoma Park subarea exhibits a pattern that is dissimilar to the broader Crossroads community and more indicative of an aging population.

Economic indicators show the Langley Park subarea and the Montgomery County subarea share characteristics that are relatively similar to the broader Crossroads community – low income, high poverty, low educational attainment and majority blue-collar workforce.



Figure B-6: Age by Gender Distribution by Subarea

Source: American Community Survey, 2012-2016 5-year Estimates, U.S.. Census Bureau

	Langley Park Subarea	Montgomery County Subarea	Takoma Park Subarea	Takoma Langley Crossroads
Median Household Income	\$58,943	\$53,951	\$86,665	\$66,519
Poverty Rate	17.7%	26.9%	4.1%	18.3%
Unemployment Rate	4.7%	9.0%	7.2%	5.7%

Table B-2: Income, Poverty and Unemployment Rates by Subarea of Takoma / Langley

Source: American Community Survey, 2012-2016 5-year Estimates, U.S.. Census Bureau

The Takoma Park subarea, on the other hand, is more characteristic of an economically established area – a median household income that stands \$20K above the broader Crossroads community, and poverty only a fraction of the broader community’s rate. Moreover, educational attainment in Takoma Park is notably higher. Nearly half of the population 25 years and older hold a bachelor’s degree or higher, and more than half of the workforce is employed in professional fields.

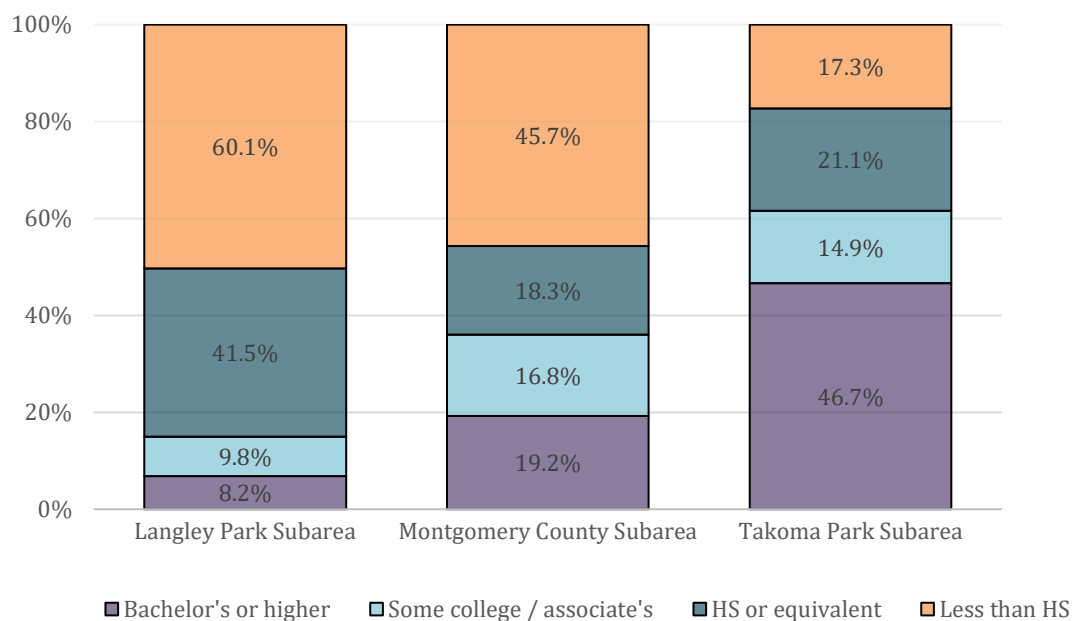


Figure B-7: Educational Attainment by Subarea

Source: American Community Survey, 2012-2016 5-year Estimates, U.S.. Census Bureau

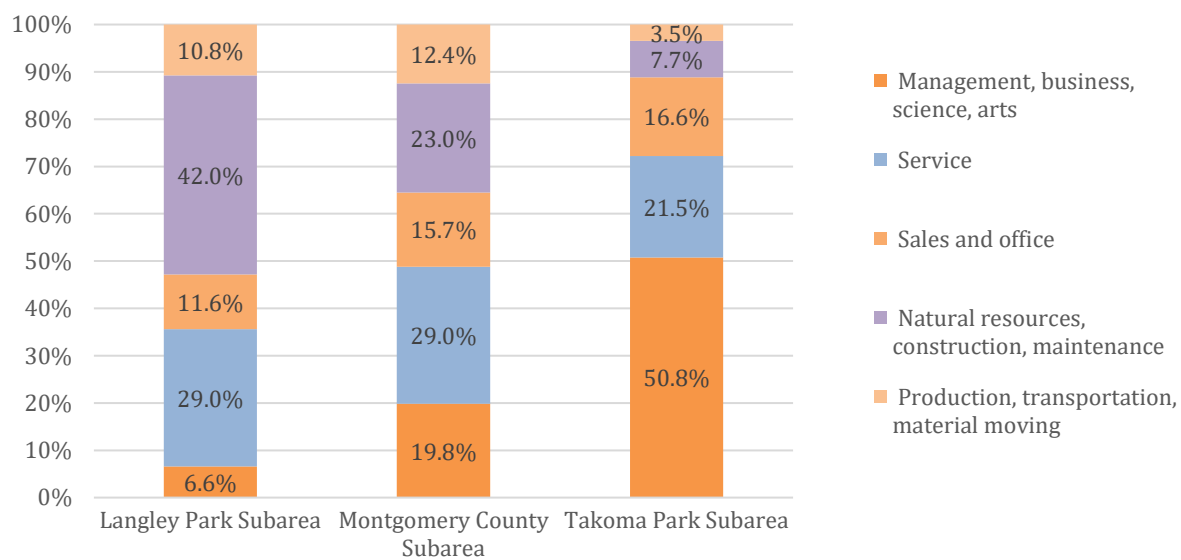


Figure B-8: Employment by Occupation by Subarea

Source: American Community Survey, 2012-2016 5-year Estimates, U.S.. Census Bureau

Purple Line Corridor-Wide Comparison

The International Corridor, which encompasses the Takoma Langley Crossroads area, is the most populous section of the Purple Line Corridor, accounting for more than one third of the total Purple Line Corridor population. It has the highest share of Hispanic population, and the highest share of adults 25 years or older with less than high school education. The median household income, having surpassed the Riverdale – New Carrollton area, is currently the second lowest of all the Purple Line Corridor sections.

Subarea	2000	2010	2015	Percent Change 2000-2015	Annualized Percent Change
Bethesda – Chevy Chase	\$125,843	\$127,290	\$138,219	9.8%	0.7%
Silver Spring	\$75,022	\$78,662	\$85,416	13.9%	1.0%
International Corridor	\$66,138	\$62,694	\$68,077	2.9%	0.2%
University of Maryland	\$72,690	\$50,710	\$55,064	-24.2%	-2.1%
Riverdale - New Carrollton	\$66,369	\$60,961	66,195	-0.3%	0.0%
Entire Corridor	\$78,154	\$76,125	\$82,661	5.8%	0.4%

Table B-3: Median Household Income Across Purple Line Corridor

Source: The Purple Line Economic Development Technical Report, National Center for Smart Growth

Trends

Racial Demographics, 2000-2016

A visual comparison of the concentration of Hispanic population between 2000 and 2016 shows that their share has been increasing across most of the Takoma Langley Crossroads area, but most notably in the Langley Park subarea. Compared to Prince George's County, the percentage of Hispanics in the Langley Park subarea is much higher, and is also increasing at a faster rate. During 2000 to 2016, all other racial groups have declined in their share of the population in the Crossroads, but the Black population has declined the most, from 25.1% to 11.8%. (Figure B-9)

Economic Demographics, 2000 - 2016

A visual comparison of the concentration of poverty between 2000 and 2016 shows that the percentage of residents living in poverty has also been increasing across most of the Takoma Langley Crossroads area, and especially in the Langley Park subarea. (Figure B-10)

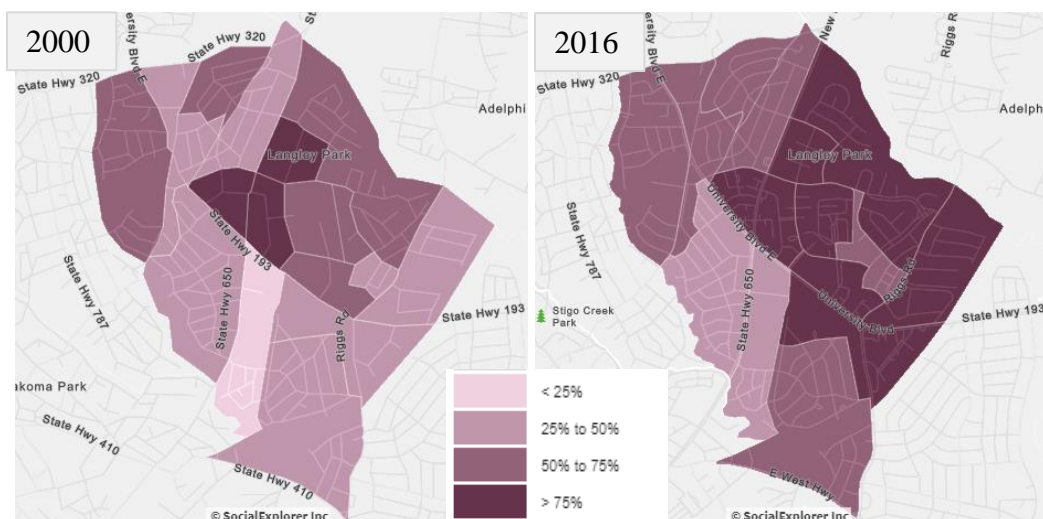


Figure B-9: Change in Geographic Concentration of Hispanic Population, 2000-2016
Source: American Community Survey, 2000 Census and 2012-2016 5-year Estimates, U.S.. Census Bureau

The median household income of the Crossroads remains lower than that of Prince George's County as a whole throughout this analysis period, but is increasing at a similar rate to that of the county. The poverty rate in the Crossroads, although higher than in Prince George's County, is increasing at a slower rate.

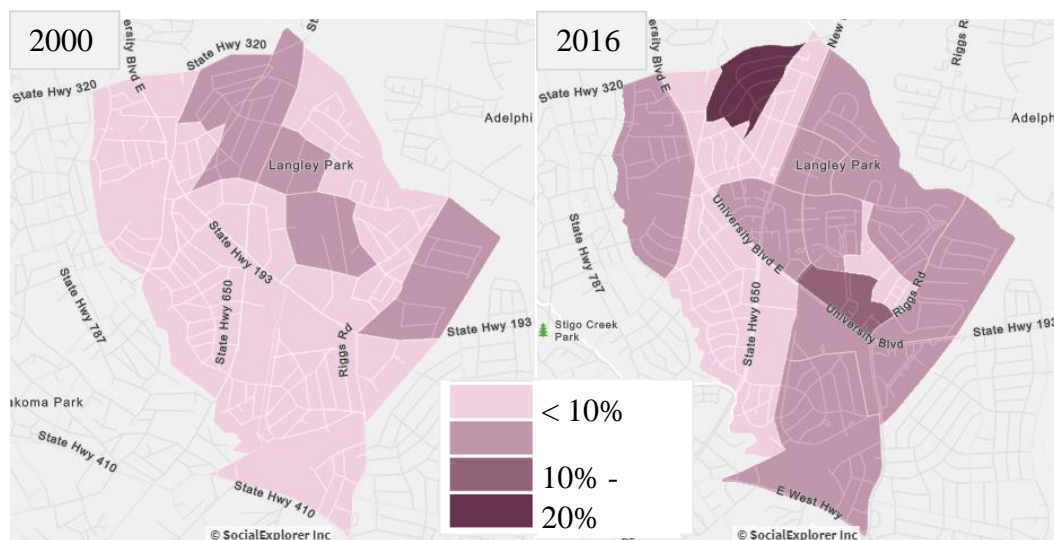


Figure B-10: Change in Geographic Concentration of Poverty, 2000 - 2016
Source: American Community Survey, 2000 Census and 2012-2016 5-year Estimates, U.S.. Census Bureau

After a brief spike in 2010, the unemployment rate reduced remarkably in 2016 to arrive below the county level. However, the share of population with less than high school education,

already at a significantly higher level than the county, continues to increase while the county level remains constant.

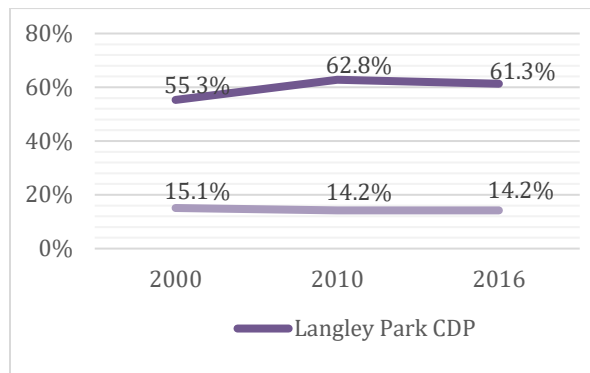


Figure B-11: Change in % of Pop. >25 Years with Less than HS Diploma

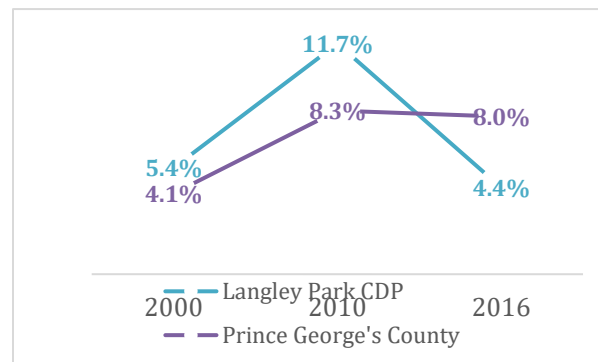


Figure B-12: Change in Unemployment Rate, 2000-2016

Future Projections

There is not much data providing future projections of the demographic or economic characteristics of the Takoma Langley Crossroads community. The Purple Line Economic Development Technical Report, prepared by the National Center for Smart Growth, does feature 2040 household projections for the State and both Montgomery and Prince George's Counties to derive on their employment forecast.

	2012	2040	% Change
Maryland	2,202,116	2,689,939	+ 22.15%
Montgomery County	366,383	458,768	+ 25.22%
Prince George's County	313,009	380,413	+ 21.53%

Table B-4: Projected 2040 Population Estimates

School Demographics

Schools serving elementary aged students in the Takoma Langley Crossroads communities are multiply challenged with student demographics that are known to hinder the educational outcomes of students.

Except for Takoma Park Elementary School, which receives students residing in the Takoma Park subarea, all schools serving children from the Takoma Langley Crossroads community have a significantly high percentage of students receiving Free And Reduced-Price Meals [FARMS] and English for Speakers of Other Languages [ESOL] services.

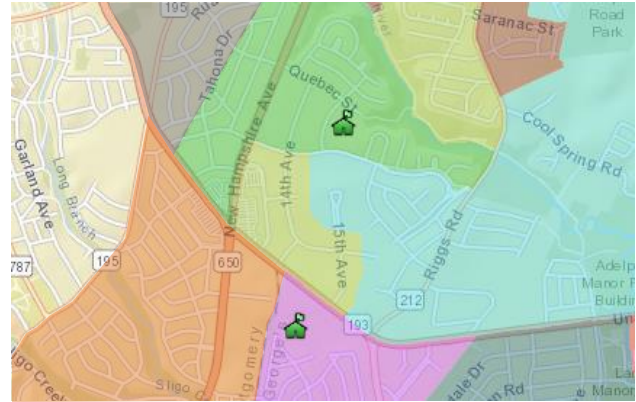


Figure 13: Service Boundaries of Public Elementary Schools Receiving Students from Takoma Langley Crossroads

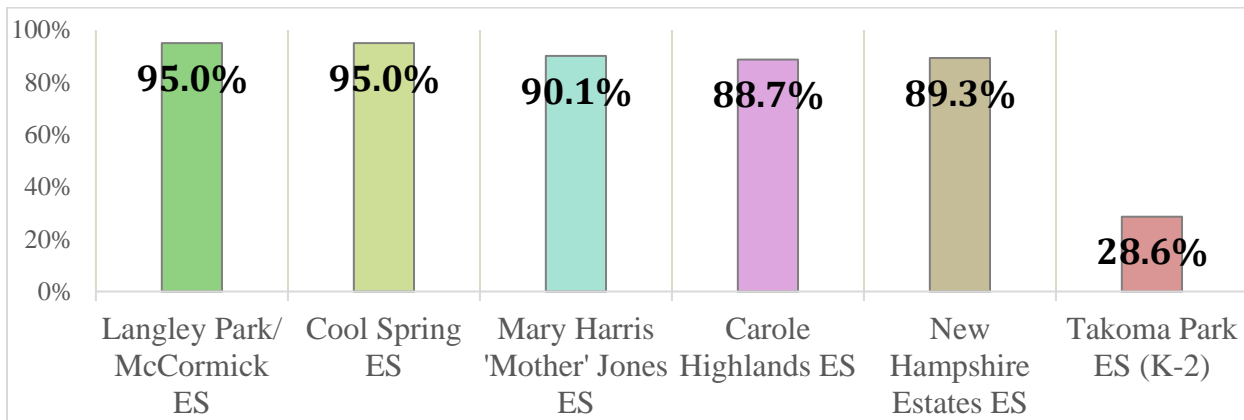


Figure B-14: Public Elementary Schools Serving TLC: FARMS Rate, 2017-2018

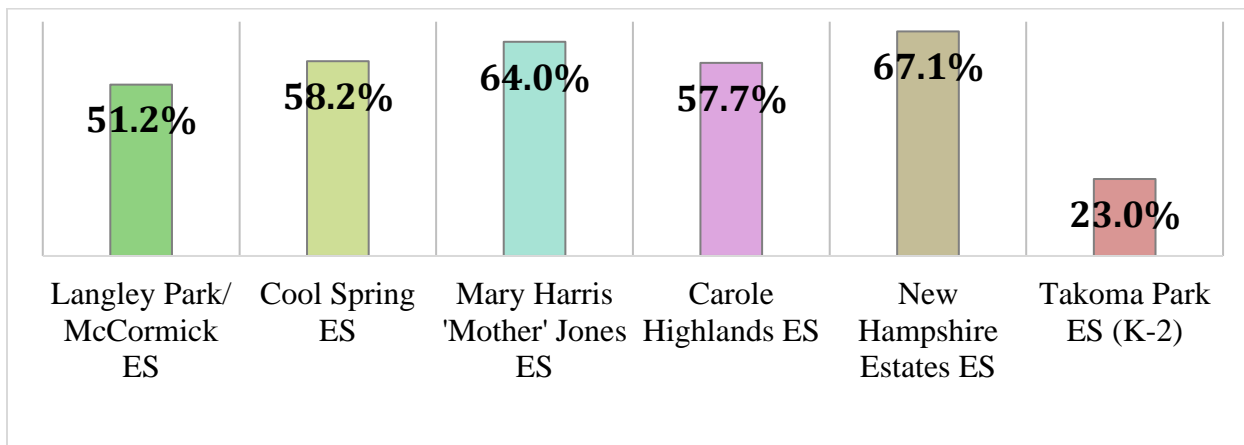


Figure B-15: Public Elementary Schools Serving TLC: ESOL Rate, 2017-2018

Moreover, the three PGCPs schools serving the Langley Park subarea north of University Boulevard exhibit a capacity utilization rate higher than 120%, which by Montgomery County standards is high enough to place a moratorium on all residential development.

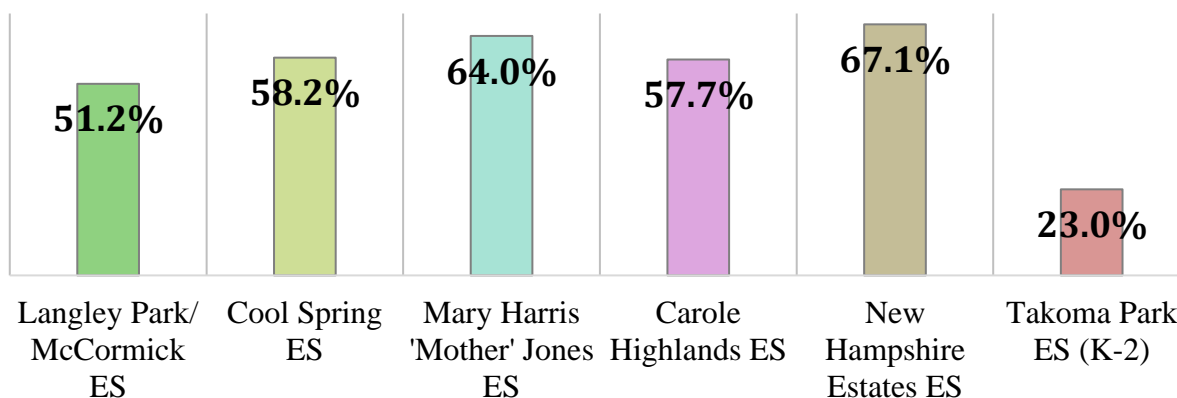


Figure B-16: Public Elementary Schools Serving TLC: Capacity Utilization Rate, 2017-2018

Figures B-14 through B-16: Enrollment Demographics of Public Elementary Schools Receiving Students from Takoma Langley Crossroads

Sources: Enrollment by School and Grade, Prince George's County Public Schools; Schools at a Glance, Montgomery County Public Schools

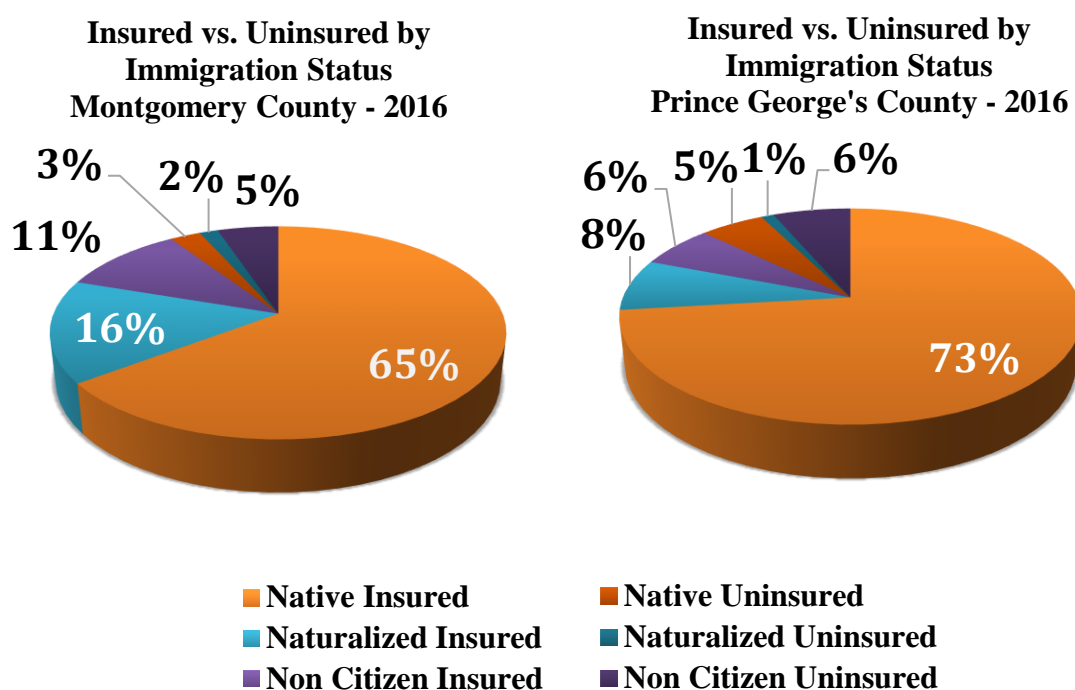
Looking Deeper: Health & Crime

Health Insurance and Citizenship Status in the Takoma/Langley Crossroads Area

According to the US Census Bureau's 2012 - 2016 American Community Survey, 9% of Maryland's population has no health insurance. The remaining population has either public or private health insurance coverage. When comparing Montgomery and Prince George's County's insured and uninsured populations with the state, the percentages of insured and uninsured are very similar. In Montgomery County, 10% of the population is uninsured, while in Prince George's County 12% of the population is uninsured. And, although the percentage of uninsured residents in Takoma Park mirrors that of Montgomery County, Langley Park's uninsured population is much higher, at 52% – i.e. the majority of the population is uninsured. This is a striking contrast not only compared to Takoma Park, but also to Prince George's County, Montgomery County, and the State of Maryland (Figure B-17).

Furthermore, 48% of the uninsured population living in Langley Park are also non-citizens. By contrast, only 3% of the uninsured population are non-citizens in the state of Maryland. In Montgomery and Prince George's County uninsured non-citizens account for 5% and 6% of the population, and in Takoma Park uninsured non-citizens account for 5% of the

population. Langley Park's high correlation between immigration status and lack of health insurance is striking.



Figures B-17: Health Insurance and Citizenship Status – by County
Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates

Additional Community Health Concerns

The affordability of doctor visits presents another concern (Figure B-18). The percentage of adults in Maryland who report being unable to afford a doctor visit over the past 12 months has fluctuated between 2000 and 2014. According to the *Maryland Behavioral Risk Factor Surveillance System's* reports, in 2014, the number of residents who were unable to afford a doctor visit when needed in the past 12 months was higher in Prince George's and Montgomery Counties than it was for the state of Maryland as a whole. Of the 1,124 people surveyed in Prince George's County, 11.4% reported

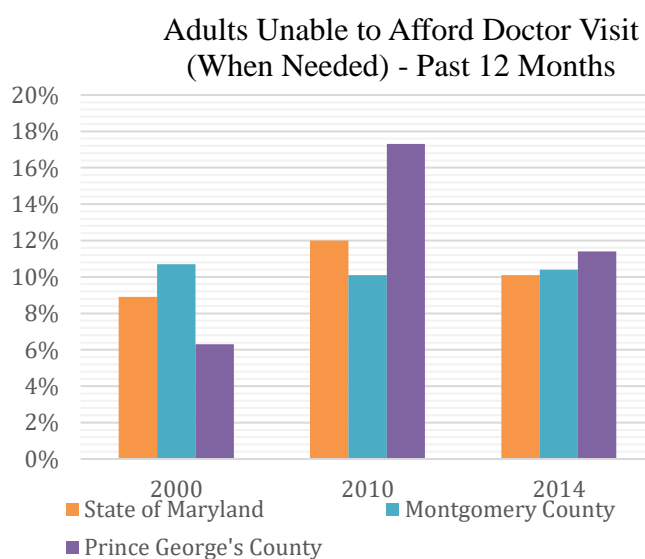


Figure B-18: Adults Unable to Afford Doctor Visit
Source: Maryland Behavioral Risk Factor Surveillance System – 2000, 2010, 2014

that they were unable to afford a doctor visit. Of the 1,618 people surveyed in Montgomery County, 10.4% reported being unable to afford a doctor visit.

Another concern is increasing reports of mental illness in the state as a whole, as well as in both of the counties in the study area (Figure B-19). Reports of mental illness have increased for the state of Maryland and for Prince George's County and Montgomery County over the past fifteen years. When comparing the 2002-2004 statistical averages with the 2014-2016 statistical averages as reported by the *Substance Abuse and Mental Health Services Administration, National Survey on Drug Use & Health*, the state of Maryland saw a 4.59% increase in reports of adults experiencing 'any mental illness' in the past year, whereas Montgomery County saw a 2.48% increase and Prince George's County saw a 5.94% increase. The fact that, of the three areas, the greatest increase in mental illness has been reported in Prince George's County, home to Langley Park, is especially concerning given the high number of uninsured residents living in Langley Park. People who are living with mental illness and unable or unwilling to seek treatment have been shown to be more likely to self-medicate with drugs and alcohol (Faris & Watson, 2018). Research also indicates that uninsured populations, without access to healthcare, share this inclination to self-medicate with drugs and alcohol (Galvin et al., 2007).

The combination of lack of insurance and inability to afford doctor visits in confluence with mental illness is a recipe for increased rates of drug and alcohol abuse. As the data suggests, people living in Langley Park are at high risk for using drugs and alcohol in order to self-medicate. According to the *Substance Abuse and Mental Health Services Administration's National Survey on Drug Use & Health*, alcohol use disorder among people age 12 and older continues to rise within the state of Maryland and particularly in Montgomery and Prince George's County (Figure B-20). The most significant increase has occurred in Prince George's County, which also has the highest total percentage of residents with an alcohol use disorder. Similarly, the *Substance Abuse and Mental Health Services Administration's National Survey on Drug Use & Health* reports that marijuana use over the past month for persons age 12 and older is also increasing at the state and county level for Prince George's and Montgomery Counties (Figure B-21).

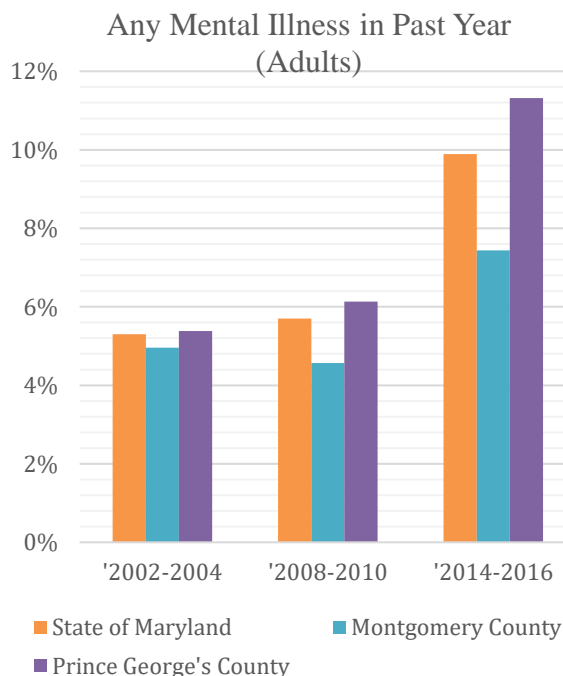


Figure B-19: Mental Illness in Past Year
Source: *Substance Abuse and Mental Health Services Administration, National Survey on Drug Use & Health*

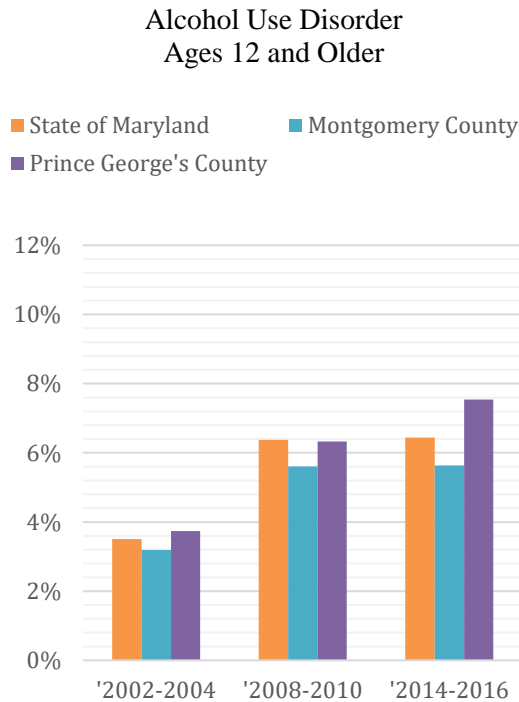


Figure B-20: Alcohol Use Disorder

Source: Substance Abuse and Mental Health Services Administration, National Survey on Drug Use & Health

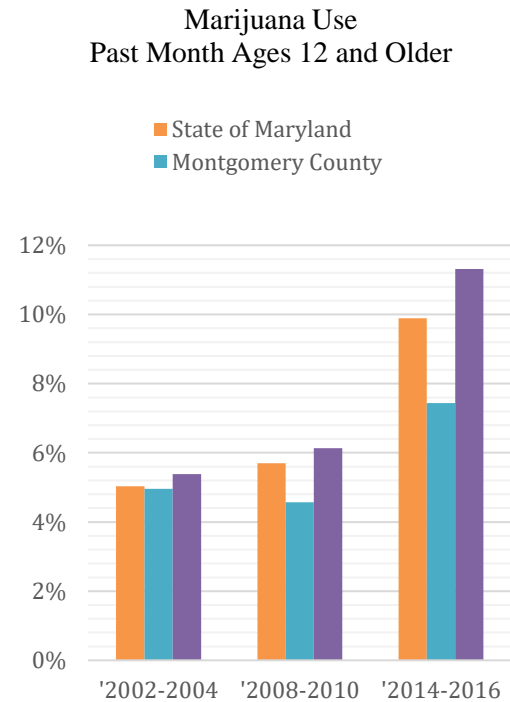


Figure B-21: Marijuana Use

Crime Trends

Between 2000 and 2016, violent crime in Prince George's County declined precipitously. During the same period in Montgomery County, incidents of violent crime have remained steady and low. As the number of violent crime incidents in Prince George's County declines, there is less of a disparity between Prince George's County and Montgomery County (Figure B-22). The same is true of property crime: both Prince George's County and Montgomery County saw a decrease in property crime between 2000 and 2016.

When analyzing 2011–2015 data, it appears that the gap in violent crime between Ward 6 of the City of Takoma Park and Langley Park is closing (Figure B-23). Violent crime is falling in Langley Park as it rises in Ward 6 of the City of Takoma Park. In contrast, property crime incidents are much higher in the City of Takoma Park's Ward 6. This discrepancy may suggest that residents of Langley Park are not reporting property crimes to the police. A six-month snapshot recently retrieved from www.crimereports.org of reported incidents in Langley Park points to a lack of crime reporting in the area. Given the current treatment of non-citizens living in the US, many immigrants have refrained from contacting authorities out of fear of deportation and mistrust of the government. (American Civil Liberties Union, 2018) This may explain the lack of crime reporting in Langley Park.

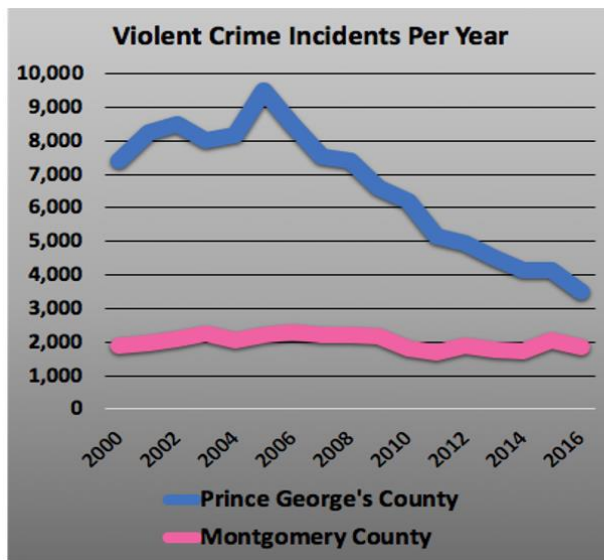


Figure B-22: Violent Crime Incidents by County

Source: Maryland Open Data - Maryland Statistical Analysis Center (MSAC), within the Governor's Office of Crime Control and Prevention (GOCCP). MSAC, in turn, receives these data from the FBI's annual Uniform Crime Reports.

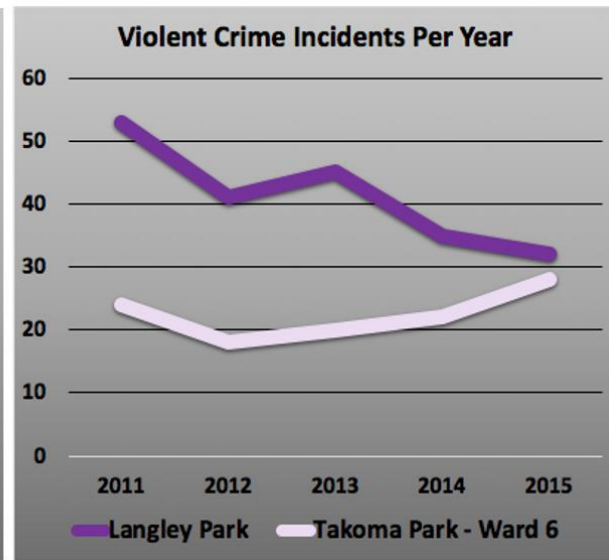


Figure B-23: Violent Crime Incidents in Langley Park and Takoma Park Ward 6

Langley Park Data Source: Transforming Neighborhoods Initiative, Prince George's County Police Department.

City of Takoma Park Data Source: Takoma Park Police Department, 2011, 2012, 2013, 2014 Annual Report

Social Services, Social Spaces, and Community Needs

The demographic profile of Langley Park and Takoma Park indicates a large need for social services in the area. High percentages of immigrants, youth, and the under-employed, coupled with relatively high median rent and relatively low median income, suggest a substantive population who would need and make use of such services. Presently, a sizeable number of organizations are in operation within the Takoma-Langley region, including some which are specifically oriented toward integrating the many needs of the community into 'one-stop shops' of health and human services. Other service organizations cater to more specific needs, such as immigrant rights or childcare and child development.

General Services & Social Spaces

Langley Park is a Transforming Neighborhood Initiative (TNI) area – a geographic designation in Prince George's County which uses data-driven metrics to place appropriate social services where they are needed most (Prince George's County Transforming Neighborhoods Initiative, 2018). The TNI designation has led to the creation of the Langley Park Multi-Service Center, one of the 'one-stop shop' service centers, which opened in 2014. The Center's staff are bilingual in English and Spanish, and other languages are sometimes available as well. It is

possible to visit the Multi-Service Center and receive assistance in applying for food stamps, health insurance, and other government programs; receive legal assistance in family law and worker's rights, or acquire a Circuit Court Liaison who can assist Spanish-speaking litigants; be tested for HIV and other sexually transmitted diseases or receive prenatal care; and find support groups for domestic violence survivors, at-risk teenagers, and mental health – though these latter groups are only available once a month.



Figure B-24: Transforming Neighborhoods Initiative
Source: Lance Boushell

The Center's intent is to reduce the number of places a community member would need to go in order to have access to a full suite of social services. This mission statement derives not only from the TNI's online presence but from discussions with Linda Turner, the administrator for the Langley Park TNI area. The Multi-Service Center is fairly accomplished at connecting social services together. Queries from hypothetical 'citizens with needs' resulted in multiple numbers to call, places to visit, and information to peruse, for situations as disparate as 'having a medical problem not serious enough to go to a hospital' to 'in need of in-home elder care' to

'in need of after-school child care', though this latter query was answered simply by a directive to contact a different agency in Prince George's County, the Division of Public Schools.

The County also operates the Langley Park Community Center, which offers state-licensed daycare services as well as enrichment programs for seniors and teens (MNCPPC, 2018). In addition, there is a playground for children. Nearby is the Langley Park Senior Activities Center, which offers both weekly classes and a nutrition assistance program (MNCPPC, 2018). These spaces provide both services and social gathering points.



Figure B-25: Neighborhood Services
Source: Lance Boushell

Immigrant-Specific Services and Spaces

Using the government services available at the Multi-Service Center or the Community Center may not be a desirable option for some of the immigrant community in the Takoma/Langley Park area, which has a substantial number of undocumented residents. These, as well as other residents, may not feel comfortable or safe interacting with the County or State due to concerns about deportation.

Located at the end of 15th Street in the McCormick-Goodhart Mansion is CASA, the largest immigrants' rights organization in the state of Maryland. CASA has been involved with the community in Langley Park for over a decade, though in recent years the changing political climate around immigration at the federal level has refocused their priorities away from this particular neighborhood towards the larger community of immigrants in the mid-Atlantic.

Nevertheless, the local branch of CASA, operating under the aegis of the Somos Langley Park Initiative, aims to improve "the quality of life for Langley Park families and children by integrating place-based and people-based strategies to ensure stability and access to



Figure B-26: CASA de Maryland

Source: Lance Boushell

opportunity for all residents." (Somos Langley Park, 2018). Somos Langley Park operates as a public-private partnership to offer early childhood education, health and wellness, and economic opportunity to the Hispanic population of Langley Park.

Amongst their partners are the Latin American Youth Center, a branch of which operates on the Montgomery County side of the study area as the Maryland Multicultural Youth Centers. They offer programs geared at creating academic achievement and job readiness amongst low-income youth, ages 11-24, of all backgrounds – though focusing on Hispanic communities. This includes low-income youth, teen parents, homeless youth, youth in foster care and juvenile justice systems, and those facing mental health, substance abuse, or complex family issues (Latin American Youth Center, 2018). Clearly there is a substantial amount of non-profit effort at engaging the community of immigrants in the study area, and much of this effort is geared at youth, housing, and job acquisition.

The study area is also home to significant cultural and social spaces specific to the immigrant community. In addition to many specialty retail shops, there are elements of the built environment which are socially important. The most prominent example is found in Langley Park Plaza, one of the large shopping centers on University Avenue. There, la fuente – 'the fountain', a piece of public art – has become a cultural touchstone for some of the immigrant

community in Langley Park/Takoma Park and the surrounding ‘International Corridor’. New arrivals in the area use the fountain as a backdrop for photos to send home to their families, signaling that they have ‘made it’ to America and stability (Klein, 2006). This space is an



Figure B-27: La Fuente
Source: Lance Boushell

important social gathering spot, especially for the Central American immigrant community in the region. Another space that is a social center for Central Americans is La Union Mall, where there are two Guatemalan restaurants that serve the sizeable Guatemalan immigrant population.

Employment and Economic-related Services and Spaces

The above-mentioned immigrant-specific service providers, as well as the Prince George’s County Multi-Service Center, all provide job training and economic empowerment education to the residents of the study area. In addition, there are several large job centers in the area which link workers to temporary, daily, and permanent employment: the Prince George’s County Welcome Center on New Hampshire Avenue, the Silver Spring Welcome Center a few blocks further along New Hampshire towards the west, and (out of our study area but still important) the Prince George’s American Job Center in Largo, MD. Furthermore, there are a number of economic development corporations, chambers of commerce, and business associations on both the Montgomery and Prince George’s County sides of the study area whose goals are largely the promotion of small business success. These include the Hispanic Chamber of Commerce for Montgomery County, the Latino Economic Development Corporation, the Gateway Community Development Corporation, and the Takoma-Langley Crossroads Development Authority. These associations are more robust on the Montgomery side. Until recently there was no counterpart to the Takoma-Langley Crossroads Development Authority on the Prince George’s side, though the Gateway CDC has recently emerged as a possible equivalent service provider.

These associations are also limited in their efficacy, as they cannot provide incentives or tax

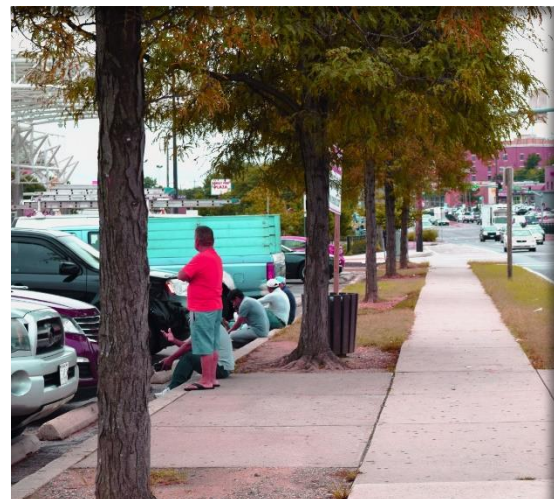


Figure B-28: Makeshift Public Spaces
Source: Lance Boushell

increment financing, and can only really act as a strengthener to business negotiations in the study area.

The parking lots at Langley Park Plaza and the Langley Park Shopping Center have historically been used as gathering places for day laborers seeking work. These spaces, while informal, are of significant economic importance to the study area.

Medical Services and Spaces

There are a number of medical facilities in the study area, though no large hospital after the relocation of Washington Adventist from Takoma Park to Silver Spring is complete in 2019. Extant medical services include Family's Urgent Care on New Hampshire in Langley Park, Catholic Charities on Georgia Avenue in Takoma Park, the Takoma Park Medical Center and Family Health Center, and La Clínica del Pueblo, a 501(c)(3) non-profit organization and Federally Qualified Health Center which was founded in 1983 as a center for the medical needs of displaced Latino immigrants. La Clínica del Pueblo prides itself on "culturally and linguistically appropriate services," which include primary care in Spanish and other Latin American languages, HIV/AIDS support, and health education and outreach to its target population: "low-income, uninsured or underinsured men, women, children, and adolescents in the Latino community." (La Clínica del Pueblo, 2018). Nevertheless there remains a significant cluster of poor health outcomes in Langley Park and Takoma Park, and most of these service providers are overburdened – or not reaching the appropriate residents who need them.

Gaps & Needs

The continued failure of social service uptake in the study area derives from opportunity, community structure, and a lack of communication between sectors of the community. A recent study on medical needs in low-income Latino communities which used Langley Park as its subject reported that "support tended to come from close friend or family networks, not from a broader community. Moreover, differences of national origin as well as some subnational grouping hindered support networks..."(Edburg et al., 2015). The study area is heavily marked by racialized identities, community fragmentation, and lack of trust in institutions. The mere presence of social services does not guarantee their use or effectiveness. Combined with the demographic divisions between subareas, the lack of crime reporting in Langley Park, and the high levels of mental illness, substance abuse, and low educational attainment in the area, it is clear that the social services in the study area are still struggling to overcome the demographic disadvantages.

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Appendix C: Housing

An Assessment of Takoma / Langley Crossroads

By Elena Goldsborough, Sarah Latimer, and Lauren Stamm



Introduction

Takoma-Langley Crossroads (TLC) is an inner beltway urban-suburban community spanning two counties and one municipality within Maryland on the northern border of Washington, DC. The southwestern portion of the area is incorporated within the City of Takoma Park in Montgomery County. Across University Boulevard, neighboring Langley Park is an unincorporated area of Prince's George's County that encompasses the northern portion of the study area. This multijurisdictional study area poses significant challenges to improving the quality and affordability of housing, particularly as future development sees the construction of the Purple Line light rail through the center of the community with two transit stations along University Boulevard. This report assesses the existing housing conditions and policies in TLC, as well as current challenges that will be key to ensuring quality affordable and accessible housing within the community with the development of the Purple Line.

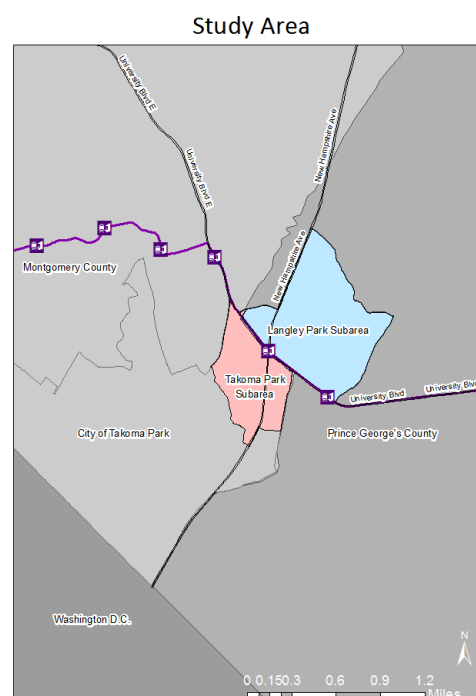


Figure C-6: Study Area

Existing Housing Stock

TLC is comprised largely of multifamily rental units in garden style apartment buildings with a small surrounding network of single-family homes. As part of the development of post-WWII suburban housing outside of cities like Washington, D.C., the majority of housing stock in TLC is older, largely having been built during in the 1950's and 1960's. Across the entire study area, 3,649 units of the existing 5,931 units were built during the 1950's and 1960's. Like much of the homes constructed after World War II to accommodate returning soldiers, the single-family homes in TLC are predominately ranch style as seen in Figure C-2, although some are split-level ranchers and less embellished two-story Georgian style. Most homes are brick, although some have façade embellishments, such as vinyl siding, brightly painted shutters and painted brick. The multifamily properties are predominantly garden-style, with brick facades and 2 to 4 stories. Building decreased substantially in the 1970's, with just 476 units constructed from 1970 to 1979, less than a third of the production that occurred in the previous decade. In each of the following decades, less than 100 new units were constructed. No new units have been built in TLC since 2014.



Figure C-7: Post-War Ranch Architectural Style

As seen in Figure C-3, the majority of housing within the study area is located within Langley Park, with 5,198 housing units in the subarea. The Takoma Park subarea contains 733 housing units, totaling 5,931 units for the entire study area. The majority of housing in the TLC is multifamily and renter occupied, where only 32% of units are single-family detached, attached, or duplex units. Of the units within Langley Park, only 24% are owner occupied.¹⁶¹

Housing Type	Takoma Park Subarea (MC)	Langley Park Subarea (PGC)	Total
Single Family Detached	400	981	1,900
Single Family Attached	0	482	482
Multifamily	333	3,375	4,068
Owner Occupied	400	1,312	1,712
Renter Occupied	333	3,859	4,192

Figure C-8: Unit Composition in Takoma Langley Crossroads

¹⁶¹ U.S. Census Bureau, 5-year American Community Survey, 2013.

Further, 27% of Langley Park’s housing units are single family units.¹⁶² This exemplifies a stark difference from housing across the whole of Prince George’s County, in which 66% of housing is single-family homes.¹⁶³ In the Takoma Park portion of the study area, 54% of units are single family detached, owner occupied housing, slightly lower than the 65.6% owner occupied housing rate across all of Montgomery County.¹⁶⁴

The remaining 68% of the total units within the Langley Park subarea are multifamily units. Langley Park holds 92% of the total multifamily units across the entire study area, with the remaining 8% of multifamily housing within the study area made up of 333 units in the Takoma Park subarea of TLC. In the Langley Park portion of the study area, 76% of housing units are renter occupied. On average, the spread of multifamily units is 279 units each for apartment complex, with the majority of multifamily housing made up of large garden style properties. In the Takoma Park portion of the study area, multifamily units are made up of a small, 20-unit building of rent controlled, affordable units; 21 midsize 4-unit buildings of divide among many private landlords; and a 229-unit high rise named “The Hampshire Towers.”

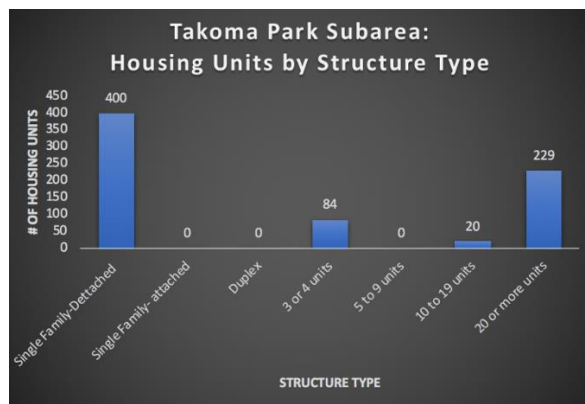


Figure C-9: Housing Types in Takoma Park Subarea

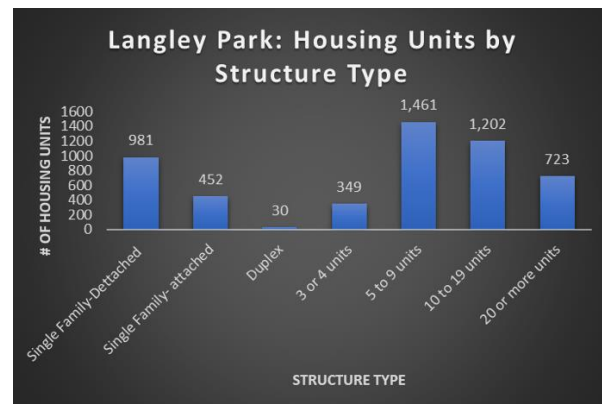


Figure C-10: Housing Types in Langley Park Subarea

Unit Quality

Prince George’s County’s Office of Tax Assessment classified housing in Langley Park as “Fair,” or three on a scale of one to six.¹⁶⁵ Due to the average age of housing units and poor maintenance by large property owners, much of the rental stock is of low quality, with two of six distressed multifamily housing buildings in the state of Maryland located in Langley Park.¹⁶⁶ Residents of these rental units have complained of numerous pest issues such as bed bugs,

¹⁶² Ibid.

¹⁶³ Willow Lung-Amam, Casey Dawkins, Zorayda Moreira-Smith, Gerrit-Jan Knaap and Alonzo Washington, “Preparing for the Purple Line: Affordable Housing Strategies for Langley Park, MD,” (College Park, MD: National Center for Smart Growth, Research and Education Center University of Maryland and CASA, 2017).

¹⁶⁴ “U.S. Census Bureau QuickFacts: Montgomery County, Maryland.” Census Bureau QuickFacts.

<https://www.census.gov/quickfacts/montgomerycountymaryland>.

¹⁶⁵ Lung-Amam et al, “Preparing for the Purple Line.”

¹⁶⁶ Ibid.

cockroaches, and rat infestations.¹⁶⁷ Of the residents in Langley Park that responded to CASA de Maryland's Needs Respondent Survey, almost 40% face pest issues and 24% have two or more different types of infestations.¹⁶⁸ Tenants also face mold, lead paint, and asbestos exposure, as many of the properties have not been updated since construction. Despite degrading building quality, building code is often left unreported or unenforced as immigrant residents fear government intrusion and investigation into citizenship status, or landlord retaliation. When faced with infestations, some apartment complexes require residents to pay for exterminations.¹⁶⁹ In some cases, tenants have been required to sign leases acknowledging the existence of these dangerous substances. Further, as new development and neighborhood change require building rehabilitation and updates, both renters and homeowners in Langley Park face the costs associated with building improvements.¹⁷⁰

Similarly, Takoma Park faces challenges with housing unit age and degradation. In a recent report from the City of Takoma Park, the City highlighted the increasing costs of rehabilitating aging housing built between the 1940s and 1960s as a significant threat to the existing housing stock..¹⁷¹ Renovation needs may include: lead and asbestos remediation, foundation crack repairs, upgrading electrical and plumbing systems.¹⁷² As owner occupied housing in the area also ages and degrades, the city notes that costly repairs will be unaffordable to homeowners, particularly older residents.¹⁷³ Additionally, the need for expensive updates could deter re-investment in existing multifamily buildings as well as investment from homeowners, leading to further degradation in quality of housing.¹⁷⁴

Overcrowding

Within the Langley Park portion of the study area, overcrowding remains a significant issue. The U.S. Department of Housing and Urban Development defines overcrowding as more than one occupant per room and severe overcrowding as more than 1.5 occupants per room of a housing unit.¹⁷⁵ The U.S. Census revealed that 26% of housing units in Langley Park are overcrowded, with a higher-than-average median household size of 3.98 people per unit for renters and 3.51 for owners.¹⁷⁶ Further, 47% of households in the Langley Park subarea have

¹⁶⁷ Ibid.

¹⁶⁸ Ibid.

¹⁶⁹ Ibid.

¹⁷⁰ Ibid.

¹⁷¹ City of Takoma Park and The Cloudburst Group, *City of Takoma Park SWOT Analysis*, 2017.

¹⁷² Ibid.

¹⁷³ Ibid.

¹⁷⁴ Ibid.

¹⁷⁵ U.S. Department of Housing and Urban Development, *Comprehensive Housing Affordability Strategy (CHAS)*, 2011.

¹⁷⁶ U.S. Census Bureau 2013 (ACS 5-year data).

more than four people in a dwelling unit.¹⁷⁷ In contrast, the median household size in Prince George's County is 2.7 people, and 2.8 people in the State of Maryland as a whole.¹⁷⁸

Overcrowding in the Langley Park portion of the TLC is a multi-causal problem fueled by demographics, unit composition, availability, and affordability. Due to the predominantly immigrant population of the neighborhood, roughly a quarter of residents have non-relative household members. New immigrants frequently find affordable housing through their social networks in the area, and often share housing units in order to afford housing costs that are unaffordable at lower occupancy levels.¹⁷⁹ Further, limited construction of more units due to funding as well as political challenges has capped available housing space in the area. For example, in 2000, Prince George's County leadership advocated against the new construction of apartments and

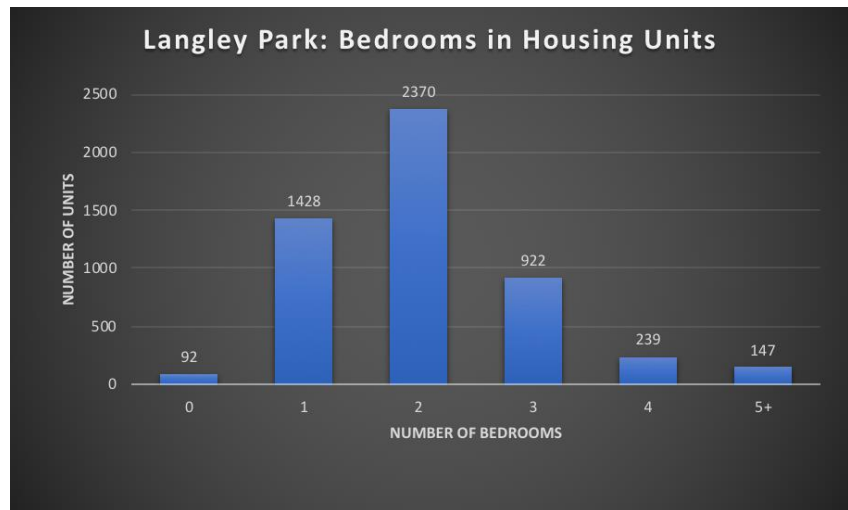


Figure C-11: Units by Number of Bedrooms in Langley Park Subarea

townhomes, which led to a limited number of new units.¹⁸⁰ Lastly, smaller units are not able to meet the needs of multigenerational immigrant households. As shown in Figure C-6, the problem is exacerbated by the majority all units being 1 or 2 bedroom units.¹⁸¹ Only 25% of all housing units in Langley Park have 3 or more bedrooms.¹⁸² When considering multifamily properties, there are only 14 units that have 3 bedrooms, all of which are currently occupied.¹⁸³ Additionally, the portion of the study area in Takoma Park has only 18 3-bedroom apartments.

In contrast to Langley Park, the City of Takoma Park does not face overcrowding to the same extent as the Prince Georges County portion of the study area. Figure C-7 shows that only 3.9% of household face overcrowding in the City of Takoma Park. Furthermore, the City of Takoma Park has a vastly lower average household size than households in Langley Park, with a household size of 2.80 for owner occupied units and 2.48 for renter households.¹⁸⁴ However, full occupancy has been reached for rental units in the City of Takoma and owner units in Langley

¹⁷⁷ Ibid.

¹⁷⁸ Lung-Amam et al, "Preparing for the Purple Line."

¹⁷⁹ Ibid.

¹⁸⁰ Ibid.

¹⁸¹ Ibid.

¹⁸² U.S. Census Bureau 2013 (5-year ACS data).

¹⁸³ Lung-Amam et al, "Preparing for the Purple Line."

¹⁸⁴ U.S. Census Bureau 2013 (5-year ACS data).

Park. Only 0.9% of owner units in the City of Takoma Park and 0.4% of renter units in Langley Park are currently vacant.

Throughout the TLC, housing capacity is not only full, but is beyond capacity at its current buildout density. Future efforts to expand the number of housing units is going to be critical in order to alleviating overcrowding.

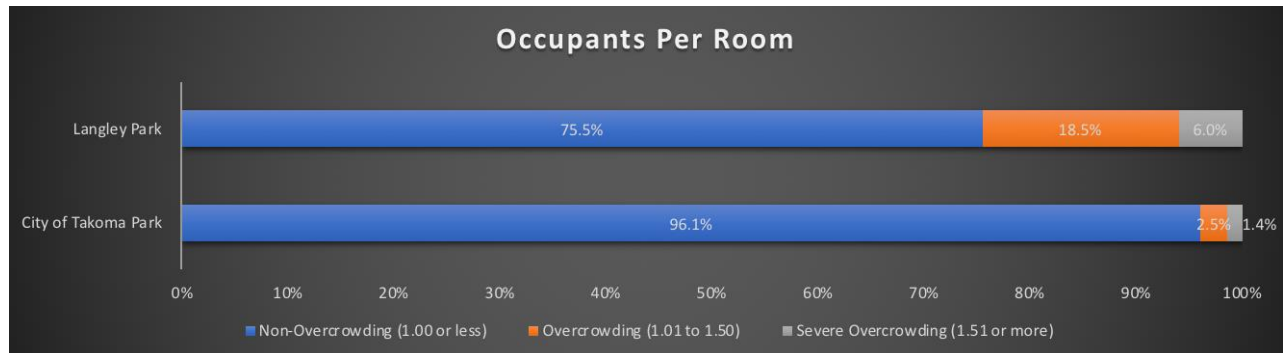


Figure C-12: Overcrowding in Takoma Langley Crossroads

Affordability

The TLC is a relatively affordable area for the Washington, D.C. region, with more accessible rents and home prices relative to neighboring inner suburbs surrounding purple line development, as seen in Figure C-8. However, despite its relative affordability, housing in the study area continues to be limited in its ability to offer accessible, quality, and protected affordable housing units as well as its ability to minimize cost burden on households in the area.

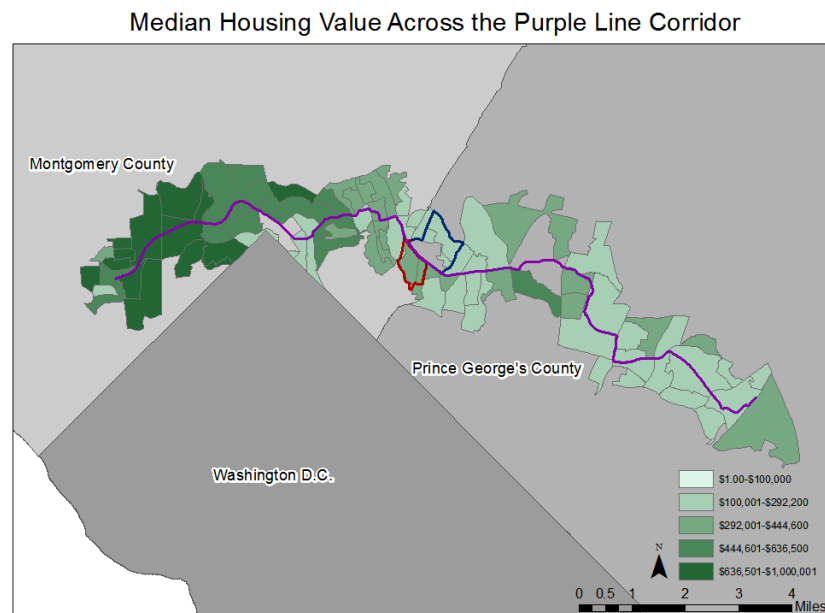


Figure C-13: Housing Affordability in the Purple Line Corridor

The Takoma Park portion of the study area is within the boundaries of the municipality of the City of Takoma Park. Overall, when compared to Montgomery County as a whole, the City of Takoma Park has a low housing cost burden, as shown in Figures C-9 and C-10. The average median rent is \$1,121 and mortgage cost are \$2,481.¹⁸⁵ With both county level funding for

¹⁸⁵ Ibid.

affordable housing rehabilitation and services, as well as city level rent stabilization measures, only 20.4% of homeowners in the city of Takoma Park are housing cost burdened, defined as paying more than 30% of their household income to housing costs. In comparison with the county, housing cost burden in the City of Takoma Park is nearly 6% less than the number of cost burdened homeowners in Montgomery County overall. Furthermore, 36.6% of renters in the City of Takoma Park are housing cost-burdened, significantly lower than 47% of renters in Montgomery County. Amongst cost burdened households in the city of Takoma Park, only a total of 10% of households are severely housing cost burdened, paying more than 51% of their household income for housing costs. 70.8% of households in the City of Takoma Park are not cost-burdened.

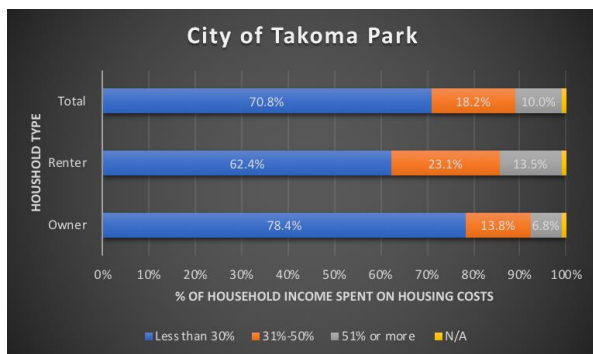


Figure C-14: Housing Cost burden in Takoma Park Subarea

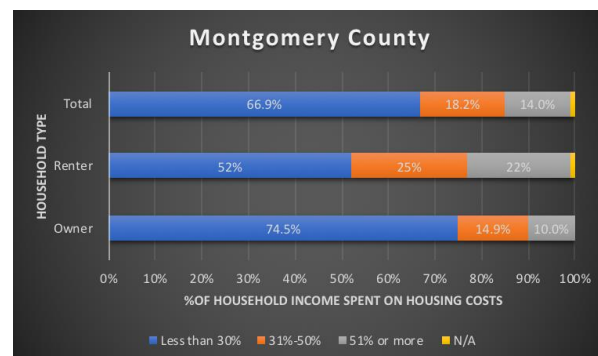


Figure C-15: Housing Cost burden in Montgomery County

As demonstrated Figure C-11, monthly rents for a one-bedroom in Langley Park are generally affordable, ranging from \$949 to \$1,151.¹⁸⁶ Two-bedroom apartments range from \$1,160 to \$1,452.¹⁸⁷ The average median monthly rent for the area is \$1,275 and the average median monthly mortgage is \$1,121. Because Prince George's County does not have affordable housing protections, Langley Park residents rely on the market-rate affordability of units. Currently, all the housing units in Langley Park are considered market-rate affordable, but without protections, residents face higher housing costs as time passes and if new housing development occurs in the area as the Purple Line Project progresses. Many residents have reported rents rising 10% in 2016 and 2017.¹⁸⁸ Residents have also reported false advertising, such as signage that suggests utilities will be included in monthly rents, that allows for higher housing costs than initially expected.¹⁸⁹

¹⁸⁶ Lung-Amam et al, "Preparing for the Purple Line.

¹⁸⁷ Ibid.

¹⁸⁸ Ibid.

¹⁸⁹ Ibid.

Langley Park Subarea Apartment Rents					
Multifamily Complexes	1 Bedroom	2 Bedroom	Total Units	1 Bedroom Rent	2 Bedroom Rent
Langley Garden Apartments	62	142	204	\$1,035	\$1,249
Quebec Arms	143	174	332	\$1,015	\$1,220
University Landing	26	91	117	\$1,049	\$1,452
University Manor Apartments	79	57	136	\$1,151	\$1,239
Campus Gardens	198	192	390	\$1,025	\$1,290
Hampshire Village	101	98	199	\$1,070	\$1,340
Langley Terrace	52	54	106	\$1,070	\$1,370
Liberty Place	86	92	178	\$1,029	\$1,339
University Gardens	194	237	431	\$960	\$1,160
Victoria Crossing	--	--	--	\$995	\$1,170
Victoria Station	48	53	101	\$1,034	\$1,222
Villas at Langley	--	--	--	\$1,010	\$1,325
Bedford Station	250	336	586	\$974	\$1,277
University City	187	213	400	\$949	\$1,204
Total	1426	1739	3180		
Average Rents				\$1,026	\$1,276
*5 studios and 14 three bedrooms apartments not included					

Figure C-16: Multifamily Rent in the Langley Park Subarea

Despite regional affordability, residents in Langley Park remain cost burdened. In Langley Park, 69% of the available units in have been deemed substandard due to overcrowding and a high cost burden.¹⁹⁰ As shown in Figure C-12, overall housing cost burden for renters household in Langley Park is 44% with and for homeowners the percentage is 38%.¹⁹¹

Additionally, overall 20% of renter and owner households are severely housing cost burdened paying more than 51% of their household income on housing costs. In total, 43% of households are housing cost burdened in Langley Park. In comparison to Prince George's County overall, where 38% of households are housing cost burdened, as seen in Figure C-13, Langley Park is facing a housing affordability crisis. Langley Park households face many challenges in lowering their housing cost burden. In 2016, the median household income for Langley Park was \$54,821, significantly lower than the median income for the county as a whole, \$75,925, and the State of Maryland, \$76,067.¹⁹² Additionally, 17% of all households live below the federal poverty line.¹⁹³ The unemployment rate for Langley Park is 11.2%, much higher than 7.2% in Prince George's County. However, CASA de Maryland, an active advocacy organization based in Langley Park, argues that due to the high number of part-time, intermittent, and seasonal employment of Langley Park residents, unemployment is heavily understated. Furthermore, almost 80% of residents support relatives in their home countries and

¹⁹⁰ HUD CHAS 2011.

¹⁹¹ Ibid.

¹⁹² U.S. Census Bureau 2013 (ACS 5-year data).

¹⁹³ Deborah J. Devine, Robert W. Gray, Lester Rubin, and Lydia B. Taghavi. *Housing Choice Voucher Location Patterns: Implications for Participants and Neighborhood Welfare*. Washington, DC: U.S. Department of Housing and Urban Development. January 2003.

approximately 33% of residents only have a high school education.¹⁹⁴ Additionally, only 52 Housing Choice Vouchers were used in Langley Park from 2009-2010, less than 1% of the total number of units in the area.¹⁹⁵ Nationally, 1.6% of housing units in metropolitan areas are subsidized through Housing Choice Vouchers. In a survey conducted by CASA, 82% of respondents said that they did not apply for federal housing subsidies due to a lack of knowledge or concern about their immigration status.

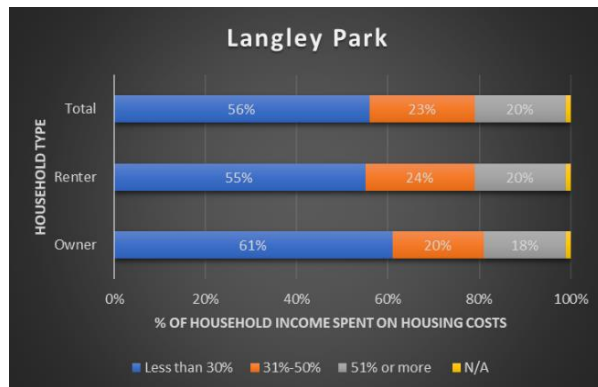


Figure C-17: Housing Cost Burden in the Langley Park Subarea

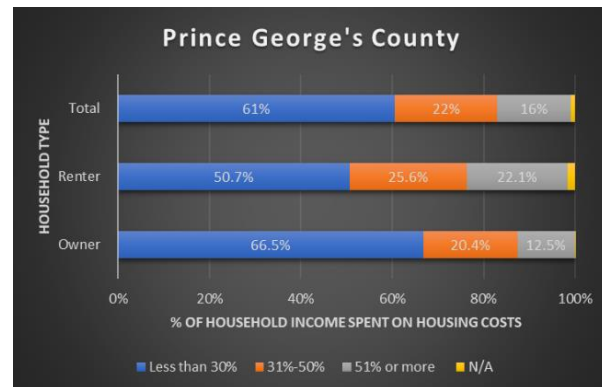


Figure C-13: Housing Cost Burden in Prince's George's County

Across the study area, owner occupied households were significantly impacted by the Great Recession in 2008, as low-income homeowners faced foreclosures on homes bought with subprime mortgages and flexible interest rates.¹⁹⁶ Langley Park was a foreclosure hotspot in Prince George's County, with a foreclosure index 38 points higher than the Prince George's County average in 2008. In contrast, Takoma Park had relatively low foreclosure rates – well below the Montgomery County average.¹⁹⁷ However, homeowners who maintained their homeownership in the area faced property value and wealth loss. In the Takoma Park portion of the study area, a median sale price of \$440,000.00 in 2007 fell to a low of \$283,500.00 in 2010. Today, the area's housing value has recovered to near pre-recession levels at a median sale price of \$437,450.00.¹⁹⁸

In accessing affording housing in the Washington, D.C. metropolitan region, TLC residents face housing that burdens renter and owner-occupied households with unaffordable and unprotected housing for the residents of the area; places unexpected housing costs for services and housing rehabilitation; provides limited pathways to home ownership; and challenges wealth accrual through stable property values.

¹⁹⁴ Lung-Amam et al, "Preparing for the Purple Line."

¹⁹⁵ Prince George's County Planning Department, "Preliminary Affordable Housing Strategies: Takoma/Langley Crossroads Sector Plan Implementation." April 2012.

¹⁹⁶ Lung-Amam et al, "Preparing for the Purple Line."

¹⁹⁷ Ibid.

¹⁹⁸ U.S. Census Bureau 2013 (ACS 5-year data).

The Politics of Affordable Housing in Takoma-Langley Crossroads

TLC has stretched across county and city boundaries since 1995, when Takoma Park residents voted to annex 90 acres of unincorporated Prince George's County land into the City of Takoma Park in Montgomery County, affecting approximately 6,000 residents.¹⁹⁹ TLC, previously all part of Prince George's County, became divided along county lines, as seen in Figure C-1.

The City of Takoma Park is an incorporated city within Montgomery County, a county that has long been viewed as a pioneer in creating affordable housing. In 1974, the County adopted the country's first inclusionary zoning ordinance, requiring a certain percentage of all new units built to be affordable, as defined by the ordinance.²⁰⁰ This policy has been widely adopted across the country to create new affordable housing, without perpetuating the concentration of lower-income populations. While Montgomery County retains zoning authority and reviews upcoming developments for projects within the city boundary, the City of Takoma Park has its own Mayor, City Council, and planning authority.²⁰¹ A number of progressive measures have been adopted in the city to assist homeowners and tenants, such as strong tenant protections and rent stabilization as seen in Figure C-14. However, a recent study showed that despite the potential for new affordable units under Montgomery County's inclusionary zoning ordinance, no new multifamily rental buildings have been constructed in Takoma Park since the 1970s.²⁰²

As compared to other municipalities in the DC region, Prince George's County has adopted very few affordable housing protections, particularly for residents who rent in the county. In 1990, motivated by a large number of blue-collar families moving to the county, the County Council approved the county's first inclusionary housing ordinance, requiring affordable rents for ten percent of units in developments with fifty or more units.²⁰³ However, in 1995, Prince George's first African-American County Executive, Wayne K. Curry and other elected officials threatened a moratorium of the construction of townhomes, instead advocating for higher-priced, single-family homes, in an effort to entice higher-income households, businesses and industries to move to the county and increase the county's tax base.²⁰⁴ Collectively, they argued that the recent influx of lower income households was caused by the District's efforts to reduce the amount of public housing available in the city.²⁰⁵ After the Housing Policy Task Force released a report reinforcing these conclusions, the county removed the inclusionary housing

¹⁹⁹ Agnes Jasinski, "Ten years ago, a city came together." June 29, 2009. *The Gazette*.

http://www.gazette.net/stories/062707/takonev202504_32372.shtml

²⁰⁰ Daniel Hertz, "Inclusionary zoning has a scale problem." *Commentary*. November 2, 2016. *City*

²⁰¹ Sara A. Daines, e-mail message to author Lauren Stamm, Oct. 8, 2018.

²⁰² City of Takoma Park and The Cloudburst Group, *City of Takoma Park Housing and Economic Data Analysis*. October 2017.

²⁰³ Lung-Amam et al, "Preparing for the Purple Line."

²⁰⁴ Robert Pierre and Terry Neal, "A Push for Palaces in Prince George's; Upscale Housing Is Wanted, Needed, County Officials Say." *The Washington Post*. Aug. 6, 1995.

²⁰⁵ Carol Leonnig and Paul Schwartzman, "HOUSING CRISIS; Anger over D.C. Demolitions; Curry Says Pr. George's Is Suffering." *The Washington Post*. Mar. 29, 2000.^[1]

provision.²⁰⁶ In an effort to entice higher-income earners to the county, Curry even threatened to deny water and sewer connections to several home builders, unless they expanded the size of the houses and increased the cost.²⁰⁷ A few years later, Curry announced his goal of reducing the number of multifamily apartments in the county by a third, arguing that the county had a surplus of affordable housing.²⁰⁸ In order to meet this goal, the county issued violations, forcing property owners to either correct problems through rehabilitation or lose appropriate licensing, at which point the county would condemn the property. Additionally, new policies were introduced that limited local funding for the rehabilitation of aging garden apartment complexes. Leadership remained strongly opposed to instituting any policies that would encourage the development of affordable housing. Advocates argued that reform was crucial to accommodate the existing resident population, with the highest number of low-income households and lowest median income in the region.²⁰⁹

Although the 2008 foreclosure crisis hit the county particularly hard, the leadership failed to introduce any measures to create or protect affordable housing in its wake.²¹⁰ After the financial collapse, homeowners in Prince George's County lost more wealth than homeowners in the surrounding majority-white suburban counties.²¹¹ In 2013, the County Council approved the Conversion of Rental Housing Act (CB-27-2013), a tool that has been instrumental in retaining affordable housing throughout the region. However, Prince George's County included a section requiring areas to be approved by both the County Council and County Executive. In 2015, a new resolution extended the law to all multifamily dwellings with at least twenty units. Although advocates were pleased with the adoption of this policy, they remain concerned that the Department of Housing and Community Development (DHCD) does not have adequate financial resources to purchase multifamily units that are at risk for conversion.²¹² In 2012, the County created the Housing Investment Trust Fund (HITF). HITF was first funded through the 2018 budget allocation, with \$5.1 million; however, when compared with similar affordable housing trusts in neighboring counties, Prince George's County's newly established fund is significantly smaller. For the Fiscal Year 2019, Montgomery County had \$42.8 million in its local housing trust fund and Washington, DC set aside \$100 million for the production of affordable housing and an additional \$10 million for the preservation of existing affordable housing. Additionally, Prince George's HITF supports the Prince George's County Purchase

²⁰⁶ Terry Neal, "Report Advocates Upscale Housing; County Urged to Shift Development Priorities." *The Washington Post*. Feb. 15, 1996.

²⁰⁷ Steven A. Holmes and Karen De Witt, "Black, Successful and Safe and Gone from Capital." *The New York Times*. July 27, 1996.

²⁰⁸ Lung-Amam et al, "Preparing for the Purple Line."

²⁰⁹ Jackie Spinner, "Weeding Out Garden Apartments; Curry's Year-Old Policy Discourages Renovation of Older Complexes," *The Washington Post*. Sep. 1, 1999.

²¹⁰ William J. Ford, "Candidates, Others Weight in on Foreclosures in Prince George's," *Washington Informer*, April 14, 2016.

²¹¹ Michael Fletcher, "The American Dream shatters in Prince George's County," *The Washington Post*, Jan. 24, 2015.

²¹² Lung-Amam et al, "Preparing for the Purple Line."

	City of Takoma Park	Montgomery County	Prince George's County
Rent Control	Yes, Rent Stabilization Law regulates annual rent increases (based on CPI) for multifamily rentals and individually owned condominiums	No	No
Local Rental Assistance Funds	<i>Yes, through Montgomery County</i>	\$14.7 million	None
Inclusionary Zoning Ordinance	<i>Yes, through Montgomery County</i>	12.5% MPDUs mandatory for all 20+ unit projects. Higher percentages possible for density bonuses.	None
Homeownership Programs	First Time Home Buyer Classes, Foreclosure Prevention Counseling, Financial Literacy Classes, Home Stretch Down Payment Assistance Program	American Dream Down Payment Initiative Program (ADDI), First Trust Mortgage Purchase Program; Closing Cost Assistance Loan	First Time Homebuyers: Pathway to Purchase and Purchase Assistance Program (PGCAP)
Number of Public Housing Units	0	24 properties operated by Housing Opportunities Commission	544
Right of First Refusal	Yes	Yes	Yes
Affordable Housing Trust Fund	<i>Yes, through Montgomery County</i>	\$42.8 million	\$5.1 million (allocated for first time in 2018)
Accessory Dwelling Units (ADUs)	Yes	Yes	No
Tenant Rights of Association	Yes	Yes	No

Figure C-14: Housing Policies in Place in Takoma Langley Crossroads

Assistance Program (PGCAP), which assists first-time home buyers, creating resources for new homeowners continuing the County's longstanding trend of supporting owners rather than

renters.²¹³ Although neighboring Montgomery County has dedicated \$14.7 million to local rental assistance and Washington, DC has an equally sizable trust of \$15.4 million, Prince George's County does not have any dedicated funds for local rental assistance.²¹⁴ For renters, who make up 73.7% of the residents in TLC, there continue to be few options for rental assistance in the county. In May 2018, Governor Hogan approved the creation of an Affordable Housing Commission in Prince George's County, effective July 1, 2018, to "review the procedures and practices used in county administration of housing and community development policies; use existing studies, reports, and census data to examine the state of affordable housing in the county; and examine industry trends in the location, production and rehabilitation of single-family and multifamily housing."²¹⁵ However, despite movements towards more affordable housing policies in the county, the 3,737 multifamily units and 1,433 single-family homes in the Prince George's county portion of TLC are not protected in any way to remain affordable, if property values rise with the arrival of the Purple Line.

There are 333 multifamily units within Takoma Park's jurisdiction of TLC. 104, nearly a third, have affordable protections to ensure that despite rising housing values, low-income households can afford to rent in this area. Merrimac Gardens, a 20-unit building, is owned by Montgomery Housing Partnership, an affordable housing provider in Montgomery County. 84 units along Kennewick Avenue are owned individually and residents' rent is controlled through the city's Rent Stabilization Law, the only rent control statute in the state of Maryland. Hampshire Towers is the largest multifamily complex in the Takoma Park portion of TLC, with 229 units. In 2015, its residents were faced with large rental increases of up to 72%.²¹⁶ When the Orlo Fund purchased the building from Tenacity Group, the property required nearly \$3.6 million in repairs and the previous owners had already negotiated an exemption from the City's Rent Stabilization Law, if certain building improvements were made. After protests from residents and attention from local media, the Montgomery County Department of Housing and Community Affairs negotiated with the property owners to limit annual increases to 15%, over a three-year period. As part of the agreement, future annual rent increases were also limited to 15%. Though this agreement regulates the rise of rents more than the unregulated market, this increase is more than seven times the current allowable increase under the City's Rent Stabilization Law.²¹⁷

²¹³ Prince George's County, "Prince George's County Purchase Assistance Program (PGCAP)." <https://www.princegeorgescountymd.gov/2965/Purchase-Assistance-Program-PGCPAP>

²¹⁴ Prince George's County, *Housing Opportunity for All: Comprehensive Housing Strategy for Public Review*. Prince George's County, MD. October 2018, 37.

²¹⁵ Maryland General Assembly, *House Bill 263 Prince George's County, Affordable Housing Commission PG 408-18*. 2018 Session. http://mgaleg.maryland.gov/2018RS/fnotes/bil_0006/hb0236.pdf

²¹⁶ Bill Turqye and Pamela Constable, "'They're putting us out': Rent hikes in Md. spotlight affordable housing needs," *The Washington Post*. September 5, 2015.

²¹⁷ Auburn Mann, "Tenants' plight eased," *Takoma Voice*. Oct. 29, 2015.

Two Distinct Sector Plans

The bi-county jurisdiction of TLC is an immense challenge in tackling to potential threats to affordable housing as the Purple Line begins construction. Though Prince George's County and Montgomery County initially planned on developing a joint sector plan, with separate bureaucratic processes in place for each of the county's planning departments, adhering to the same deadline proved impossible. Thus, each county produced their own sector plan for TLC. In Montgomery County's latest sector plan of the area, approved in 2011, the county recommended increasing the capacity of housing in Langley Park from 2,715 dwelling units to 3,623. At the time of the approval of the sector plan, there were 877 units. The plan "strives for no net loss of affordable housing." The plan reaffirms that all new mixed-use developments would be required to provide at least 12.5% Moderately Priced Dwelling Units (MPDUs), in order comply with current inclusionary zoning ordinance. However, no new buildings have been constructed in the region since 2011, when the plan was approved. The plan recommended providing housing for a range of ages, family sizes, and densities, as well as providing on-site services and facilities to support residents in affordable and subsidized housing. For New Hampshire Gardens, a single-family community southwest of the crossroads, Montgomery County recommended preserving this housing, but focusing efforts on improving the walkability of the neighborhood by using Green Streets and upgrading sidewalks. Along Kennewick Ave., the mid-density residential community adjacent to New Hampshire Gardens, the county recommended retaining the residential units, but rezoning the vacant properties to allow for mixed-use development.

The Prince George's County sector plan also recommended increasing the density in the TLC area to allow for transit-oriented and mixed-use development. Referring to the 2002 Prince George's Approved County General Plan, the sector plan intends to follow "strategies to prevent gentrification while ensuring a mix of housing products in the TLC community." In order to do so, the plan "recommends providing adequate numbers of housing units that will be maintained as affordable in the long term." The plan suggests implementing affordable housing through the creation of an affordability working group to consider the adoption of a number of tools, including:

- Establishing a Moderately Priced Dwelling Unit program
- Purchase of foreclosed homes
- Adopting a Tenants Opportunity to Purchase Act
- The creation of an affordable housing trust,
- The allowance of studio rentals
- Enhancing outreach activities
- Providing density bonuses

Newly Drafted Housing Strategies

Both Prince George's County and the City of Takoma Park recently completed drafts of new strategic housing plans for their respective jurisdictions. The City of Takoma Park hired The Cloudburst Group, Fourth Economy and Mullin & Loneragan Associates to assist with their Housing and Economic Development Strategic Plan in March 2017, after the Takoma Park City Council authorized a "community-wise strategic plan for the purpose of ensuring that a range of safe, quality and stable housing options are available for residents of varying incomes" in February 2016.²¹⁸ A draft version of the plan is currently available online for public review. The Strategic Plan acknowledges that the Purple Line will "shock" TLC economically, arguing, "if no action is taken, it is possible that the Purple Line will displace existing residents and small businesses due to increased property values and market rate rents on these properties." Though Takoma Park's Rent Stabilization Law will limit annual rent increases to the Consumer Price Index, after the station opens in 2020 and property values rise, "there will be a demand to allow for rent increases that are higher than permitted under rent stabilization, or property owners will reduce investment in their properties." The Strategy recommends amending the current Rent Stabilization Ordinance. In the current provision, the stabilized rent is connected to the unit, regardless of the financial situation of the household. Instead, the Strategy recommends allowing households earning up to 100% of the AMI to continue to benefit from stabilized rent, but requiring households earning above 100% AMI to pay market rent. In addition to creating a mixed-income property, this ordinance amendment would allow property owners to generate more revenue. Additionally, the Strategy suggests:

- Making the City's Emergency Assistance Program available to refugees and immigrants
- Aggressively enforcing the rental licensing program requirements
- Assessing a Higher Fee on Vacant Structures
- Exploring the Feasibility of Non-profit Management Organizations
- Modifying existing programs (PILOT, the Tenant Opportunity to Purchase, and Home Stretch Down Payment Assistance)
- Applying for State HOME Program Funds for Housing Rehabilitation
- Continuing the Tenant Rights Workshops and Tenant/Landlord Mediation Activities
- Encouraging the Development of Accessory Dwelling Units

Prince George County's Comprehensive Strategy, "Housing Opportunity for All," was prepared in partnership with Enterprise Community Partners, Inc. The draft was made available for public review in September 2018. The strategy outlines several strategies that could improve housing in TLC if adopted. Most notably, the strategy recommends establishing market-informed

²¹⁸ City of Takoma Park and The Cloudburst Group, *Draft Housing and Economic Development Strategic Plan for Takoma Park*. October 15, 2018.

inclusionary housing requirements. Unlike Montgomery County’s zoning ordinance, this policy would be achieved outside of zoning authority and instead by creating “offsetting incentives,” such as fee waivers, infrastructure investments, or fast-tracked review processes. This would still require new legislation from the County Council, but may not be applied county-wide, instead focusing on particular submarkets that have stronger housing markets; are experiencing growth; or are near transit, such as areas along the Purple line.²¹⁹ The County also hopes to help strengthen the rights and responsibilities of tenants and may consider adopting a comprehensive tenants right policy, that may include: rent control; source of income protection, notice provisions, relocation assistance and supplemental rental grants.²²⁰ The strategy outlined a number of additional strategies that may assist in the protection and creation of affordable housing in TLC, such as:

- Allowing Accessory Dwelling Units (ADUs) in designated zones
- Building a fully culturally competent staff to serve the county’s changing demographics
- Increasing the County’s Housing Investment Trust Fund (HITF)
- Stabilizing residents through anti-displacement programs
- Creating a range of resources for households experiencing a housing crisis (e.g., unanticipated change in housing costs, eviction, etc.)
- Targeting resources, like code enforcement and funding for rehabilitation, to improve the livability of existing homes.
- Strengthening County’s partners’ ability to purchase affordable rental properties at risk of converting to market-rate (i.e., right-of-first-refusal provisions)
- Leveraging project-based vouchers to promote mixed-income projects and allocate funding sources for a rental assistance program.

Although the Strategy recommends certain actions for parts of Prince George’s County, it fails to specifically mention TLC and the more nuanced challenges faced by residents in that community.

Challenges Moving Forward

Takoma Langley Crossroads is an inner ring postwar suburban community providing minority, low income, and immigrant residents with regional affordability within the Washington, D.C. beltway and between Montgomery and Prince George’s counties. However, despite its regional affordability, Takoma Langley Crossroads provides limited affordability for current residents in housing units of poor quality and with minimal protections for affordability in the future as the Purple Line is developed through the area. Cost burden affects a large portion

²¹⁹ Prince George’s County, *Housing Opportunity for All*, 2018.

²²⁰ Ibid.

of the area's residents, who are faced with low educational attainment and unstable employment and wages. Older housing requiring rehabilitation after decades of neglect adds unexpected costs in utilities and fees imposed by landlords upon renters who are fearful of reporting code violations against property managers due to immigration status or landlord retaliation. Low vacancy and limited density in housing forces residents into overcrowded units with multiple unrelated individuals or multigenerational households. Lastly, officials avoid unit quality enforcement and building rehabilitation in the fear of rent increases and displacement of low-income minority households from unprotected, market rate affordable units.

As the Purple Line light rail is constructed in the Takoma Langley Crossroads, potentially encouraging new investment and development around transit lines and stations in the area, there are few protections in place for existing residents to remain and avoid increases in rent and living expenses. 80% of housing units in Takoma Langley Crossroads are unprotected, and thus will not remain affordable, given increases in property values with the arrival of the Purple Line.

Although the City of Takoma Park and Prince George's County are both concerned with displacement and are currently drafting new housing strategies to address their concerns, with such different policies currently in place, moving forward across government boundaries is very challenging. Affordable housing protections and regulation will continue to be challenged by multijurisdictional boundaries, and thus differential budgets, goals, timelines, and strategies, across city and county lines.

Further, even if an inclusionary housing policy is adopted in Prince George's County in order to protect the majority of multifamily housing in Takoma Langley Crossroads, the percentage of new affordable units constructed will be significantly less than the number of current market-rate affordable units, allowing for displacement of existing residents. New development will also require temporary displacement for all residents along with permanent displacement for many. Additionally, with limited space and vacancies, households will be forced to overcrowd units with multiple unrelated individuals or multigenerational households, reinforcing existing overcrowding and unit quality issues that are currently in place. Thus, new protections for affordable units in the Takoma Langley Crossroads will continue to be challenged by a need for quality, code enforced, protected units in much greater numbers than currently exist in order to support the overcrowded, cost burdened residents in the International Crossroads.

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Appendix D: Transportation

An Assessment of Takoma / Langley Crossroads

By Lauren Pepe, Tabia Gamble, Philip Clites

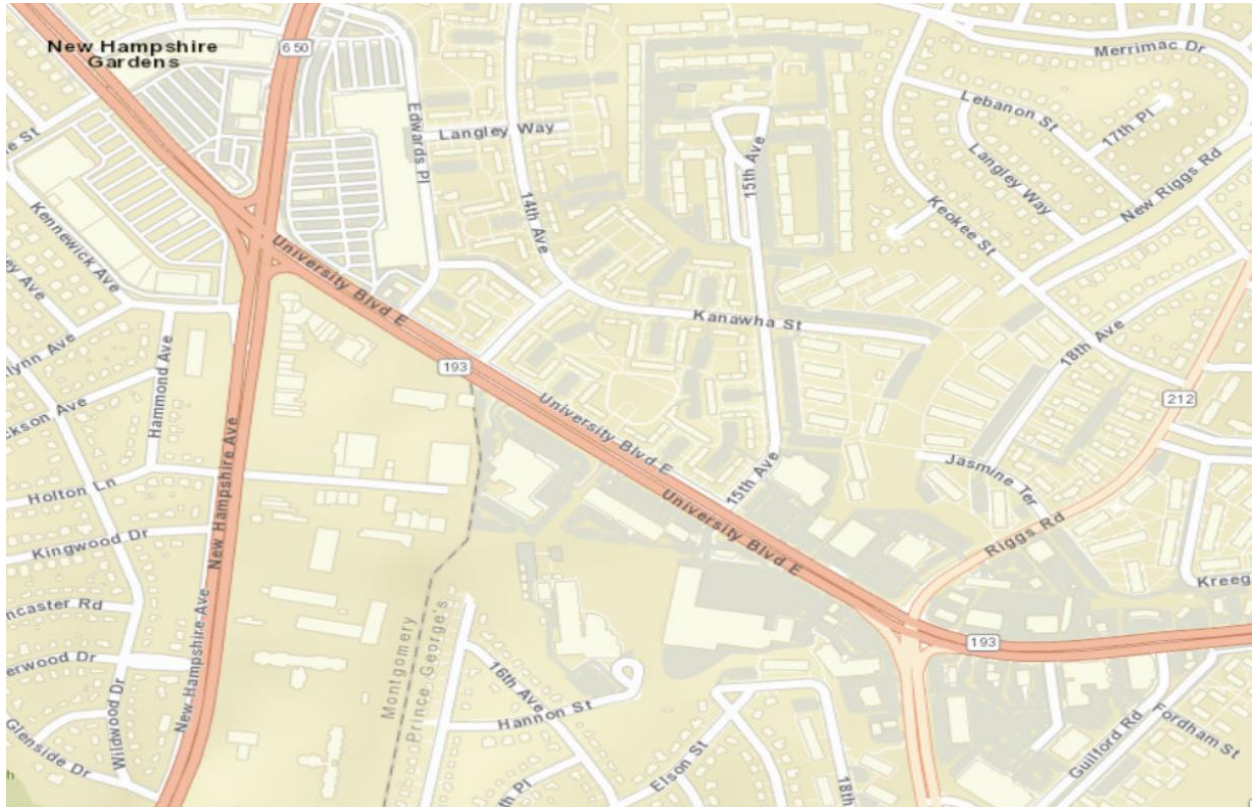


Figure D-1: Map of Study Area

Introduction

The Takoma-Langley Crossroads area is poised to become a vital link in the Washington, DC area transportation network when the Purple Line is completed and open for business in 2022. The existing transportation network will change, and while change may provide opportunity for residents in the area, it also poses challenges for planners as they address key transportation issues affecting the area, such as traffic congestion, walkability, pedestrian safety, and multi-modal transportation. By assessing the existing conditions and plans for the area, planners have the opportunity to implement necessary infrastructure upgrades to help this area contribute to the overall transportation goals of the Purple Line.

As shown in Figure D-1, the primary intersections in the study area are University Boulevard (MD 193) and New Hampshire Avenue (MD 650) at the west end of the area, and University Boulevard (MD 193) and Riggs Road (MD 212) at the east end of the area. This area is set to see drastic changes in its transportation network over the next five years and beyond.

Existing Conditions: Roadways

This area within Takoma-Langley Crossroads consists of two arterial roadways, one collector road that serves as an arterial in other locations, and two main local roads serving residential traffic. University Boulevard (MD 193) is a six-lane arterial roadway with a median and no shoulders on either side. This wide roadway is lined with both commercial and residential properties and includes both Prince George's County and Montgomery County. It serves local traffic, through traffic, and pedestrian traffic. The focus for this study areas is the area between the two intersections of University Boulevard at New Hampshire Avenue (MD 650) and Riggs Road (MD 212).

New Hampshire Avenue is a six-lane arterial roadway that runs north-south along the west side of our study area with a median down the middle and no shoulders. It serves both local, through and pedestrian traffic. The other intersection along University is Riggs Road (MD 212), which is a two-lane collector near the intersection of University that also runs north-south, on the east side of our study area. Riggs Road is much like New Hampshire Avenue in that it serves both local traffic, through traffic, and slightly less pedestrian traffic than the arterial roadways. With high volumes of traffic on each roadway, congestion mitigation during construction will be imperative. Traffic volumes along with direction and speed for the three roadways can be found in Table D-1 below.²²¹

Roadway	Direction	Daily Traffic Volume	Speed Limit
University (MD 193) at Riggs (MD 212)	West	39,992	35 MPH
University (MD 193) at Riggs (MD 212)	East	34,570	35 MPH
Riggs (MD 212)	North	20,620	30 MPH
Riggs (MD 212)	South	39,010	30 MPH
University (MD 193) at New Hampshire (MD 650)	East	40,792	35 MPH
University (MD 193) at New Hampshire (MD 650)	West	37,332	35 MPH
New Hampshire (MD 650)	North	22,671	35 MPH
New Hampshire (MD 650)	South	27,893	35 MPH

Table D-1. Daily Traffic Volume

There are two other local roads for vehicular connection to University between the New Hampshire and Riggs intersections, 15th Avenue and 14th Avenue. 15th Avenue is a two-lane residential roadway providing access from the Langley Park historic site to University Boulevard through a densely populated residential area. There is a grass median along some, but not all, of

²²¹ Maryland Department of Transportation State Highway Administration. "Traffic Volumes by County." April 5, 2018. <https://www.roads.maryland.gov/index.aspx?PageId=792>.

this road. 14th Avenue is a two-lane residential connector that also contains a grass median along a portion of the roadway.

Level of Service

Level of Service is a tool used to measure the relative throughput of roadways. It will be an important factor when considering the impacts of the Purple Line on traffic in the area, as University Boulevard is currently a high-volume roadway. Level of Service is a measure of traffic that grades traffic flow on a scale from A to F, where A has perfectly flowing traffic at all times and F is on the opposite side of the spectrum where cars experience standstill traffic at various times of day. LOS of C or D is ideal because while streets at this Level of Service may experience some slower traffic, these Levels of Service correspond to more cars per hour that run through. The current and projected Level of Service for University Boulevard at various intersections in the study area can be found below in Table D-2.222

Level of Service	2012 AM	2012 PM	2040 AM	2040 PM
University (MD 193) and New Hampshire (MD 650)	D	E	D	E
University (MD 193) and 14th Avenue	C	C	B	C
University (MD 193) and 15th Avenue	B	D	B	E
University (MD 193) and Riggs (MD 212)	D	E	E	F
University (MD 193) at Takoma Langley Transit Center	B	A	A	A

Table D-2: Level of Service

Crash Data

Along with being a high-volume area, Takoma-Langley Crossroads has some of the highest crash rates throughout the entirety of the Purple Line Corridor. According to the report “Last Mile: Connecting Businesses and Residents in the Purple Line Corridor” prepared by the National Center for Smart Growth²²³, the International Corridor, a larger area that fully contains the Takoma-Langley Crossroads study area, is one of the most dangerous pedestrian corridors in the state of Maryland.²²² The Maryland Department of Transportation State Highway

²²² Maryland Department of Transportation, Maryland Transit Administration, & Federal Transit Administration. “Purple Line Final Environmental Impact Study & Draft Section 4(f) Evaluation.” August 2013. <http://www.purplelinemd.com/en/about-the-project/studies-reports/feis-document>

²²³ National Center for Smart Growth. “Last Mile: Connecting Businesses and Residents in the Purple Line Corridor.” June 2015. <http://purplelinecorridor.org/wp-content/uploads/2017/10/LastMile20150624.pdf>

Administration and the Maryland State Police provided crash data from 2008-2010, as shown in Table D-3 below adapted for the years 2009-2011.²²⁴

2009-2011 Study Area Crash Data	Total Crashes	Average Severity Index
University (MD 193) and New Hampshire (MD 650)	35	23
University (MD 193) and 15th Avenue	32	17
University (MD 193) and Riggs (MD 212)	67	36
New Hampshire (MD 650) at Takoma Langley Transit Center	0	0

Table D-3: 2009-2011 Crash Data

Parking Impacts

Although the Takoma-Langley Crossroads area will not lose as much parking as other locations along the Purple Line Corridor, there will be some impact. There will be a loss of 66 on-street parking spaces on service roads along University Boulevard. Four retail locations between the New Hampshire Avenue and Riggs Road intersections will also lose non-residential parking, for a total of 133 parking spaces lost. The retail locations are listed below in Table D-4.

Location	Parking Spaces Lost
University Boulevard Service Roads	66
Langley Park Shopping Center	28
University Plaza Shopping Center	16
University Plaza Shopping Center	17
University Plaza West	6

Table D-4: Parking Spaces Lost

Roadway Construction Impacts

As construction on many portions of the Purple Line has begun and traffic maintenance plans are not available to the public, any lane closure or road detour that are considered “major” traffic impediments will be posted to the public through the Purple Line website. Like many segments throughout the Purple Line, this corridor will see some roadway reconfigurations. University Boulevard will see the largest roadway transformation as the roadway is being put on a “road diet”, a term used to describe the process by which roadways “lose” road lanes. This road

²²⁴ “Purple Line Final Environmental Impact Study & Draft Section 4(f) Evaluation.” Volume III. Technical Report: Traffic Analysis.

diet on University Boulevard will consist of decreasing the roadway from six lanes to four lanes. The two lanes along the median, along with the median itself, will be transformed into the Purple Line's dedicated light rail lanes. Along with the reconfiguration of University Boulevard, signal changes will be implemented as well. Three new signals will be installed along University Boulevard between New Hampshire Avenue and Riggs Road. Two of these signals will replace already existing signals, one at Riggs Road and one at 15th Avenue. These new signals will bring the addition of lead-lag left turn phasing that will improve pedestrian safety at both intersections by eliminating two-stage crossing. A new signal will be installed at 14th Avenue, where no signal previously existed, which will improve pedestrian walkability in the area.

Existing Conditions: Transit

Existing infrastructure in the Takoma Langley Park Crossroads area includes sidewalks and an extensive bus stop network centered on the Takoma Langley Crossroads Transit Center, which is served by bus service from four different transit agencies: WMATA's MetroBus, Montgomery County's RideOn, Prince George's County's The Bus, and the University of Maryland Shuttle. The Takoma Langley Crossroads Transit Center is located adjacent to the western future Purple Line station in our study area, Takoma-Langley.

The planned Purple Line provides many transportation opportunities for the Takoma-Langley Crossroads corridor. It could realign bus systems providing faster service to some of the popular employment destinations by eliminating the need for transfers, such as access to employment opportunities in Riverdale. The Purple Line also could encourage jurisdictions to improve the current bus system i.e. schedule, origin-destination points and frequency vs. infrequency.

The sidewalk network is currently lacking in some of the nearby residential areas, as shown in Figure D-2 below. Sidewalks exist near most bus stops, but do not provide access from residential areas to bus stops. Also, while there is an extensive sidewalk network in the residential area north of University Boulevard, there are few places at which pedestrians can safely cross this busy street.

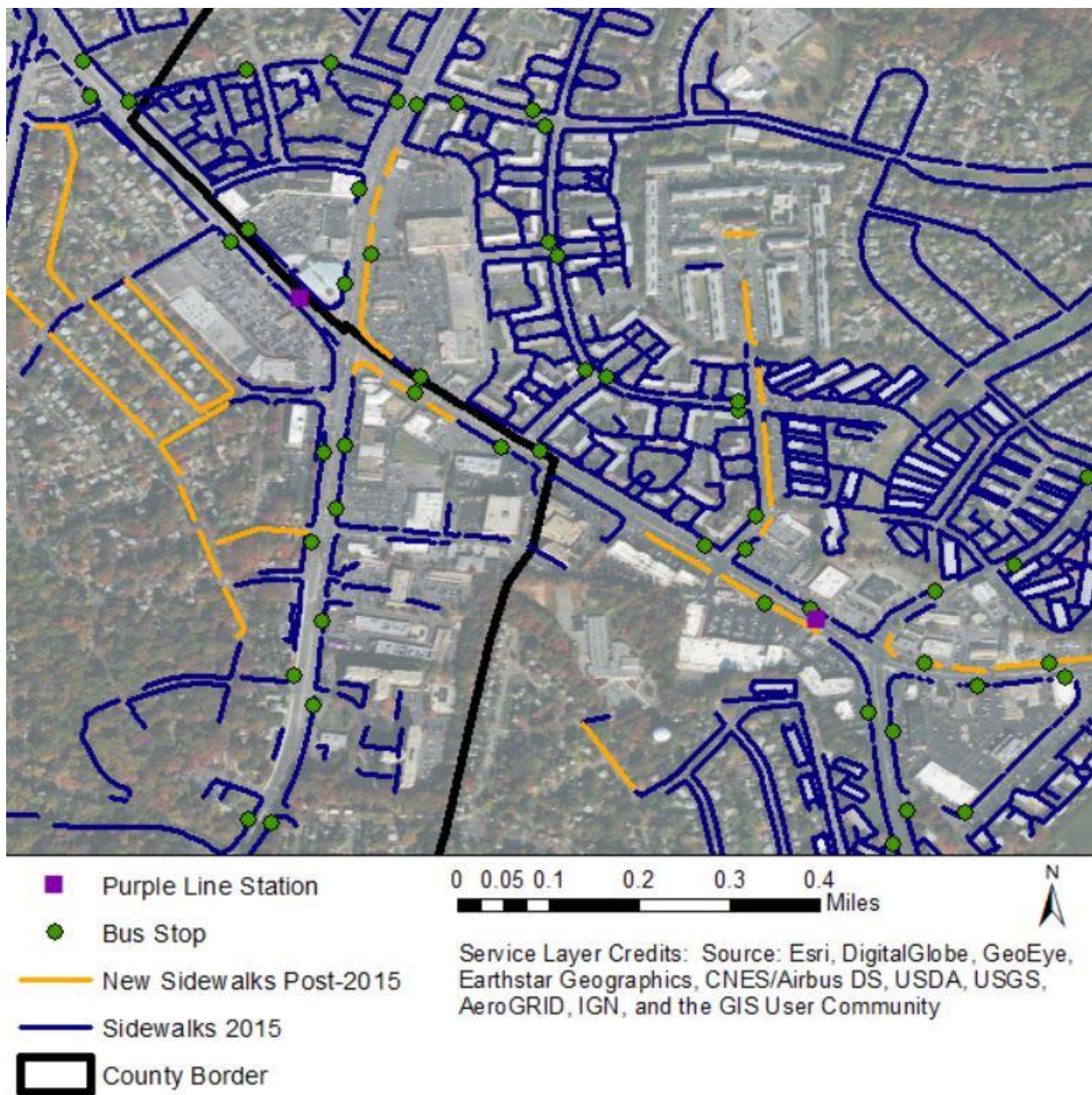


Figure D-2: Bus Stops and Sidewalks

Commuting Patterns

According to the Prince George's County Takoma/Langley Crossroads Approved Sector Plan, which was published in November 2009, 21% of households do not have access to a car.²²⁵ Commuting patterns also show a more significant reliance on transit and carpooling than the larger region. Commuters from the Langley Park CDP contain on average half a person more

²²⁵ Prince George's County. "Takoma/Langley Crossroads Approved Sector Plan." November 2009. (pp 120)

per car, truck, or van in commutes. Data in Table D-5 below is from the 2016 American Community Survey.²²⁶

Commuting Statistics	Langley Park CDP, Maryland	Washington- Arlington-Alexandria, DC-VA-MD-WV Metro Area
Workers 16 years and over	11,255	3,164,716
MEANS OF TRANSPORTATION TO WORK		
Car, truck, or van	74.2%	75.6%
Drove alone	33.0%	65.9%
Carpooled	41.2%	9.7%
In 2-person carpool	14.6%	6.9%
In 3-person carpool	8.7%	1.7%
In 4-or-more person carpool	17.9%	1.1%
Workers per car, truck, or van	1.57	1.08
Public transportation (excluding taxicab)	20.4%	14.0%
Walked	4.8%	3.3%
Bicycle	0.1%	0.8%
Taxicab, motorcycle, or other means	0.1%	1.1%
Worked at home	0.5%	5.2%

Table D-5: Means of Transportation to Work

Source: 2016 American Community Survey

In terms of commuting patterns and work location, data provided by the U.S. Census shows that an overwhelming majority of working residents of the Langley Park CDP (which is only a portion of our study, but a representative portion) commute from within the area to outside the area, as shown in Figure D-3 below.

Census data also shows that a majority of workers in the study area commute less than 10 miles to work. As shown in Figure D-4 below, aside from the areas adjacent to the study area, many workers travel northwest to Wheaton and southeast to Riverdale.

²²⁶ U.S. Census Bureau. "Commuting Characteristics by Sex." *2012-2016 American Community Survey*.

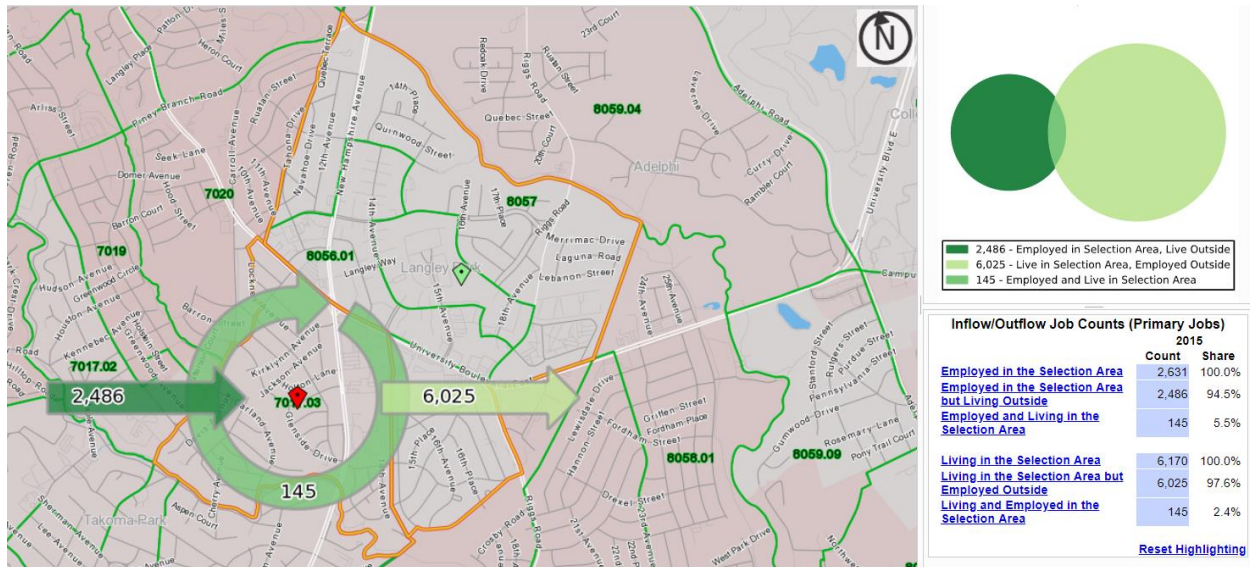


Figure D-3: Commute Patterns of Langley Park CDP and Census Block 7017.03 Residents

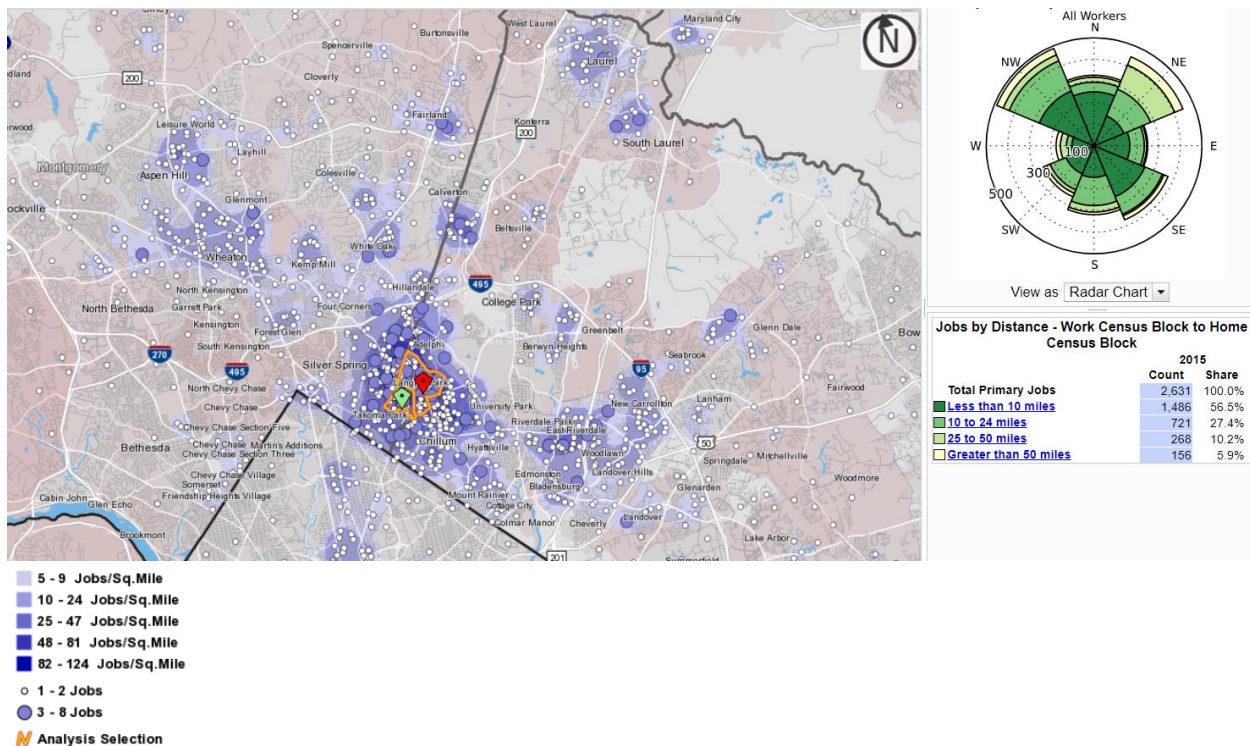


Figure D-4: Commute Patterns of Langley Park CDP and Census Block 7017.03 Residents

During-Construction Plans

According to the Purple Line website, crews will begin removing and paving medians along University Boulevard between Riggs Road and Adelphi Road at the end of September, with temporary lane closures. However, Purple Line Transit Partners maintains that access to businesses and residential driveways will be maintained during construction.²²⁷ At this point, bus stop access or potential rerouting has not been finalized. Access to 15th Avenue for all of pedestrians, bicycles, and vehicles is also a concern due to proximity to the Riggs Road station.

Post-Construction Plans

Traffic lanes will be reduced by one line in each direction. There are also currently no plans for dedicated bus lanes along University Boulevard, likely because the Purple Line will run down University Boulevard.

Existing Bicycle and Pedestrian Infrastructure

The Takoma-Langley Crossroads area, centered upon the intersection of two six-lane arterials, was designed for cars and suburban living. Giant strip mall developments fronted by large surface parking lots add to the busy streets, making travel by foot or bicycle difficult. There is very little bicycle infrastructure within the study area, and the pedestrian infrastructure needs improvement. There are no separated bikeways (bike lanes physically separated from traffic by curb or flex posts, which are ideal for bicycle safety on busier roads), and only one small stretch of a striped bike lane near the edge of the study area (on Carroll Avenue between Barron Street and Long Branch Parkway). There are a handful of streets with “Share the Road” signs to indicate bicycle and auto road-sharing, all of which are located in the southwestern quadrant of the study area in a single-family residential area (bounded by University Boulevard to the north and New Hampshire Avenue to the east).

As illustrated in Figure D-2, most of the major roads in the study area have sidewalks, but many of these sidewalks are located directly next to traffic with no buffer. Some major intersections lack crosswalks or signals, and there is no traffic-calming infrastructure along the major arterials. Many of the quieter, residential roads across both jurisdictions lack sidewalks. On the outskirts of the study area, there are shared-use trails that benefit both cyclists and pedestrians through stream valley parks: Northwest Branch Trail on the north and east boundaries, Long Branch Trail on the northwest boundary, and Sligo Creek Trail near the southwest boundary.

Two bikeshare stations are located in the study area, both in Takoma Park. Langley Park is on the list of Prince George’s County neighborhoods to receive bikeshare in the upcoming

²²⁷ Purple Line Transit Partners. “Ongoing Construction Activities.” October 2018. <https://www.purplelinemd.com/construction/updates-and-notice/>

years.²²⁸

Pedestrian Safety

Some major intersections in the study area lack traffic signals, and some westbound bus stops require pedestrians to wait in a median between University Boulevard and a service road. One such example is the bus stop where 14th Avenue intersects with University Boulevard. There is no light, stop sign, or crosswalk at this three-way intersection, and a metal fence in the University Boulevard median discourages pedestrians from mid-intersection crossing. At least 12 people have been hit near the intersection of 14th Avenue and University Boulevard in the last 8 years.²²⁹ While such measures as installing a median fence might help reduce pedestrian fatalities, it does nothing to encourage walkability in the area.

Safe Routes to School

At this time, Takoma Park has online resources for safe routes to its public schools, including maps for each school area with safe routes (with sidewalks) marked. Prince George's County does not offer equivalent information on Safe Routes to School, and two Prince George's County schools fall within the study area: Langley Park-McCormick Elementary and Carole Highlands Elementary, both of which are difficult to access for pedestrians.

While Langley Park-McCormick is easily accessible by the Northwest Branch Trail, some of the nearby streets do not have sidewalks, notably Quebec Street, with which the trail connects. It is evident from personal observation that pedestrians have worn their own walkways into the dirt to establish a more efficient connection between the 15th Avenue apartments and the school, laying cardboard and wooden boards across muddy areas. The Carole Highlands area also has a dearth of sidewalks, most notably on 16th Avenue, making safe travel to school by foot/bicycle effectively impossible.

Planned Bicycle/Pedestrian Infrastructure

A summary of planned bicycle/pedestrian infrastructure is shown in Table D-6 below, combining the Montgomery County and Prince George's County Bicycle Master Plans with Purple Line Civil Plans. The jurisdictional plans are essentially recommendations as the projects are not currently funded, except for the New Ave Bikeway (on New Hampshire Avenue service lane south of University Boulevard), which is in its second design phase.²³⁰ The only other

²²⁸ Maryland-National Capital Park and Planning Commission. "ATHA/Greenbelt Bike Share Feasibility Study- Final Draft." July 2016.

²²⁹ Lyons, Helen. "Pedestrian casualties mount in Maryland town as officials defer action." Takoma Voice. May 19, 2017.

²³⁰ City of Takoma Park. "New Ave Bikeway." August 23, 2018. <https://takomaparkmd.gov/initiatives/project-directory/new-ave-bikeway/>

funded projects listed below are the striped bike lanes along University Blvd and Piney Branch Rd., as part of the Purple Line Civil Plans.

Infrastructure Type	Streets Included (Purple Line Project and Jurisdictional Plans)
Sidepaths	University Boulevard
Separated Bikeway	University Boulevard
Separated Bikeway	New Hampshire Avenue (including “New Ave Bikeway”)
Separated Bikeway	Carroll Avenue (from Piney Branch Road to Merrimac Road)
Separated Bikeway	Piney Branch Road
Separated Bikeway	New Hampshire Estates Park
Striped Bike Lane	University Boulevard
Striped Bike Lane	Piney Branch Road
Striped Bike Lane	Carroll Ave (south of Merrimac Rd)
“Share the Road” Signs	Various residential streets

Table D-6: Summary of Planned Infrastructure^{231, 12, 13}

Jurisdictional plans for University Boulevard, spanning the entire study area (from Piney Branch Road to Adelphi Road), call for separated bikeways (designated bikeways physically separated from traffic by a barrier or curb) and sidepaths (wide sidewalks to accommodate cyclists and pedestrians).

Separated bikeways are also recommended for Carroll Avenue (from Piney Branch Road to Merrimac Road), Piney Branch Road, and New Hampshire Estates Neighborhood Park (where a brick path currently exists). A separated bikeway is also recommended for New Hampshire Avenue, and eventual plans envision street trees and landscaped medians to help calm traffic. A specific section of New Hampshire Avenue, from Holton Lane headed south beyond the study area, (named “New Ave Bikeway”) will feature a two-way bikeway within the existing New Hampshire Avenue service road. Continuing this bikeway from Holton Lane north to University Boulevard would require the use of an existing traffic lane.

There are also recommendations for a separated bikeway to be built between Holton Lane and University Boulevard through what is currently a parking lot/commercial access route. The plans recommend that various side streets be designated with “Share the Road” signage. Carroll Avenue from Merrimac Drive to just beyond Barron Street is recommended to receive a striped bike lane to connect with the existing bike lane that begins just past Barron St and continues to Long Branch Parkway.

²³¹ Maryland-National Capital Park and Planning Commission Montgomery County Planning Department. “Montgomery County Bicycle Master Plan”. May 2018.

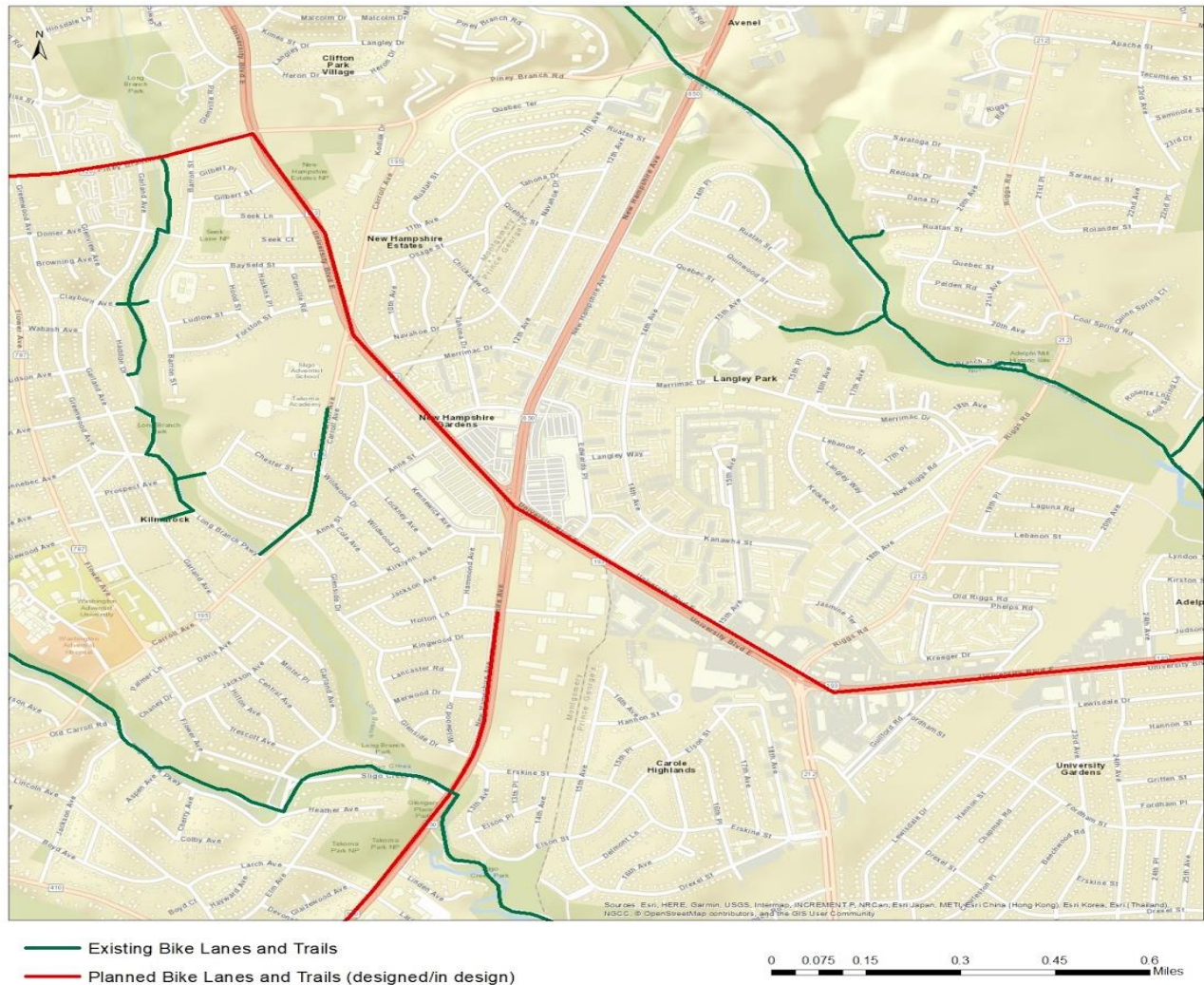


Figure D-5: Existing and Planned (funded only) Bike Lanes and Trails

Civil Plans for the Purple Line Project show that for now, only striped bike lanes will be added to University Boulevard and Piney Branch Road.²³² That means that wider sidewalks and separated bikeways, appropriate infrastructure for the high level of traffic on these roads, will not be installed in conjunction with Purple Line, though these features may come in later years. Figure D-5 above shows both existing and planned (funded only) bicycle lanes and trails, illustrating the gaps that will still persist in the network.

Because University Boulevard will be reduced from six traffic lanes to four, pedestrian crossing should become somewhat safer. Traffic signals will be added to intersections along University Boulevard that currently lack them, notably at 14th Avenue (the dangerous intersection described previously), which will improve pedestrian safety overall.²³³ Also, Purple

²³² Maryland Department of Transportation Maryland Transit Administration. "Purple Line Light Rail Transit System Civil Design." December 21, 2017.

²³³ Maryland Department of Transportation Maryland Transit Administration. "Purple Line Preliminary Engineering Designs." May 2013.

Line cars will have bicycle storage (wall mounts) on board, making multimodal travel possible, and will be designed in compliance with the American Disabilities Act, with low floors for easy boarding.

Gaps, Needs, and Challenges

The existing conditions and plans described provide opportunities to fill gaps in infrastructure and provide greater access to transit options and the greater DC region for residents, but there are still some key issues that are outstanding. Below, we have summarized some outstanding gaps, needs, and challenges within the current plans.

Gaps and Needs

- Residential roads need to be updated with sidewalks because this community relies heavily on walking. This would encourage pedestrian travel from single-family homes to neighborhood commercial centers.
- Ideally, direct trail-to-transit station infrastructure should be developed to make bicycle and pedestrian multimodal connections safe and comfortable. This includes sidewalks that cover the routes from trails to stations, as well as bike lanes, shared-used sidepaths, or separated bikeways from trails to stations.
- Currently there is no information for Safe Routes to School in Prince George's County, and the county's schools within our study area are lacking sidewalks in the immediate vicinity, making safe travel to either school by foot or by bicycle very difficult.
- Almost none of the bicycle recommendations have secured funding, which means these projects may be delayed indefinitely. This presents a barrier to multimodal transit in the area as these upgrades should be among the highest priorities for this community. Montgomery County has at least noted in its Bicycle Master Plan that developing Takoma-Langley Crossroads bicycle infrastructure within its jurisdiction is a priority.
- While most bicycle and pedestrian signage uses symbols, any written signage (including signage during construction) should be in English and Spanish.

Challenges

- Retrofitting the community from a mid-20th century, auto-centric suburb to a dense, walkable urban area will require a huge overhaul but is possible.
- The pathway forged by residents behind the 15th Avenue apartments is likely a route to Langley Park-McCormick Elementary, and this should be paved for the comfort and safety of all pedestrians in all weather conditions. This pathway is partly located on private property which makes its redesign a challenge.

-
- Coordination between the two counties in their infrastructure planning is crucial for continuous design. Currently there are two separate sector plans, and two separate bicycle and pedestrian master plans. Relevant advocacy groups, such as Washington Area Bicyclist Association, might be able to bridge the gap in the two counties' plans.
 - The fact that most of the commercial developments are privately owned means that the development of street-level bicycle and pedestrian infrastructure might not be coordinated with the redevelopment of the large parking lots. Development of these large plots of land would ideally take place in conjunction with bicycle and pedestrian improvements.

Conclusion

This area presents great transportation challenges, but also great opportunity to improve transportation for all of its residents and for future purple line users. By strengthening the bicycle and pedestrian network, the jurisdictions can provide much needed access and improved safety to residents in the area. By improving access to the Purple Line when it is operational, the jurisdictions can increase ridership and improve the multimodal experience in the area.

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Appendix E: Economic Development and Small Business Retention

An Assessment of Takoma / Langley Crossroads

By Nicholas Mackereth, Sacsheen Scott, and Bilal Ali

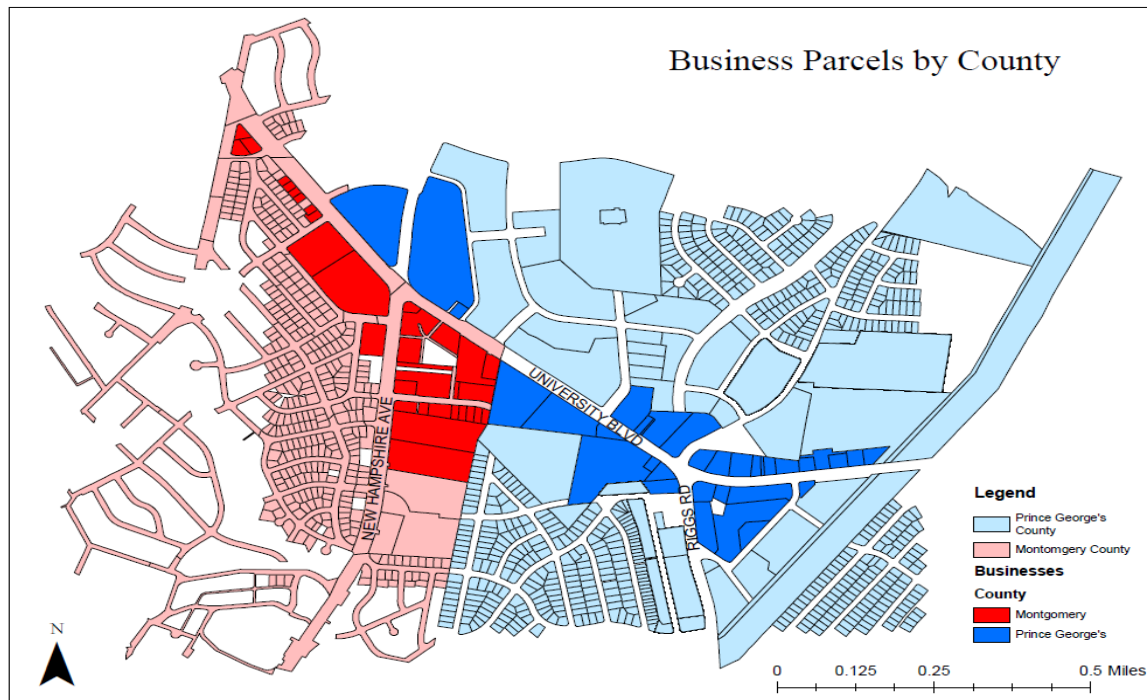


Figure E-1. Business parcels by county

Introduction

The following report addresses economic development and small business retention for Takoma Langley Crossroads (TLC) also referred to as the International Corridor throughout this report. After decades of planning, final court battles and decisions decided, and with the signature of Governor Larry Hogan, the final design phase and start of construction has begun in the Maryland suburbs of Washington D.C. for the installation of the Purple Line light rail transit system. The following report will outline the current commercial landscape of TLC and will then provide insight for the future picture after construction of the Purple Line. The report will continue by highlighting the current economic development plans and small business retention efforts which have been created and proposed by local government or community agencies in their planning for the light rail. With the knowledge of the current business landscape, projected future picture, and an understanding of local planning efforts, this report will conclude with an analysis of the gaps, needs, priorities, and opportunities pertaining to economic development and small business development for the Takoma Langley Crossroads area.

Current Business Landscape

Breaking Down Commercial Properties and Businesses

The economic development and small business retention team conducted a descriptive statistical analysis of commercial properties and types of businesses within the study area. The commercial properties and businesses considered in this analysis are shown in Figure E-1. Specifically, we assess businesses on New Hampshire Avenue between Merwood Drive and Merrimac Drive, Riggs Road between Drexel Street and Jasmine Terrace and, University Boulevard between Carroll Avenue and the utility poles separating Langley Park and Adelphi Park. This study area definition is only for the purposes of this data analysis; discussion of socioeconomic trends and economic development opportunities use a broader study area based on census tract level data.

Methodology

The goal of this analysis was to describe both commercial plats and the businesses located there. A comprehensive dataset was assembled listing every commercial parcel in the study area. These parcels were identified using the Maryland Department of Planning Parcel Map²³⁴. Based on the parcel numbers, we obtained descriptive data from the State Department of Assessments and Taxation²³⁵ (SDAT), including owner name and address, land area square footage, assessed property value (as of 01/01/2016) and built year.

A comprehensive and original dataset was compiled for analyzing business types. Based on an overview of the study area, the team developed categories for types of businesses, such as ‘Grocery’ and ‘Finance’ as well as codes for subcategories for ethnic businesses (Hispanic, Asian etc.) and for ‘Franchise’ businesses. ‘Ethnic’ businesses were determined by whether there was a clear and obvious reference to a specific customer base. A codebook for this data and a complete dataset with all of the variables from SDAT are included in Table E-8 at the end of this report.

The team used our classification to count businesses per parcel. First, Google Maps Street View was used to examine every parcel and the types of businesses on the property. If it was unclear what a certain business was or if the Google image was taken before January 1st, 2016 (the property assessment date for all parcels in the study area), the parcel was flagged and visited in person. We visited the larger shopping plazas to ensure accuracy of the counts from Google and also visited the office buildings in order to find the business directories, which are not reliably available online. Thus, each parcel in our database is associated with data from SDAT and the number of businesses in each category and subcategory. Finally, descriptive analyses of the SDAT data and the original data were conducted using ArcMap, SPSS and Microsoft Excel.

²³⁴ *Parcel Viewer* (Map). Maryland Department of Planning

²³⁵ Maryland Department of Assessments and Taxation. 2018. Real Property Data

Results

Table E-1 lists summary statistics on three SDAT attributes of the commercial property data: land area, property value and built year. The 66 parcels in the study area are evenly split between Montgomery and Prince George's County. These parcels collectively represent 3,825,001 square feet (87.8 acres) and over \$263 million in assessed property value. Land area and property value are heavily skewed to the right as there are some very large, very expensive parcels in this study area that will be examined further. Given the skew, nearly 90% of the data are smaller than 200,000 sq. ft. and are worth under \$9 million. In addition, the oldest commercial property was built in 1950 and 70% of the properties were built between 1950 and 1970.

	Montgomery County	Prince George's County	Both	Median	Min	Max
Land Area (sq. ft.)	1,605,194	2,219,807	3,825,001	22,756	1,892	295,337
Assessed Value (as of 01/01/16)	\$116,360,800	\$146,992,000	\$263,352,800	\$1,379,650	\$87,300	\$30,314,900
Built Year	-	-	-	1964	1950	2017

Table E-1: Commercial Parcel Summary Statistics

Figure E-2 maps the parcel owners who own more than one parcel. Table E-2 describes these properties in detail. The largest and most valuable property, Hampshire-Langley Shopping Center in Montgomery County, belongs to Saul Centers, Inc. Hosting the MegaMart, Chuck-E-Cheese's and other prominent businesses, this property is over 420,000 square feet and is worth \$32.5 million. Saul Centers, Inc. is a prominent developer with strong ties to the DC area. The map in Figure E-3 shows the 8 largest parcels in the study area.

While there are multiple parcel owners, all of these are parcels are contiguous; with the exception of La Union Center LLC, these parcels are held under one deed by the owner. Interestingly, La Union Center LLC, while holding contiguous parcels, owns the La Union Mall parcel in Prince George's County and the smaller parcel behind the mall in Montgomery County that is a used car lot. These are held under two separate deeds, presumably because they are split between counties. La Union Center LLC is a dues paying member of the Takoma-Langley CDA.

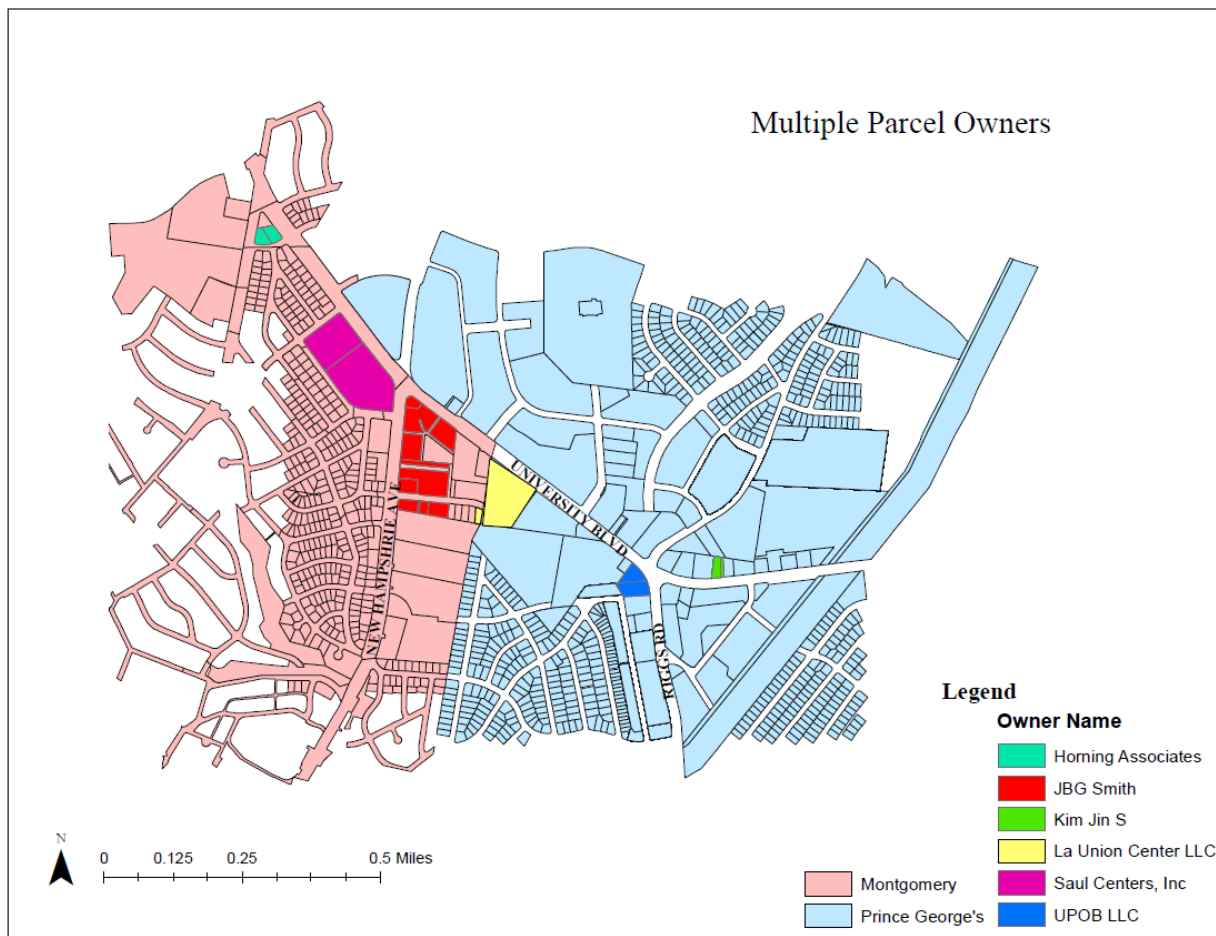


Figure E-2. Owners of multiple parcels

Property information of multiple parcel owners			
Multiple Parcel Owners	Property Size (sq. ft.)	Property Value	County
Saul Centers, Inc	424,046	\$32,500,000	Montgomery
JBG Smith	268,726	\$30,832,100	Montgomery
La Union Center LLC	216,515	\$9,491,500	Prince George's
UPOB LLC	63,066	\$6,176,500	Prince George's
Horning Associates	37,485	\$3,001,500	Montgomery
Kim Jin S	17,799	\$733,300	Prince George's

Table E-2: Property information of multiple parcel owners

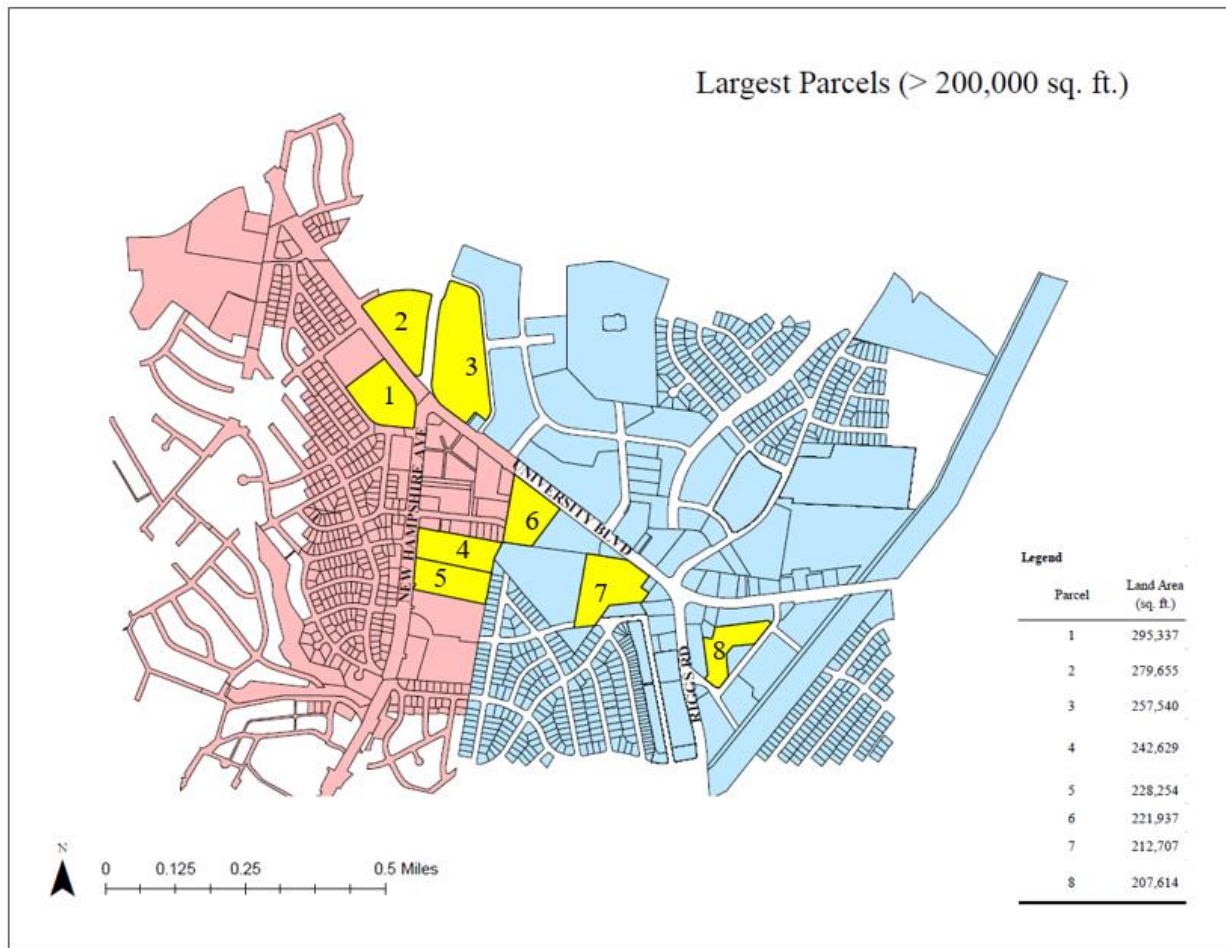


Figure E-3: Largest parcels in study area

Furthermore, Figure E-4 compares a map of the parcels by total land value and a map by the land value per square foot. Land value per sq. ft. in Montgomery County is \$72.49 compared to \$66.22 in Prince George's County and \$68.85 across the whole study area. Throughout the study area, total land value is associated with total area. The contrast in value is starker when comparing land value per square foot. While many of the expensive parcels in the study area – ranging from \$103 and \$223 per square foot – are in Montgomery County, it seems likely that the proximity to New Hampshire Avenue and the bus station is a main driver in elevating these parcel property values, as the Prince George's County parcels at the New Hampshire and University intersections are very valuable.

The results from our original data are presented in Table E-3. We counted 368 total business fronts, including 16 vacancies. Notably, the property located at 2045 University Boulevard from the analysis was excluded because the entire building is vacant. The building was undergoing renovations until June 6th, 2018, when the building received a 'Stop Work' notice from Prince George's County for working without permits. Excluding this property, however, our assessed vacancy rate of around 4% is in line with reported vacancy rates for the larger 'International Corridor', which will be discussed later.

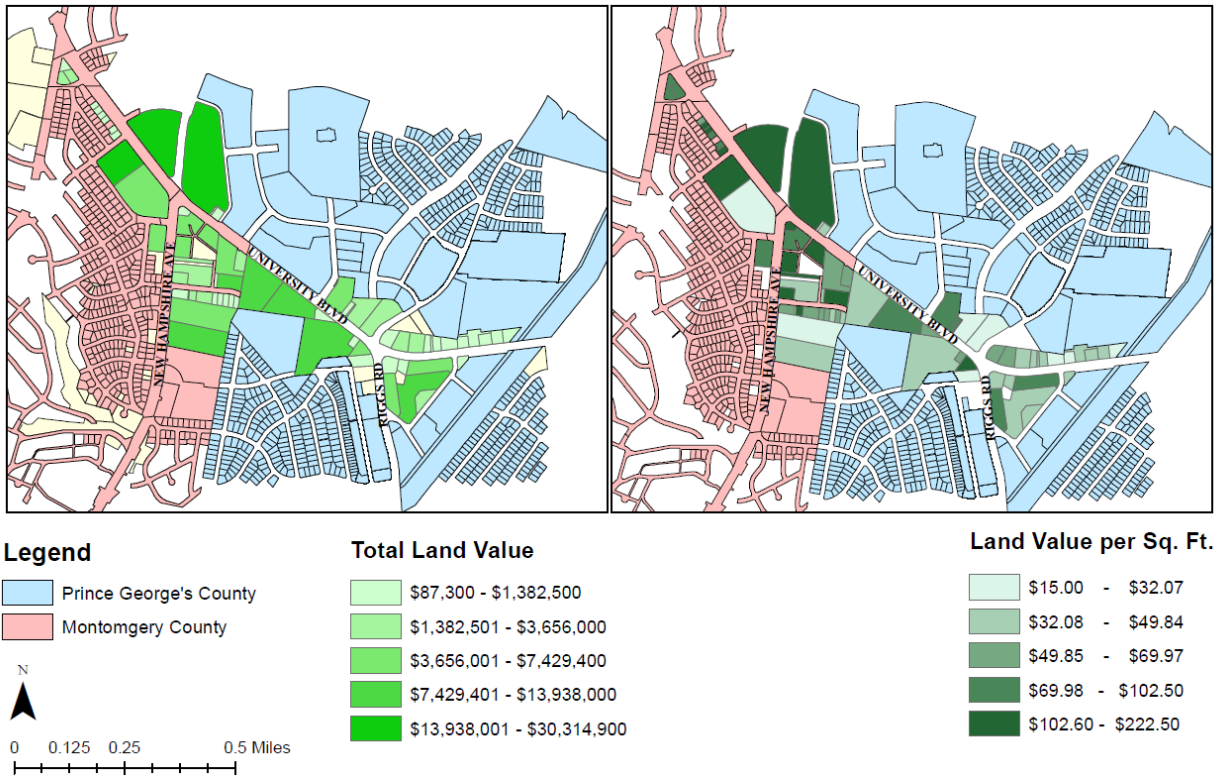


Figure E-4. Total land value and land value per sq. ft., by parcel

There are more professional and medical services in the study area compared to any other business type, comprising 37.2% of all businesses. Following these businesses are ‘miscellaneous’ businesses, which include clothing, housewares and electronics, and eateries, which include bakeries and cafes. Despite the even split of parcels, 216 of the 368 businesses (59%) are in Prince George’s County. Most of these businesses are small businesses; ‘franchise’ or national businesses of any type comprised only 10.1 % of the total.

The study area is aptly recognized as the ‘International Corridor’ given its large share of ethnic businesses, which make up 32.4% of all businesses. Of these, the vast majority are Hispanic, totaling 84.1% of ethnic businesses and 28.8% of all businesses. The share of business types within ethnic businesses resembles the share across all businesses, with professional and medical services being the most common. The spatial distribution of the 126 ethnic businesses is mapped in Figure E-5.

Parcels, Total Businesses and Business Types by County				
	County			
	Montgomery	Prince George's	Total	% of Total Businesses
Parcels	33	33	66	
Total Businesses	152	216	368	
<i>Business Type</i>				
Eateries	19	35	54	14.7%
Grocery	10	6	16	4.3%
Financial (incl. Pawn Shops, Cash Checking)	9	14	23	6.3%
Miscellaneous (Fashion, Electronics, etc.)	20	44	64	17.4%
Gas	1	6	7	1.9%
Automotive	3	5	8	2.2%
Professional & Medical Services, Other	75	62	137	37.2%
Salon	6	19	25	6.8%
Beer & Liquor	1	3	4	1.1%
Laundry	2	3	5	1.4%
Discount	3	6	9	2.4%
Franchise (Subtype)	22	15	37	10.1%

Table E-3: Parcels, Total Businesses and Business Types by County

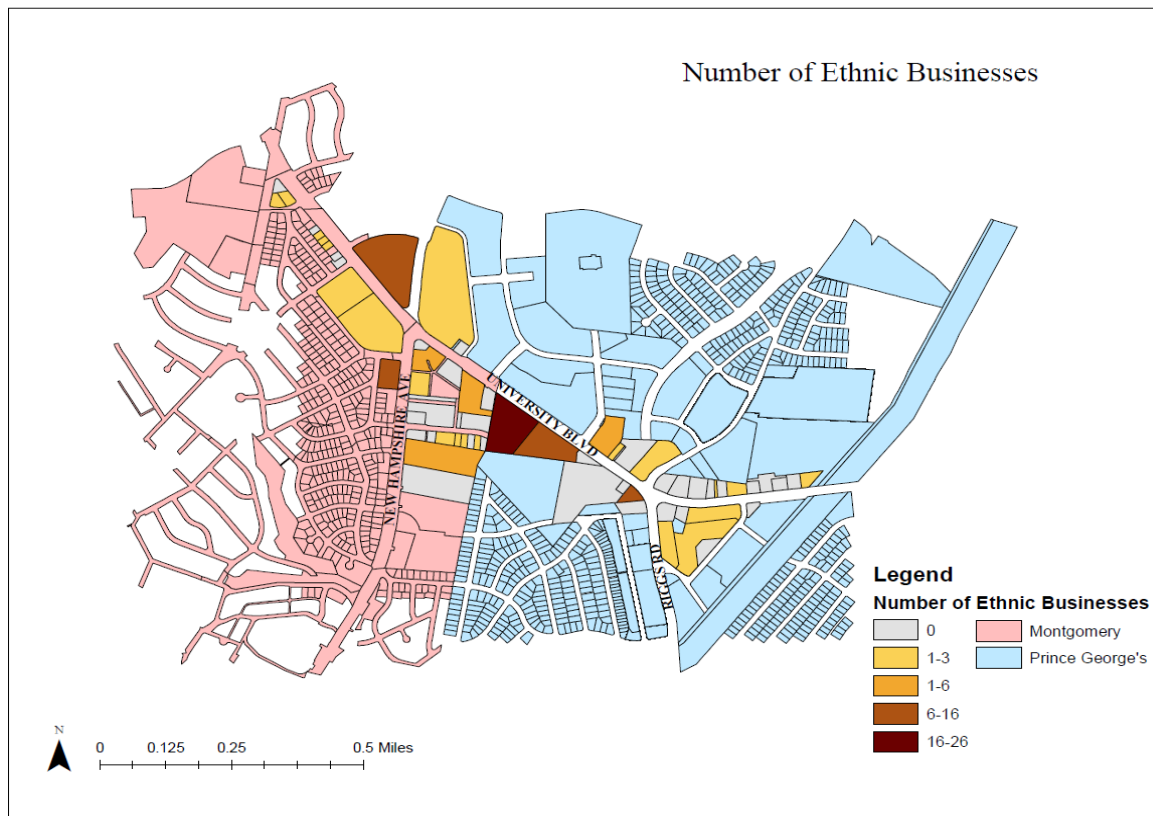


Figure E-5. Total number of ethnic businesses per parcel

Future Projections

According to the *Economic Development Technical Report* by the National Center for Smart Growth, the Purple Line Light Rail is an opportunity for increased community and economic development. To better understand economic forecasting projections, a series of reports related exploring economic forecast, especially employment trends in the Takoma Langley Crossroads area were assessed. These forecasting methods include Transportation Economic Development Impact System (TREDIS), an economic analysis system used in assessing the expected economic impacts of public transit investment and Cooperative Forecasting, which evaluates census data and traffic analysis zones²³⁶.

Based on the *MTA Economic Effects Technical Report*, MTA wanted to forecast potential employment opportunities in the corridor. As indicated in the *Economic Development Technical Report*, 2015 median household income for the Purple Line Corridor is \$82,661 while the International Corridor median household income is \$68,077²³⁷. This data could suggest that household incomes could benefit from projected employment growth based on employment sectors listed later in this section. Based on economic forecasting, conducted by the Metropolitan Washington Council of Governments (COG), the organization notes that

²³⁶ Maryland Transit Administration, *Purple Line Environmental Impact Statement*. 2013.

²³⁷ National Center for Smart Growth, *The Purple Line Economic Development Technical Report*, 2017.

employment opportunities will likely occur throughout the Purple Line over the next 22 years. The forecasting period reflected in most cases they covered 10-20 years span.

Regional and Neighborhood Employment Projections					
Location	2010	2020		2040	
	Total Employment	Total Employment	% Change 2010-2020	Total Employment	% Change 2010-2040
Takoma Park	5,010	3,611	-28%	5,359	7%
Langley Park	1,649	2,658	61%	5,228	217%
Adelphi	1,399	1,412	1%	1,597	14%
International Corridor	8,058	7,681	-5%	12,184	51%
Entire Corridor Area	181,398	193,208	7%	236,523	30%

Table E-4: Regional and Neighborhood Employment Projections

Source: MWCOG Regional Activity Center, Round 8.0 Cooperative Forecasting: Employment Forecasts to 2040 by Traffic Analysis Zone 2010

Commercial Rents		
Location	Montgomery County	Prince George's County*
Restaurant	\$21-\$39	\$19-\$36
Retail	\$18-\$32	\$16-\$29
Office	\$16-\$35	\$15-\$32

Table E-5: Commercial Rents

**The estimate was calculated by scaling reported commercial rents in Montgomery County by the ratio of property value per square foot between the two counties per square foot*

Focusing on the study area, Regional and Neighborhood Employment Projections also project an increase in employment, most notably in Langley Park with a projected 217% increase from the years 2010-2040. The percentage of growth anticipated for the Langley Park area is due to retail. To note, the 37% decline in Takoma Park in the “other” category is due to the relocation of Washington Adventist Hospital²³⁸. The Economic Impact Support Report also acknowledges that Washington, DC, Montgomery County and Prince George’s County will see an increase in industrial, retail, office, and other job opportunities.

According to the Purple Line Economic Development Technical Report, prepared by the National Center for Smart Growth, the forecast suggests that the Takoma/Langley Crossroads could expect to provide 12,184 employment opportunities by 2040. Takoma/Langley Crossroads will likely continue to develop its specializations in professional services, social services, and administrative services.

Overall, the projections are not definitive, but provide a forecast of employment opportunities that may occur over the next 20 to 30 years, specifically in Takoma/Langley. As

²³⁸ Maryland Transit Administration, *Purple Line Environmental Impact Statement*. 2013.

reflected in the commercial rents chart in Table E-5, commercial rents in both Montgomery County and Prince George's County are high. Ramifications for higher rental prices may include a slower rate of new business development and employment opportunities. The projections for employment provide a basis of the potential opportunity that could be expected from transit development. The forecast does not guarantee the estimated employment growth.

Economic Development-Small Business Retention Plans

The following section will provide an outline of the economic development and small business retention plans for the MTA, PLCC, Prince George's County, Montgomery County and the City of Takoma Park. Most of the following plans and reports have been written in preparation for the Purple Line and draw conclusions from both the current and projected future picture of the International Corridor. The following plans were all designed to help drive redevelopment decisions, assist business owners during construction, and provide recommendations for the TLC economic development and small business retention efforts before, during, and after construction of the Purple Line.

Maryland Transit Authority (MTA)

The Maryland Transit Authority has spent over a decade researching and studying the Purple Line corridor area in preparation for the construction and implementation of the light rail system. One small part of the MTA's plans speaks directly to economic development and small business retention before, during, and after construction. The MTA emphasized that the Purple Line has potential to foster employment growth, increase wages for residents in the corridor area, and create better access for people to jobs. However, the MTA also states that small businesses could have difficulty withstanding the results of loss of commerce during construction phases due to lack of parking and difficulty accessing businesses²³⁹.

Several Purple Line partner representatives have mentioned that the MTA's main goal and only concern is to build the light rail system. With this knowledge, while the MTA's doesn't specifically focus on economic development programs and policies or small business retention efforts, the MTA does have some responsibilities to the business community that have been outlined and must be followed. Displaced small businesses due to construction will have an impact of lost revenue to building owners and tenants. MTA will work with all the Uniform Relocation and Real Property Acquisitions Policies Act of 1970 to ensure that all eligible businesses are provided the full protection of the law. Benefits could include advisory services, moving and re-establishment costs. MTA is also required to provide appropriate "Open for Business" signage, maintain access for both customers and deliveries during construction, and maintain open communication for relaying information to the affected businesses communities²⁴⁰.

²³⁹ Maryland Transit Administration, *Purple Line Environmental Impact Statement*. 2013.

²⁴⁰ Ibid.

To meet these requirements, the MTA has partnered with local liaisons to conduct a door to door business specific public outreach program. MTA is committed to working with organizations including CASA and the Takoma Langley Park Crossroads Development Authority to do continued outreach, both in English and Spanish to minimize business disruptions²⁴¹.

Purple Line Corridor Coalition (PLCC)

The Purple Line Corridor Coalition, a public-private community coalition, has released, *Pathways to Opportunity, Purple Line Corridor Action Plan (2017)*, which outlines two primary economic development and small business retention goals. The PLCC's first primary goal is to prepare and implement an economic development strategy to support existing businesses and foster new business creation, explore the establishment of new organizations and build capacity of existing organizations that promote small and local business prosperity, and create built environments throughout the corridor that support small, locally established businesses. Potential action steps the PLCC could take include²⁴²:

- Establish partnerships with PLCC/NCSG, economic development organizations of Princes George's and Montgomery Counties, CASA, Maryland- National Capital Park and Planning, along with labor and business organizations.
- Explore how local communities could access revitalization funds such as the Neighborhood Business Works program and others.
- Explore incentive programs that encourage small business to locate or expand in the corridor and take advantage of the opportunity to broaden their markets while serving the local population.
- Explore zoning policies and incentives that offer affordable space, through lease or ownership, to new and existing small businesses and startups.
- Explore opportunities such as local entrepreneurship, creative arts, cooperatives, and micro-enterprises as a means of fostering small business growth throughout the corridor.
- PLCC, CASA, and economic development organizations will reach out to existing chambers of commerce to evaluate the need for a chamber of commerce, board or trade, or other business organization specific to the corridor.
- Encourage site design and land use policies that support space opportunities for small locally established businesses in future sector or station area plans, and
- Explore appropriate state programs and initiative that enable existing local businesses to purchase the buildings in which they operate.

²⁴¹ Maryland Transit Administration, *Purple Line Environmental Impact Statement*. 2013.

²⁴² Purple Line Corridor Coalition, *Pathways to Opportunity, Purple Line Corridor Action Plan*. Fall 2017

The second strategy of the PLCC's plan is to minimize construction disruption and provide technical, legal, marketing, and financial assistance to business before, during, and after the construction period. Potential action steps outlined by the PLCC include:²⁴³

- Consistent with the State's and the Concessionaire's statutory and contractual obligations, local counties will work with MTA and SHA as traffic management plans are developed for work areas so as to include ways to minimize adverse impact on businesses and residents.
- PLCC will create and launch a dashboard that monitors demographic trends, provides useful links to construction activities updates and enables businesses and residents to share construction impacts as well as community assets
- Consistent with the State's and the Concessionaire's statutory and contractual obligations, local 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.
- PLCC with local counties and other business organizations, will explore the implementation of a corridor-wide marketing and promotion strategy for the construction period and perhaps beyond.²⁴⁴

Prince George's County

Using the Purple Line as an opportunity for increased economic development opportunities, Prince George's County places priorities on specific economic enhancing zoning rewrites, employment advancing strategic plans, and community-based corporations focused on small business and employee retention of local businesses. Furthermore, the priorities section of the new Prince George's County zoning ordinance not only addresses various policies and zoning ordinances but identified important financing structures to assist with business development and retention.

Prince George's County zoning ordinance is more than 50 years old. Among other goals, the rewrite incentivizes economic development such as transit-oriented, mixed use developments by providing zones to reflect newer activity center zones to reflect this. Five new zones are being created, ranging from Neighborhood Activity Center (the least dense) to Regional Transit Center-High (the densest).

Focused heavily on employment opportunities, the Prince George's County's *Local Integrated Plan 2017-2020* for Workforce Innovation and Opportunity Act (WIOA) provides opportunities workforce development ideas opportunities through the federal WIOA act. The plans specifically mention the Purple Line as an opportunity to strengthen Prince George's County's workforce development priorities.

²⁴³ Ibid.

²⁴⁴ Purple Line Corridor Coalition, *Pathways to Opportunity, Purple Line Corridor Action Plan*. Fall 2017

Northern Gateway Community Development Corporation is a 501(c)(3) nonprofit development corporation that focuses on outreach, technical assistance and trainings to community businesses in Prince George's County communities near the Purple Line. Members of the corporation include employees of the local businesses and small business owners. The CDC focuses on outreach to small business owners and coordinates with municipal, community, and private entities to administer and implement proposed mitigation and technical assistance programs, including: outreach signage, impact technical assistance, and applying for façade improvement related to the Purple Line. Notably, funding especially for 2018 retention of the business was made possible by Prince George's County Council member Deni Taveras along with other community partners²⁴⁵.

Montgomery County

In June 2012, Montgomery County approved and adapted a new *Takoma/Langley Crossroads Sector Plan*. In this sector plan, the County laid out their goals and recommendation for possible redevelopment of TLC in advancement of the Purple Line. Similar to Prince George's County, Montgomery County's sector plan supports policies to increasing density, introduce mixed-use development, create active street edges, and brand the area as a retail and commercial hub. Montgomery County recommends the development of the International Corridor as a 24-hour community of diverse, pedestrian oriented mixed uses. The sector plan acknowledges the fact that the current commercial and retail landscape of a single-story commercial district, where vacancies are low and potential profits are high, is not conducive for redevelopment. Furthermore, while transit has potential to be a temporary catalyst for development, the County may need to create additional economic incentives and expand current programs that ensure that the area's international character is preserved, existing businesses are retained, and reinvestment continues. The plan suggests the need for interim development that does not compromise the Sector Plan's ultimate objectives and recommends it provides for growth opportunities for existing businesses/uses.

Montgomery County's sector plan for the Takoma/ Langley Crossroads outlines several recommendations for economic development. Most of these recommendations are based around partnerships with local non-profits, community-based organizations, and financial institutions. These strategic partnerships would assist and promote the County's goals for redevelopment and revitalization of TLC and would hopefully provide finance and technical assistance to established small businesses and help foster the creation of new businesses. Other recommendation the County has proposed includes expanding both vocational training programs as well as the existing specialty textiles and import business niches²⁴⁶. The last important component of the TLC Sector Plan which should be mentioned is Montgomery County's suggestion for the establishment of an economic development program boundary to encourage

²⁴⁵ Environmental Law Society, Eco Project

²⁴⁶ Montgomery County Planning, 2012

the following points. This economic development program boundary would help drive the goals outlined in Montgomery County's TLC Sector Plan.

- Encourage compatible retail use and ethnic business clustering
- Expand the TLC CDA service area to include the entire Crossroads District
- Renew and expand the focus area of the Long Branch-Takoma Park Enterprise Zone
- Establish an Urban Main Street Program as a satellite of the Historic Takoma Park Main Street Program
- Establish design standards of the Crossroads Business District
- Recommend a parking lot district and shared parking as part of travel demand management

City of Takoma Park

The City of Takoma Park has released multiple reports outlining the City's goals for economic development and small business retention over the last several years. The following information about the future picture for TLC have come from multiple policy briefs and reports from the City including: The New Hampshire Avenue Corridor New Ave. Retail Opportunity Analysis (2015), the Maryland Department of Transportation New Hampshire Avenue Corridor Economic Development Potential report to the Maryland General Assembly (Nov. 2016), the City of Takoma Park Housing and Economic Data Analysis (Oct. 2017), and the newly released draft for the City's Housing and Economic Development Strategic Plan for Takoma Park (2018).

The City of Takoma Park, like Montgomery County and Prince George's County, foresees the TLC as a prime area for redevelopment. Several highlights and proposed policies and legislation the City of Takoma Park have outlined as strategies for encouraging economic development and assisting with small business retention include:

- The creation of new jobs through The Workforce Development DBE/ minority business enterprise (MBE) program required of the PLCC.²⁴⁷
- The creation of a Commercial Revitalization Overlay Zone which could provide more flexibility than traditional commercial zones such as the ability to waive or reduce Montgomery County parking and setback requirements during the site plan process and added density in commercial and mixed-use buildings.²⁴⁸
- The development of Takoma Notes- Micro-Lending program which would allow local investors the opportunity to invest in local businesses.²⁴⁹
- The elimination of the City of Takoma Park's Personal Property Tax which is currently levied against all tangible assets and commercial inventory owned by a business. This has potential to become a financial burden on locally owned small retail businesses.²⁵⁰

²⁴⁷ Maryland Department of Transportation Report. Nov. 2016

²⁴⁸ City of Takoma Park, Economic Development Analysis

²⁴⁹ Ibid.

²⁵⁰ City of Takoma Park and The Cloudburst Group, *City of Takoma Park SWOT Analysis*, 2017.

- The bi-county establishment of the TLC as a Business Improvement District which would have the ability to oversee the entire TLC business district being a cohesive voice in a place which currently faces challenges being located within two different Maryland Counties.²⁵¹

The City of Takoma Park has utilized the Takoma Langley Crossroads Development Authority as their representative for all economic development and small business retention efforts being conducted in the area. The Takoma Langley Crossroads Development Authority is currently working to increase their organizational capacity to support, aid, and foster the growth of the strong locally owned business community currently seen throughout the TLC. They have also become a partner with MTA for small business outreach efforts in preparation of the construction of the Purple Line.

The Maryland Department of Transportation report regarding the New Hampshire Ave. Corridor Economic Development potential, written in November 2016 provides some important insights into redevelopment potential profits for the local tax base. The Maryland Department of Planning (MDP) developed estimates of potential tax revenue that would result from property redevelopment in the MD 650 (New Hampshire Ave) corridor from Eastern Ave. to Piney Branch Road. While this area only represents a portion of our study area, Table E-6 shows the potential possible tax benefits which could result for both redevelopment which is 50% residential and 50% commercial and redevelopment which is 96% residential with only 4% commercial. MDP in this report identified 15 redevelopment sites along New Hampshire Ave. 11 in Montgomery County (all in the City of Takoma Park) and 4 sites in Prince George's County. According to current County assessments for 2013-2015, the 15 redevelopment sites have a combined total assessed value of \$274.15 million, or \$2.13 million per acre. Collectively, they generate \$3.46 million annually in property taxes, of which \$0.31 million is state tax revenue, \$2.37 million is county revenue, and \$0.78 million is municipal tax revenue. The following shows the current/ prospective future increase in tax revenue if all 15 sites were to be redeveloped.

Comparative Property Values and Tax Revenues						
Property Value (\$millions)		Property Tax (\$ millions)				% Increase from Current
Total	Per Acre	Total	State	County	Municipal	
Current						
\$274.15	\$2.13	\$3.46	\$0.31	\$2.37	\$0.78	
Potential Future- 50% residential and 50% commercial land use						
\$2,388.86	\$18.57	\$29.80	\$2.67	\$20.98	\$6.14	771%
Potential Future- 96% residential and 4% commercial land use						
\$2061.26	\$16.03	\$25.75	\$2.31	\$18.10	\$5.32	652%

Table E-6: Comparative Property Values and Tax Revenues

Source: Maryland Department of Planning

²⁵¹ Ibid.

Gaps, Needs, Priorities

While there are still many opportunities for development in the Takoma/Langley Crossroads, many gaps, needs, and priorities still exist. The following section highlights specific recommendations in assisting with community needs related to the Purple Line.

Need for the outlined MTA Business Impact Mitigation Plan

MTA Business Impact Mitigation Plan is described in the Purple Line *FEIS Environmental Justice Report*.²⁵² This document can provide monitoring oversight of construction and or local business technical support. When asked about the documents during community outreach meetings, local businesses are made aware of construction updates, but not necessarily plans to address mitigation concerns in writing. By providing this document, MTA could help community organizations know what to expect during the various phases of construction.

Need for Better Transparency and Communication

MTA continues business outreach in partnerships with community businesses and associations. However, there is still a significant disconnect between the Purple Line Transit Partners and the other community-based outreach organizations. Specifically, the MD Small Business Development Center and Northern Communities have joined forces on some occasions to assist with outreach services, and even worked with CASA to link potential workers with the Purple Line Transit Partners' Skillsmart Database and loan referrals to Latino Economic Development Center (LEDC). Having a larger, uniform presence for making sure MTA Transit Partners, Community Advisory Team and other community groups are on the same page in terms of addressing area-specific issues and concerns related to the Purple Line in the Takoma/Langley Crossroads.

Lack of Incentives for Redevelopment

Currently, neither Prince George's County, Montgomery County, nor the City of Takoma Park have created any legislation or policies which would provide incentives for commercial property owners to renovate their current properties to align with all the jurisdictions' goals of creating more mixed use higher density properties. Retail properties in the area are in high demand and property owners are able to charge higher rents than might be expected for these properties. However, other than informal markets such as the Crossroads Farmers Market, there are few opportunities for new and emerging small retail operators to sell their product.

Businesses looking to locate or expand in Takoma Park have few options. There is a lack of Class A office space in the City. Existing, aging office space has low vacancy. A commercial

²⁵² Maryland Transit Administration, *FEIS Environmental Justice Report*. 2012

property assessment shows only 9 properties in the area have a vacancy. There is an opportunity to develop the Washington Adventist Hospital, although the owner plans to retain the property, which limits redevelopment options. A lack of new buildings and a lack of developable property makes it hard to market Takoma Park to new companies looking to locate in the area. Property owners noted that they maintained their properties, but they did not anticipate changing uses because conversion from predominantly retail to multi-family mixed use can be a risky and expensive proposition, even though the area is zoned to allow this use. Several factors influencing changing the building stock in this area include the availability of incentives from the City, the plan for the Purple Line, the ability to maintain business continuity if redevelopment is undertaken, and the affordability of housing in the area.

Financial, Technical, and/or other Small Business Loans or Assistance Programs

Similar to a lack of incentives for commercial property owners to renovate, currently there are no policies, legislation, or funds set aside to offer small business loan assistance to help current small businesses handle construction disruption before, during, and post construction. The following is a list of legislation, policies, and financial resources that could be potentially tapped into to assist small businesses in TLC.

Prince George's County current/past/proposed legislation, programs, and policies for economic development and/or assistance for small locally owned businesses:

Prince George's County Economic Development Incentive Fund: The \$50 million Economic Development Incentive Fund helps to expand the County's job retention and attraction, support for small and local businesses, promotion of development and redevelopment opportunities, transit-oriented development and growth of key industry sectors.²⁵³

Small Business Growth Fund is a guaranteed revolving loan fund offered through the Prince George's County Economic Development Authority to established businesses with at least 3–5 years of operating history. This program is designed to assist emerging growth companies in response to access to new markets and expansion challenges. This program is designed for qualified businesses seeking financing for general working capital, leasehold improvements, inventory, and purchase for the purpose of expanding their already-established business. Loans between \$25,000 and \$400,000 are available. For start-up businesses, there is a loan maximum of \$100,000 and over \$250,000 if real estate is involved. Loan terms are up to 10 years.²⁵⁴

²⁵³ Prince Georges County 2018 Incentives

²⁵⁴ Ibid.

Montgomery County current/past/proposed legislation, programs, and policies for economic development and/or assistance for small locally owned businesses:

Montgomery County Small Business Assistance Program: The Montgomery County Small Business Assistance Program (SBAP) assists certain small businesses located in the County that are adversely impacted by a County-funded redevelopment program or a redevelopment project located on County-owned property. The SBAP is currently focused on the Wheaton Redevelopment Project and provides technical and financial assistance to small businesses that meet eligibility requirements and criteria for assistance.²⁵⁵

Montgomery County Small Business Impact Assistance: The Impact Assistance Fund will provide financial assistance and/or technical assistance to certain financially healthy small businesses in designated areas of the County that are adversely impacted by a redevelopment project initiated by the County, a redevelopment project located on County owned property, or a redevelopment project constructed by a private entity for use in whole or in part by the County as a public facility. Financial assistance may take the form of a conditional grant or a loan.²⁵⁶

The objective of the Fund is to help businesses continue operations during and after redevelopment project. The maximum amount of assistance a business can receive under the program is \$25,000. Businesses receiving assistance from the Impact Assistance Fund are not eligible to receive assistance from the Small Business Assistance Program.²⁵⁷

Montgomery County Economic Development Grant and Loan Program: Financial assistance to private employers who retain jobs or stimulate new job creation in Montgomery County.²⁵⁸

Priority is given to the following businesses

- High Technology Companies
- Manufacturing Companies
- Businesses located in urban revitalization areas, and
- Other private employers providing the greatest public benefits

A typical amount of EDF assistance ranges from \$5,000-\$100,000

Projected employment growth and capital investment, or positive economic impacts that the County's assistance will facilitate.

- Financial history and projections, including balance sheets, income statements, and cash flow statements
- Background of the company and its management

²⁵⁵ "Financial Resources - Montgomery County Business Portal" 2018

²⁵⁶ Ibid.

²⁵⁷ Ibid.

²⁵⁸ "Financial Resources - Montgomery County Business Portal" 2018

- Present and future market outlook for businesses²⁵⁹

Montgomery County Small Business Revolving Loan Program: Direct loans or participation in loans made by other financial institutions to small businesses in Montgomery County²⁶⁰

This loan program is targeted at Montgomery County-based small businesses with gross revenues of less than \$5,000,000 annually and fewer than 75 employees. Eligible businesses must also meet one of these primary tests:

- Program funds must assist the expansion of the business, or
- Program funds must help retain and stabilize the business

Amount:

- Program assistance typically ranges from \$5,000-\$100,000, maximum terms up to 5 years. Collateral and principal's personal guarantee are required²⁶¹

Small Business Plus: Montgomery County has deposited funds in community banks and these banks have agreed to focus on lending to small businesses in the County. The following banks are participating.²⁶²

- Capital Bank
- Congressional Bank
- Colombo Bank
- EagleBank

City of Takoma Park current/past/proposed legislation, programs, and policies for economic development and/or assistance for small locally owned businesses:

Takoma Park/ East Spring Commercial Revitalization Overlay Zone: Provides more flexibility than traditional commercial zones such as the ability to waive or reduce Montgomery County parking and setback requirements during the site plan process and added density in commercial and mixed-use buildings.²⁶³

Takoma Notes: Micro-Lending program that allows local investors the opportunity to invest in local businesses.²⁶⁴

²⁵⁹ "Financial Resources - Montgomery County Business Portal" 2018

²⁶⁰ Ibid.

²⁶¹ Ibid.

²⁶² Ibid.

²⁶³ City of Takoma Park, Economic Development Analysis

²⁶⁴ Ibid.

Takoma Langley Crossroads Business Improvement District: Takoma/Langley Crossroads area is split between Montgomery County and Prince George's County. A regional partnership with leaders in both counties can help to develop more comprehensive development of the area. A Business Improvement District (BID) Structure may be beneficial to the area, as was suggested in the *Housing and Economic Development Strategic Plan for Takoma Park* by Cloudburst consultants. New policies passed into legislation by the Maryland legislature make it easier to form a BID in Montgomery County. The bill also allows multi-family residential real property, condos, and co-ops to benefit from the services a BID provides:

- Streamline implementation of various economic development plans, programs, policies, incentives, and services.
- Leading business retention and expansion efforts including surveying, focus groups, and other outreach around upcoming Purple Line changes.
- Maintain a database of properties that are available for development, or prime for development; work with BID to connect developers to these properties and their owners.

State and Federal current/past/proposed legislation, programs, and policies for economic development and/or assistance for small locally owned businesses:

Neighborhood BusinessWorks Loan Program: The Neighborhood BusinessWorks program (NBW) provides a revitalization resource to help stimulate investment in Maryland's older communities. The NBW loans provide flexible loan financing to small businesses located in or expanding in locally designated neighborhood revitalization areas throughout the State.²⁶⁵

Eligible Projects

- Maryland-based small businesses (small business as defined by the U.S. Small Business Administration)
- Nonprofit organizations whose activities contribute to a broader revitalization effort and whose projects are intended to promote investment in commercial districts or town centers²⁶⁶

Opportunity Zones: MD Department of Housing and Community Development (DHCD) and the MD Department of Commerce nominated 25 census tracts including two Prince George's County tracts in the Takoma/Langley Crossroads as Opportunity Zones. Investors can take advantage of big breaks on federal capital gains (including profits from selling land) taxes by

²⁶⁵ Maryland Department of Housing & Community Development Community Development Administration 2018

²⁶⁶ Maryland Department of Housing & Community Development Community Development Administration 2018

investing in small businesses and housing in lower-income communities. This designation offers preferential tax preference step-up in basis for capital gains reinvested in an Opportunity Fund. The basis is increased by 10% if the investment in the Opportunity Fund is held by the taxpayer for at least 5 years and by an additional 5% if held for at least 7 years, thereby excluding up to 15% of the original gain from taxation. A permanent exclusion from taxable income of capital gains from the sale or exchange of an investment in an Opportunity Fund if the investment is held for at least 10 years. This exclusion only applies to gains accrued after an investment in an Opportunity Fund. You can take any gains from a property and not be taxed on earnings on that investment for over 10 years as long as you are investing in the Opportunity Fund. In some cases, you don't have to be in a designated census tract to take advantage of this benefit, as long as the developer is paying into a fund. The census tract of the Langley Park Plaza was nominated as an Opportunity Zone.²⁶⁷

Maryland Community Development Program Act of 2018: This bill was enacted in the 2018 MD legislative session and establishes a Community Development Program (CDP) within the Department of Housing and Community Development (DHCD) to provide financial assistance (capital and operating grants) for community development projects and community development organizations around the State. In consultation with the board, DHCD must administer the fund to provide financial assistance (including capital and operating grants) for affordable housing, small business development, and neighborhood revitalization for residential and commercial areas.²⁶⁸

The Micro-Enterprise Loan Fund: MD Department of Housing and Community Development is designed to provide micro-loans to businesses located in underserved communities identified by the Department. Eligible uses are leasehold improvements, equipment purchases, expanding established businesses and start-ups.²⁶⁹

²⁶⁷ Economic Innovation Group, 2018, The Tax Benefits of Investing in Opportunity Zones

²⁶⁸ General Assembly. 2018. Community Development Program Act of 2018

²⁶⁹ Prince Georges County Redevelopment Authority. 2018. Incentives

Future Research Opportunity

The Riggs-University Crossroads

Our initial overview of businesses and properties within our study area revealed a potential site for redevelopment. Generally speaking, there are more obstacles to development on the Montgomery County side of the study area due to the increased number of regulations, stronger organization of businesses and less developable space. On the Prince George's side, the shopping plaza bounded by University Boulevard, Riggs Road and Guilford Road might be of interest for potential scenario planning purpose given its close proximity to the Riggs Road station.

This plaza at the Riggs-University Crossroads contains a large amount of unused parking space, hosts the only vacant building in the study area, and is relatively inexpensive, leasing at \$52.66 per sq. ft. Table E-7 provides an overview of this site. Notably, there are only five parcel owners and relatively few businesses on the site other than in the open office building located at 7411 Riggs Road. This building contains approximately 30 professional and medical services and is similar to the office building at 7676 New Hampshire Avenue, although the Riggs building is in worse physical condition by appearance.

The Riggs-University Crossroads	
Total Area	431,490
Total Value	\$22,721,000
# of Owners	5
Business/Property Breakdown	
Office Buildings	2 (1 vacant)
Professional & Medical Services	32
Eatery	4
Grocery	1
Salon	3
Discount	1
Auto/Gas	1

Table E-7: Riggs-University Crossroads

Conclusion:

With the construction of the Purple Line beginning, this report has provided insight into economic development and small business retention efforts which have direct influence on our study area of the International Corridor. This report, considering the current business landscape, projections of the future, and the knowledge of local planning efforts has cultivated a list of gaps, needs, and priorities which still need to be addressed. This report simply outlines the existing conditions and current gaps, needs, and priorities which may be needed for the future success for economic development and small business retention efforts with the construction of the Purple Line light rail. The next step should be a strategic plan on how to overcome the current obstacles currently presented from the installation of the Purple Line. Hopefully the research conducted in this report will help drive effective economic development and small business retention plans in the near future.

Dataset Codebook	
Variable	Description
FID2	GIS object reference
Address	Property address
Plat No.	Plat number
Plat Descr.	Plat description/notes
Owner Name	Name of parcel owner
Owner Address	Parcel owner address
Built Year	Built year for property on parcel
Land Area (SF)	Land area of parcel
Value	Assess parcel value
Most Recent Transfer Price	Most recent transfer price
County	County parcel is located in
County Use	County use code (different for each county)
Type	County designation of property type
Deed Reference	Deed reference number
Eatery_Total	Total number of eateries on parcel. Total number minus the sum of the classified subtypes is the total number of 'general'/unclassified businesses of this type. Include bakeries and cafes
F_Eatery	Franchise eatery
H_Eatery	Hispanic eatery
C_Eatery	Caribbean eatery
Asi_Eatery	Asian eatery
Grocery_Total	Total number of groceries on parcel. Total number minus the sum of the classified subtypes is the total number of 'general'/unclassified businesses of this type. Includes convenience stores
F_Grocery	Franchise grocery
H_Grocery	Hispanic grocery
C_Grocery	Caribbean grocery
As_Grocery	Asian grocery
Financial_Total	Total number of financial businesses on parcel. Total number minus the sum of the classified subtypes is the total number of 'general'/unclassified businesses of this type. Includes pawn shops, money wiring services and some jewelry stores.
F_Financial	Franchise financial
H_Financial	Hispanic financial

Misc_Total	Total number of miscellaneous businesses on parcel. Total number minus the sum of the classified subtypes is the total number of 'general'/unclassified businesses of this type. Includes clothing, housewares, fabric, electronics/telecommunications
F_Misc	Franchise miscellaneous
H_Misc	Hispanic miscellaneous
C_Misc	Caribbean miscellaneous
As_Misc	Asian miscellaneous
Af_Misc	African miscellaneous
Gas_Total	Total number of gas stations on parcel. Total number minus the sum of the classified subtypes is the total number of 'general'/unclassified businesses of this type.
F_Gas	Franchise gas station
Auto_Total	Total number of auto service centers on parcel. Total number minus the sum of the classified subtypes is the total number of 'general'/unclassified businesses of this type.
F_Auto	Franchise auto service center
ProMedOther_Total	Total number of professional and medical services on parcel. Total number minus the sum of the classified subtypes is the total number of 'general'/unclassified businesses of this type. Includes tax services, lawyers, travel agents
H_ProMedOther	Hispanic professional and medical services
Salon_Total	Total number of salons and barbershops on parcel. Total number minus the sum of the classified subtypes is the total number of 'general'/unclassified businesses of this type.
H_Salon	Hispanic salon
C_Salon	Caribbean salon
Alcohol	Liquor, beer and wine stores
Laundry	Laundromats
Discount	Includes bulk furniture stores, dollar stores
Vacant	Vacant storefront
Bldg_vacant	Whole building vacant
TotalBiz	Total businesses

Table E-8: Dataset Codebook

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Appendix F: Urban Design, Zoning, Small Area Planning

Community Assessment of Takoma / Langley Crossroads

By Nika Ofori-Atta Tewolde, Russell Ottalini, and Juan Sian



Source: <https://mta.maryland.gov/takoma-langley>

Summary

The Takoma/Langley Crossroads (hereinafter referred to as “Crossroads”) area is a densely populated area characterized by post-war garden apartments and strip mall shopping centers, in a suburban community close to Washington, D.C. There is a high volume of vehicles, long roadways with scattered crosswalks, and a large pedestrian population reliant on public transportation. The Purple Line will help to mend the disconnect between the Crossroads and other parts of Montgomery and Prince George’s counties to Washington, D.C.

Urban design and streetscape conditions in the area are outdated and in disrepair. The many strip malls that dot the corridor, are mid-century design with ample empty parking lot space which present opportunities for future development. Public art in the area celebrates Latino heritage which is reflective of the local demographic. In contrast, the transit center presents a modern design of steel frame construction, and environmentally sound features including a

bioretention tree canopy. Modernization of the area can be seen in the rebranding of New Hampshire Avenue, dubbed “New Ave” with street sign banners along the corridor advertising the revitalization.

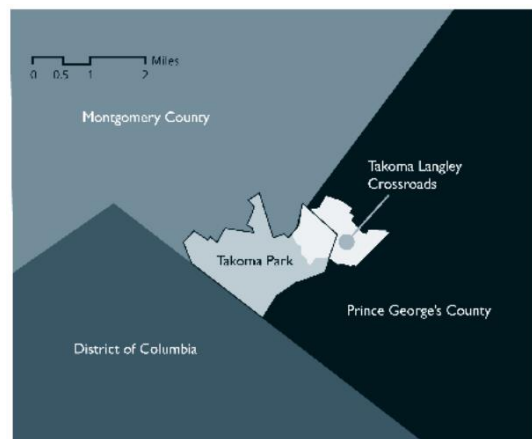
The Crossroads corridor has little green space, particularly open public parks, and that which does exist is adjacent to schools or other community facilities. To date there has not been a set of standards or guidelines that has guided urban form and design decisions in the greater International Corridor. Both Montgomery and Prince George’s counties have laid out urban design goals in their respective sector plans for the Crossroads. They share several core goals, such as reorienting streets in support of TOD via complete streets, and encourage densities in key areas along corridor while ensuring appropriate transition between zoning uses.

There are several efforts from the state, county, and local levels to further the design character and urban fabric of the study areas. The sector plans show that there are plans to provide more bike racks, bikeshare stations, street lighting, and share lane markings (sharrows) for riders. Crime Prevention Through Environmental Design (CPTED) is a concept discussed in each county’s sector plans, and is a set of principles that seek to deter criminal activity through shaping the built environment.

Potential challenges and gaps identified in the study area are varying sidewalk quality and disconnected neighborhoods. Improved pedestrian and road safety is needed to calm traffic, prevent speeding, and reduce fatalities and injuries. Furthermore, there are no planned urban districts along the International Corridor, particularly the section of University Boulevard between the proposed Takoma-Langley and Riggs Road Purple Line station TOD areas. Dealing with landowners and private developers who often present differing interests and agendas can also be an obstacle.

This Community Assessment report assess existing conditions, gaps and potential challenges, and considers futures efforts with a specific focus on:

- Zoning
- Green and Open Space
- Urban Design Vision and Guidelines



*Figure F-1: Takoma/Langley Crossroads
Cross-Jurisdictional Location*

*Source: Takoma/Langley Crossroads Approved
Sector Plan, MNCPPC*

Zoning

The Crossroads area serves populations of Prince George’s and Montgomery counties. The existing Transit Center and proposed Purple Line will intersect at New Hampshire Avenue (MD 650) and University Boulevard (MD 193). The crossroads area is adjacent to the Transit Center as well as the Purple Line Station. The area has zoning proposals that endorse high

density FAR infill.²⁷⁰ Within the immediate area, the Crossroads represents the central business district containing over 300 businesses that serve the community consisting of medical professionals, automotive, beauty shops, banking institutions, insurance and international eateries. The Takoma Park/Langley area allows for mixed-use zoning and development patterns to foster pedestrian and transit-oriented development. The zones are designated to soften the transition between residential and mixed use/commercial neighborhoods. The mixed use zoning tool that was used to permit the widest variety of land uses was CRT²⁷¹:

- CRT - total maximum density
- C - maximum non-residential density
- R - maximum residential density

The Master Plan for Takoma Park (2000) recommended a Commercial Revitalization Overlay Zone (CROZ) which is a zone that overviews commercial property space as a primary point of economic reinvigoration. The CROZ in the Crossroads area is directly across the Transit Station to the west and extends further down southeast of the Station.

In the footsteps leading up to the Crossroads, the Ethan Allen and Maryland Gateway Corridors District includes over 200 businesses and 300,000 square feet, ranging from convenience retail, restaurants, and shopper's goods. More than 70% of the remaining commercial space is occupied by retail uses, with 22% in office and 3% in industrial services (e.g., automotive service).²⁷²

Specifically within the Crossroads area, zoning consists of residential, commercial, mixed use zones, CBD, industrial, agricultural, institution and transit stations. In the areas around the transit station, the area is currently zoned for residential with smatterings of retail commerce and office space. According to Judy Freedman Breckon, Real Estate Director for the Purple Line, the state of Maryland through the Maryland Transit Administration is in control of acquiring the immediate easements around the station (that process is approximately 80% complete).²⁷³

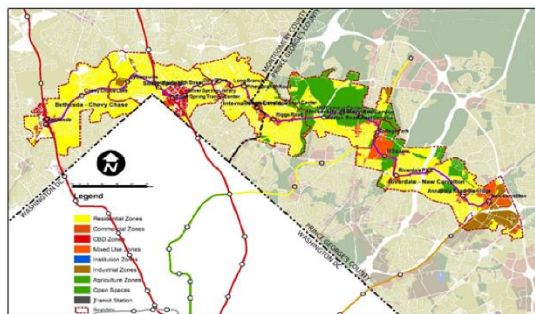


Figure F-2: Land Use Analysis along Purple Line Corridor

Source: NCSG analysis of Montgomery County, WMATA, and Prince George's County Data

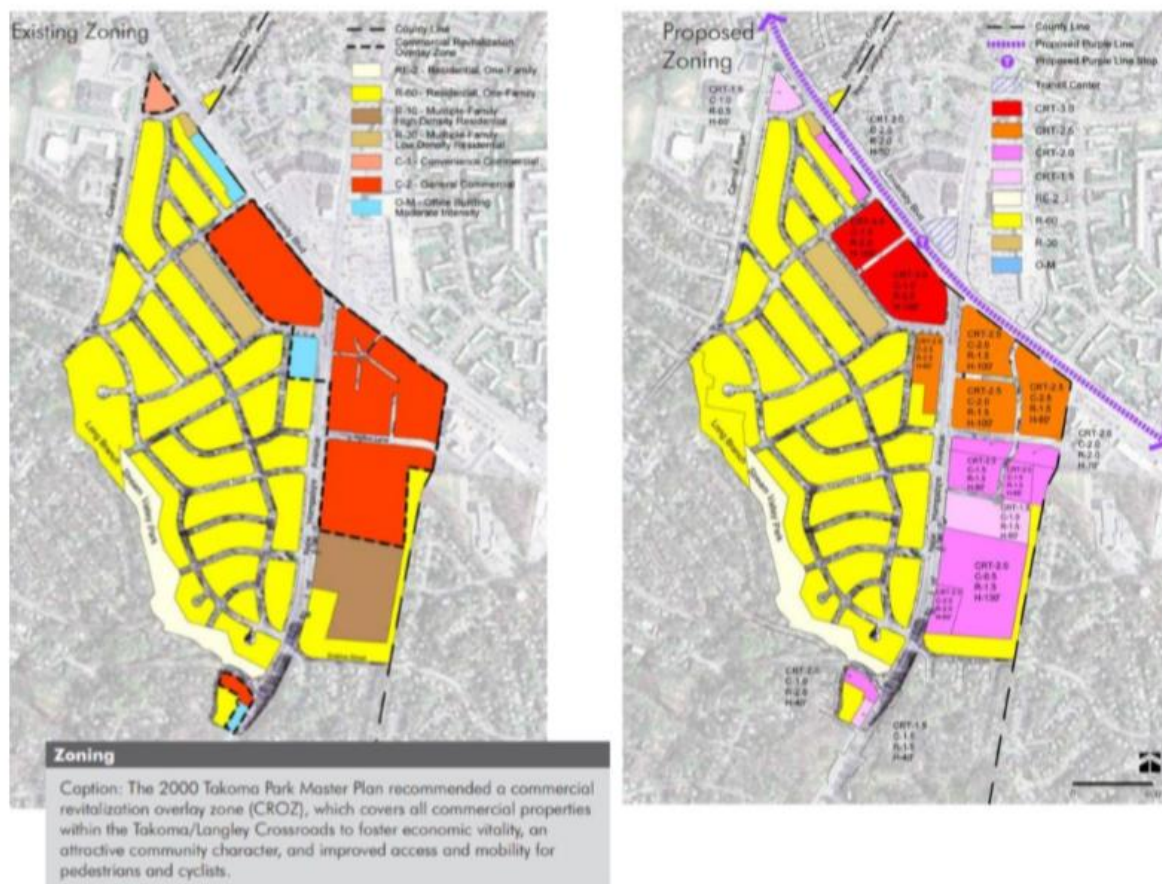
²⁷⁰ Takoma/Langley Crossroads Sector Plan, p. 24

²⁷¹ Ibid, p.25

²⁷² New Hampshire Avenue Corridor Concept Plan, p. 22.

²⁷³ Maryland Transit Authority, 2018.

The Purple line will run along University Boulevard and impacts the Crossroads with one station at New Hampshire Avenue and the other at Riggs Road. The Crossroads transit center opened in December 2016 and serves 12,000 customers every day.²⁷⁴ The station kicked off a major revitalization in the area, and also has served to better connect the community. The Joint Master Plan between Montgomery and Prince George's Counties outlines future areas of TOD around the Purple Line. The existing land use conditions include long-term construction on the Purple Line along the present transit center on University Boulevard. At present, “single-occupancy vehicle commuting is highest at the east and west ends of the corridor (though still below the metro area average).”²⁷⁵ Up to 690,000 vehicles drive on the most popular avenues (New Hampshire and University Boulevard) daily. And pedestrian foot traffic has doubled since the year 2000.²⁷⁶



Existing Zoning Uses

Zone	Description	Acreage
C-1	Convenience Commercial	1.12
C-2	General Commercial	29.8
R-10	Multiple-Family, High Density	5.6
R-30	Multiple-Family, Low Density	3.72
5-60	Residential, One-Family	60.72
RE-2	Residential, One-Family	6.64
O-M	Office Building, Moderate	3.46

Table F-1: Breakdown of Existing Takoma/Langley Crossroads Zoning

Source: Takoma/Langley Crossroads Sector Plan, Montgomery County.

The CRT Zones, are mixed use zoning that allows for maximum density of 1.5 FAR to 3.0 FAR. Current sidewalks and bike paths are not suitable enough for pedestrians. University Boulevard and New Hampshire Avenue in Langley Park are busy thoroughways that were designed for cars, with limited pedestrian crossings intervals. At any time of the day, pedestrians of all ages can be seen crossing outside of crosswalk areas. There is limited green space, lack of canopy coverage from the elements at bus stops, aside from the Transit Station which is very well designed for pedestrian and riders. The design of the Station provides coverage from the elements for pedestrians, improved safety and a central location while transferring buses rather than crossing six lanes of traffic, access to restroom facilities, lighting at night/safety.



Figure F-4: Streetview

Source: <http://urbanplacesandspaces.blogspot.com/2016/12/takoma-langley-crossroads-transit.html>

The station includes a small service building open from 7 am to 7 pm Monday through Friday and 8 am to 4 pm on Saturday and Sunday, with a very small waiting room, easy to access restrooms, a transit information rack, and a service window. There are bike racks to accommodate bike riders. The station is designed in an open air manor, with a metal canopy. There are 12 bus bays with seven currently active, each with signs denoting the bus lines stopping there, and some dynamic information display. Each bay includes a few seats, with dividers to discourage laying down, with clear glass back panels, and lighting. The stations provides protection from the elements better than most other regional stops.



Figure F-5: Renderings of a potential design for Riggs Station.
 Source: Purple Line, Art in Transit (puplelinemd.com)

Existing Conditions

The existing urban design conditions and streetscapes of the study area feature outdated mid-century strip mall design with facades that appear to be falling apart. There is a facade improvement program and advisory board currently established for the city of Takoma Park to help resolve this.²⁷⁷ The business buildings are generally low-rise and at the human scale, with most storefronts being three stories and below other than a large office building along New Hampshire Avenue. Due to this, there seems to be an opportunity for future developments to have buildings encroach upon the street and not seem too overwhelming for pedestrians. As it currently stands, the stores are separated from the streets and seems distant from the sidewalk, giving priority to the automobile.



Figure F-6: Left: Example of a mostly empty parking lot | Right: Takoma/Langley Crossroads signage currently half torn off

Another observation that supports this notion is that each time our group visited the study area, we saw there was an abundance of empty parking lots. It would be beneficial to have future parking moved behind the buildings or within garage structures, allowing for an opportunity to create new developments or provide for some temporary or permanent pedestrian-friendly

²⁷⁷ Facade Easement Grant Program. City of Takoma Park, Maryland.

programming in these spaces. Any interventions to these parking lots must be considerate of the impacts it will have on a business' customers and overall profits. University Blvd., New Hampshire Ave, and Riggs Road are each state highways with four to six lanes of traffic and lined with strip malls on the side. There is a lack of street trees and benches, but future plans in the sector plans of Takoma Park and Prince George's County show plans for green streets to be placed here. Due to the architectural style that was common during the time period they were built, a majority of buildings are made of concrete masonry unit. Many awnings feature metal roofing material, which is fire-resistant, durable, and good at load-bearing. The nature of the urban grouping led to many inconsistencies' in terms of building setbacks. Future developments should have uniform setbacks on major corridors, which go a long way towards a place's holistic feel.



Figure F-7: Locations of where some art murals are showcased

There is some iconic signage and wayfinding present in the study area such as: the Tick Tock Liquors clock, the Crossroads wall across the new transit center, and the fountain located inside Langley Park Plaza. According to the Washington Post, the fountain serves as an icon for immigrants as sometimes people come to take pictures by the fountain to send to their families back in their home countries showing that they made it to the United States.²⁷⁸ A shopping center along New Hampshire Avenue shows a Takoma Langley Crossroads sign that is torn up, lending itself to being a potential area for revamped signage. There are a few locations of public art and murals in the study area such as for example: along New Hampshire Avenue's fence, within La Union Mall, on the outside of some shopping centers, and along 15th Avenue next to Riggs

²⁷⁸ Washington Post, 2006.

Road. Many of these public art pieces celebrate nature, freedom, and pride in the Latino heritage and migrant culture that is present in Langley Park.



Figure F-8: Image of the fountain inside Langley Park Plaza



Figure F-9: Left: Signage of the former Tick Tock Liquors store. Right: Crossroads banners only on the south side of University Boulevard

Overall walkability and the pedestrian experience is not as pleasant as it can be in the study area. Along University Boulevard, there is some fencing in the medians to prevent jaywalking, as well as some Crossroads signage on the light posts. It is interesting to note that this signage appears only on one side of the street (the Montgomery County/Takoma Park side) and does not appear on the Prince George's County side. There is no true pathway connecting the northern side of Langley Park Villas to the Boys and Girls Club/Senior Center buildings as pedestrians have improvised by creating a dirt path.



Figure F-10: Left: A bench and trash can located by the Transit Center / Right: The dirt path from the Villas to the Elementary School

The new Takoma-Langley Transit Center has a much more modern design compared with the buildings surrounding it. The Transit Center is primarily steel frame construction with some wooden panels and marble material for the office space, some metal columns for support, and solar panels on the roof. There is also a bioretention area and trees within the core, and around the station there are some benches, trash cans, racks, and newspaper stands.

Langley Park bus stops register the highest ridership numbers in terms of fares paid and transfers made among all neighborhoods in the region that do not have metrorail service.²⁷⁹ Bus shelters have been moved inside the transit center, and currently there are 10 no plans for new ones to be built. The future purple line track will be largely at-grade along University Boulevard, and will replace the pedestrian median and fencing that is currently present. The purple line trains seem to feature bike storage spaces in the form of hooks that allow passengers to mount their bicycles vertically onto the walls of the train.



Figure F-11: Left: The bioretention area located within the Transit Center / Right: The office building located within the Transit Center

²⁷⁹ Maryland Transit Administration, MDOT.

Gaps and Potential Challenges

Some of the gaps identified in the study area are as follows:

- There is a lack of adequate public space around the station and in the study area
- There is a varying quality of sidewalk networks – neighborhoods to the east of New Hampshire Ave have good sidewalks but to the west it is lacking, disconnected neighborhoods
- There is a lack of pedestrian connection to Sligo Creek, Long Branch, and Northwest Branch Trail
- There is a lack of walking routes to the corridor from the neighborhoods south of University Blvd. which are at a higher elevation
- Many residents south of the corridor face the first-mile gap issue. This can be alleviated by providing more bus routes, bicycle infrastructure or accommodation (bikeshare, bike storage, bike racks)

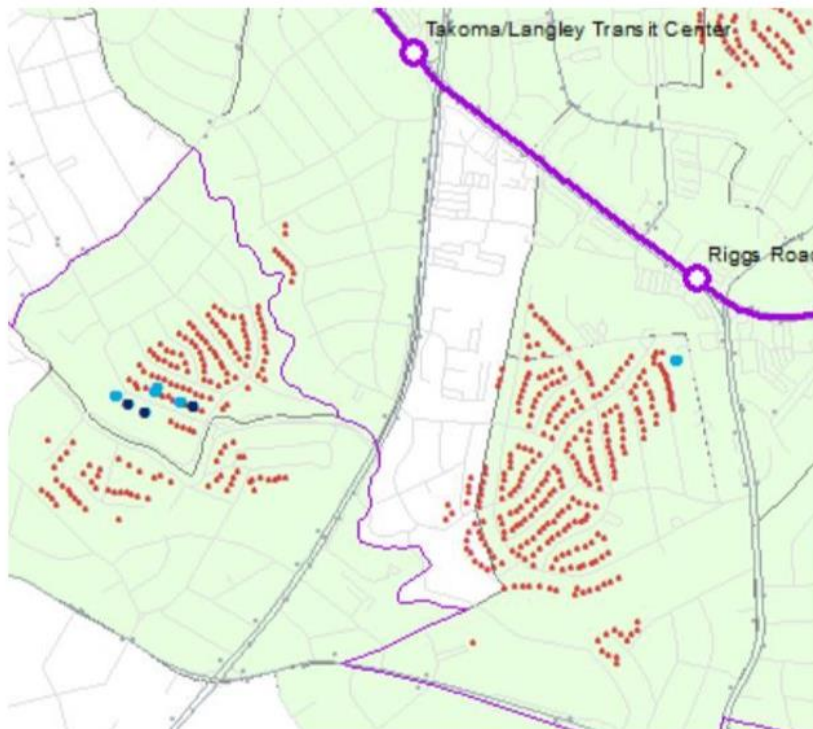


Figure F-12: Neighborhoods south of University Boulevard with first-mile gap issues
Source: National Center for Smart Growth, University of Maryland

- It is currently difficult to identify where the International Corridor begins and ends, but there is a potential to market and rebrand it differently
- There is no planned urban district along the International Corridor, particularly the section of University Boulevard between the proposed Takoma-Langley and Riggs road Purple Line station TOD areas

Some of the potential challenges that we identified were as follows:

- Dealing with several private developers, businesses, and landowners who may have different interests and agendas. For example, removing parking spaces may be seen by business owners as harmful towards overall profits
- How to update the streetscape without modernizing it too much and making it seem out of place
- Having the new streetscape celebrate the cultural heritage and history of Langley Park
- Pedestrian and road safety - There is a strong need for traffic calming to prevent speeding on the major roadways due to the high frequency of pedestrian and cyclist accidents

Green and Open Space

At present there is little in the way of green or open public space in the planning area. The Crossroads corridor has little green space, particularly open public parks, and that which does exist is adjacent to schools or other community facilities.²⁸⁰ While Sligo Creek Parkway, Long Branch Stream Valley, Northwest Branch Stream Valley Parks and the Pepco transmission line on the eastern edge of the study area make up an important green beltway at the edges and just outside of the Crossroad's study area boundary, connectivity from residential and commercial areas to these natural resources for outdoor recreation is poor.²⁸¹ Furthermore, the Pepco transmission line greenway lacks landscaping or other community amenities and experiences high rates of littering, leading to an unpleasant green environment. While there are many opportunities for local and visiting patrons to engage in shopping activities, there is a lack of spaces to linger in the corridor at present.

The plan area also lacks a significant presence of street trees. The International Corridor's tree canopy covers an approximate average of 14.5% of its land, although data from a 2009 study by University of Vermont researchers suggests that as much as 56% of the area's aggregate land is potential capturable.²⁸² Street trees contribute to traffic calming and shade. Individuals in the crossroads area were observed sitting under shopping center trees, even those in parking lots, to rest in the shade. The Montgomery County sector plan recommends increasing the tree canopy to covering 25% to 30% of its portion of the Crossroads commercial area, implemented by a comprehensive urban forestry strategy including planting new trees along streets and in existing neighborhood and surface parking areas, using native trees where appropriate, and utilizing street trees to create shade and reduce the urban heat island effect.²⁸³

According to the Crossroads Development standards set by the Takoma Park City Council, there are proposed open spaces and several proposed green streets. Some locations of these open spaces include south of University Boulevard across from the transit center, and along the boulevard next to 15th Avenue.

²⁸⁰ Prince George's County Plan, 2009.

²⁸¹ Ibid.

²⁸² University of Vermont, 2009.

²⁸³ Takoma Park, 2012.

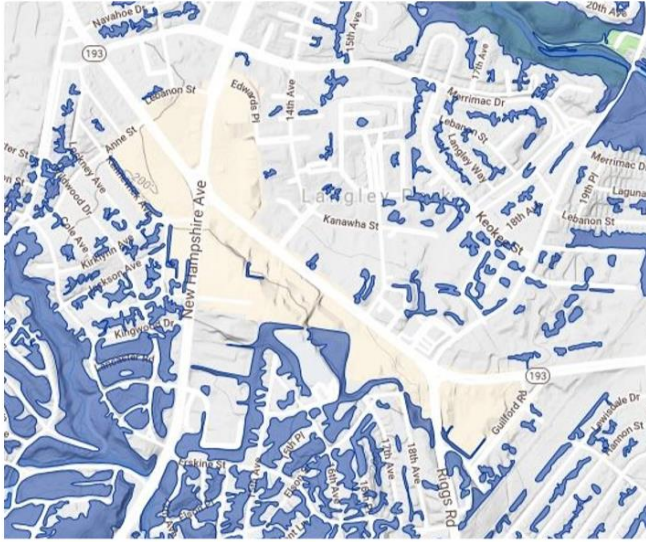


Figure F-13: Tree canopy coverage along the International Corridor, Areas highlighted in blue represent areas of coverage

Source: MNCPPC, Prince George's County 2009

Alleyways and drive-throughs are proposed to increase access behind buildings, and some of these can have displays for public art as well. According to the development standards, residential redevelopment projects are being required to provide land and park amenities as ‘all neighborhoods should contain a minimum of 40,000 SF of parkland with a small playfield, playground, and picnic spots.’²⁸⁴ The goal is to ensure residents are within a 10 min walk to a park by adding more playfields and creating a recreation hub around the community center, the school, and the boys and girls club. The strategy is to expand the community center into vacant space, and while a new gym is being built, school outdoor facilities may be programmed for residents to use.

Urban Design Vision and Guidelines

Both Montgomery and Prince George's Counties have laid out urban design goals in their respective sector plans for the Crossroads. Generally speaking they share several core goals:²⁸⁵

1. Reorienting streets in support of TOD (via complete streets)
2. Incorporate the multicultural and international milieu of the corridor into branding, spatial design and built form
3. Use placemaking to create new spaces for public life and community building
4. Encourage densities in key areas along corridor
5. Ensure appropriate transition between uses, massing and form through development standards and zoning

²⁸⁴ Crossroads Development Standards Presentation.

²⁸⁵ Prince George's, 2009 and Montgomery County, 2012.

While both Montgomery and Prince George's counties have expressed strategies for the realization of their urban design goals in their respective plans, guideline standards vary. To date there has not been a set of standards or guidelines that has guided urban form and design decisions in the greater International Corridor. However, there has been a great deal of development of guidelines in the interim period. The 2012 Takoma Langley Crossroads plan developed by Montgomery county produced design guidelines that same year, while a counterpart document is expected to be released by Prince George's county with its upcoming Zoning ordinance rewrite, which at present has stormwater design management and landscaping manuals.

The years after the approval of both sector plans also saw a great degree of municipal activity in the creation of design guidelines. Streetscape standards for Takoma Park's portion of the corridor. In 2012, the "New Ave," as the city has branded New Hampshire Avenue corridor including its portion of Langley Park, also produced streetscape guidelines that included provisions for public improvement and private redevelopment, prescribing particular plant palettes, street furniture, and even suggested color and material choices for such.²⁸⁶ These guidelines were updated in 2014, and further incorporated in the 2016 Takoma Park Streetscape Manual.²⁸⁷ Takoma Park has both a streetscape manual (2016) and a more specific urban design guideline manual for its "New Ave" district (2014), the zone under which Montgomery County's section of the TLC falls. These guidelines are robust, specifying and suggesting in turn specific types and particular models of street furniture, color schemes, varieties of trees and sidewalk widths in different urban environments that should be observed by developers and planners. Although its 2009 Takoma-Langley sector plan called for the creation of a set of similar guidelines, Prince George's county has not yet produced a streetscape manual specifying street furniture and other elements to this fine a degree. According to Scott Rowe, Prince George's County Community Planner, the county has moved away from using these guidelines, instead relying on a number of overlay zones that stack on top of other zones and modify their development requirements and land use standards. However, guidelines are expected with the release of the upcoming Zoning Rewrite for the County.

In service of its goal to create urban greenways, Montgomery county advanced several recommendations for reorienting existing street infrastructure and networks.²⁸⁸ While both counties focus on Crime Prevention Through Environmental Design (CPTED) as a major urban design tenet and strategy, Prince George's County makes it a core element of their streetscape improvements along University Boulevard in particular. Key CPTED concepts include passive surveillance of the street from adjacent fenestrations ("eyes on the street") and pedestrian-level lighting.

Both Montgomery County and Prince George's County organize portions of the Crossroads area in their jurisdiction into districts with character that should be encouraged and

²⁸⁶ 17 New Ave Streetscape Standards, 2014.

²⁸⁷ Takoma Park Streetscape Manual, 2016.

²⁸⁸ Montgomery County 2012.

incorporated into urban design.²⁸⁹ Montgomery County advanced plans for a “Crossroads District,” at the northeast boundary along University Boulevard and New Hampshire Avenue, envisioning it as the focus of Crossroads retail and commercial activity, enlivened by increased density, mixed uses and placemaking strategies.²⁹⁰ Prince George’s County focuses specifically on the two proposed Purple Line Station areas at New Hampshire Avenue and Riggs Road as TOD gateway districts, founded on similar principles (Prince George’s County 2009: 28). Although they proposed a “Ramblas” vision for University Boulevard as a multimodal arterial, under the current plan the area between these two gateways has no dedicated planning vision beyond broad design goals.²⁹¹ Thus an opportunity exists for the definition of an additional ‘district’, the realization of the “International Corridor” that has so characterized the area’s reputation and identity in recent years and will continue to do so moving forward. Furthermore, it is unclear whether the Ramblas and its envisioning of a pedestrian median is compatible with the development of the Purple Line along the corridor. Figures F-14 and F-15 illustrate the existing and proposed conceptions of urban districts in the Crossroads.

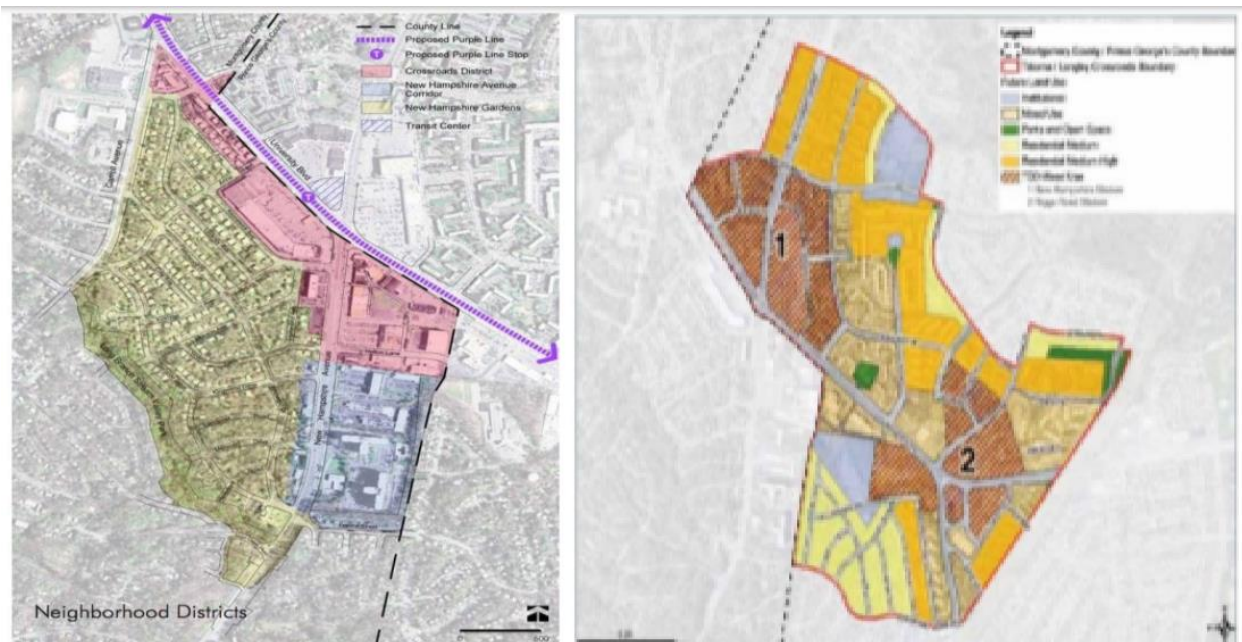


Figure F-14: Proposed districts for sections of TLC in Montgomery County’s Takoma Park (left) and Prince George’s County (right). A “Crossroads District” was proposed by Montgomery County, while Prince George’s did so for future mixed-use areas around the two proposed stations at New Hampshire Avenue and Riggs Road along University Boulevard.

Sources: Montgomery County Takoma-Langley Sector Plan (left), Prince George’s County Takoma-Langley Sector Plan (right)

²⁸⁹ Montgomery County 2012, p.59; Prince George’s County 2009, p.16.

²⁹⁰ Montgomery County 2012, p.57-58.

²⁹¹ Ibid.

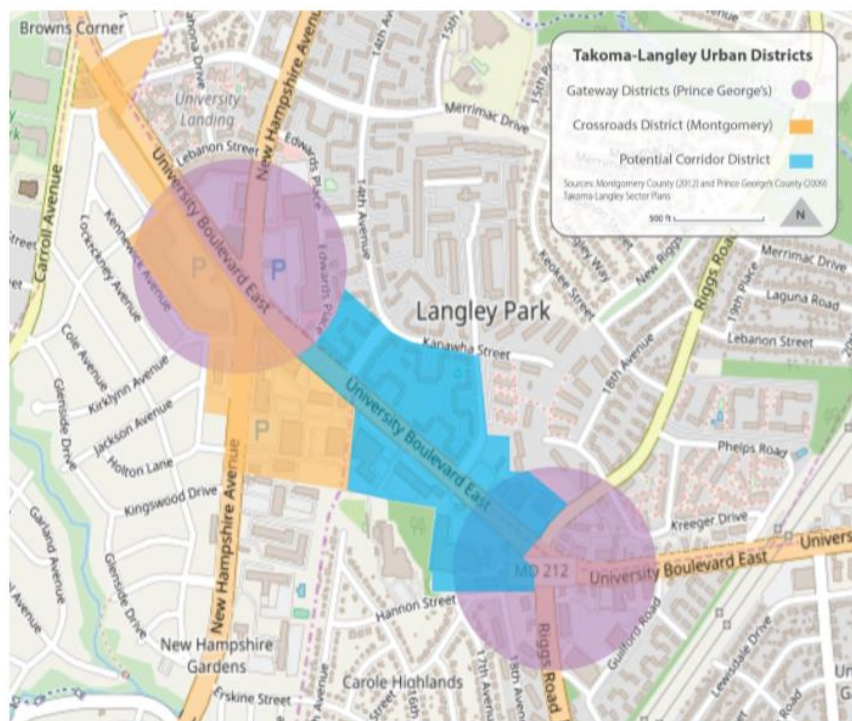


Figure F-15: Proposed International Corridor district overlaid on existing plans for TOD gateway districts (Prince George's County) and Takoma Park's Crossroads District (Montgomery County).

Source: Graphic created by study team. Data sources: Montgomery County Takoma-Langley Sector Plan, Prince George's County Takoma-Langley Sector Plan 16

Future Efforts

There are several efforts from the state, county, and local levels to further the design character and urban fabric of the Takoma and Langley Park study areas. To support urban design endeavors, Montgomery County and Prince George's County are marketing Sustainable Community Tax Credits for historic preservation projects. The Maryland National Capital Park and Planning Commission (M-NCPPC) is responsible for reviewing urban design submissions and streetscape criteria. According to the Purple Line Corridor Action Plan, the Commission is tasked with creating open green areas and memorable public spaces. Additionally, there is a desire along the corridor to develop brand identity by using public art on shelters, station fencing, and signs. The Purple Line Corridor Coalition (PLCC) and the National Center for Smart Growth (NCSG) are both supporting design competitions for public art and public space designs. At the county and state level, the Prince George's County Department of Public Works & Transportation (DPW&T) and the Maryland State Highway Administration (SHA) are responsible for providing recommendations with regards to greenways, trail connections, and sustainable stormwater management practices.

Crime Prevention Through Environmental Design (CPTED) is a concept discussed in each county's sector plans, and is a set of principles that seek to deter criminal activity through shaping the built environment.²⁹² CPTED includes: territorial reinforcement (low walls, private yards), natural surveillance (windows, balconies, porches, outdoor activity areas lighting), activity programming (festivals, farmer's market, recreation), access control measures (ensuring entrance visibility, traffic calming), and maintenance (public infrastructure, landscape). Pedestrian safety is something to be considered on the site as there are plans to widen the sidewalks along University Boulevard for the new platform installation requiring pull-off and layover areas.



Figure F-16: Left: Street sections showing a bike path SHA standards. Right: Photograph of Capital Bikeshare station located along New Hampshire Ave
Source: Prince George's County Sector Plan (left)

Another strategy is to widen the medians in the intersection to create a pedestrian refuge area with more ADA ramps, and to provide colored paint on the sidewalks to act as wayfinding and yield lanes for right-turning vehicles. Currently, there are no designated bike paths throughout the area and the narrow sidewalks do not present itself to being bicycle-friendly.

There is currently only one Capital Bikeshare station in the study area located along New Hampshire Avenue. The sector plans do show that there are plans to provide more bike racks, bikeshare stations, street lighting, and share lane markings (sharrows) for riders. The potential short-term solution to the bikeability problem is to provide a 5' bike lane with 6' wide sidewalk, eventually adding an 8' bike track with 2' landscaped buffer and 8' wide sidewalk.

²⁹² Takoma/Langley Crossroads Sector Plan Design Guidelines, p 18.

Appendix F1

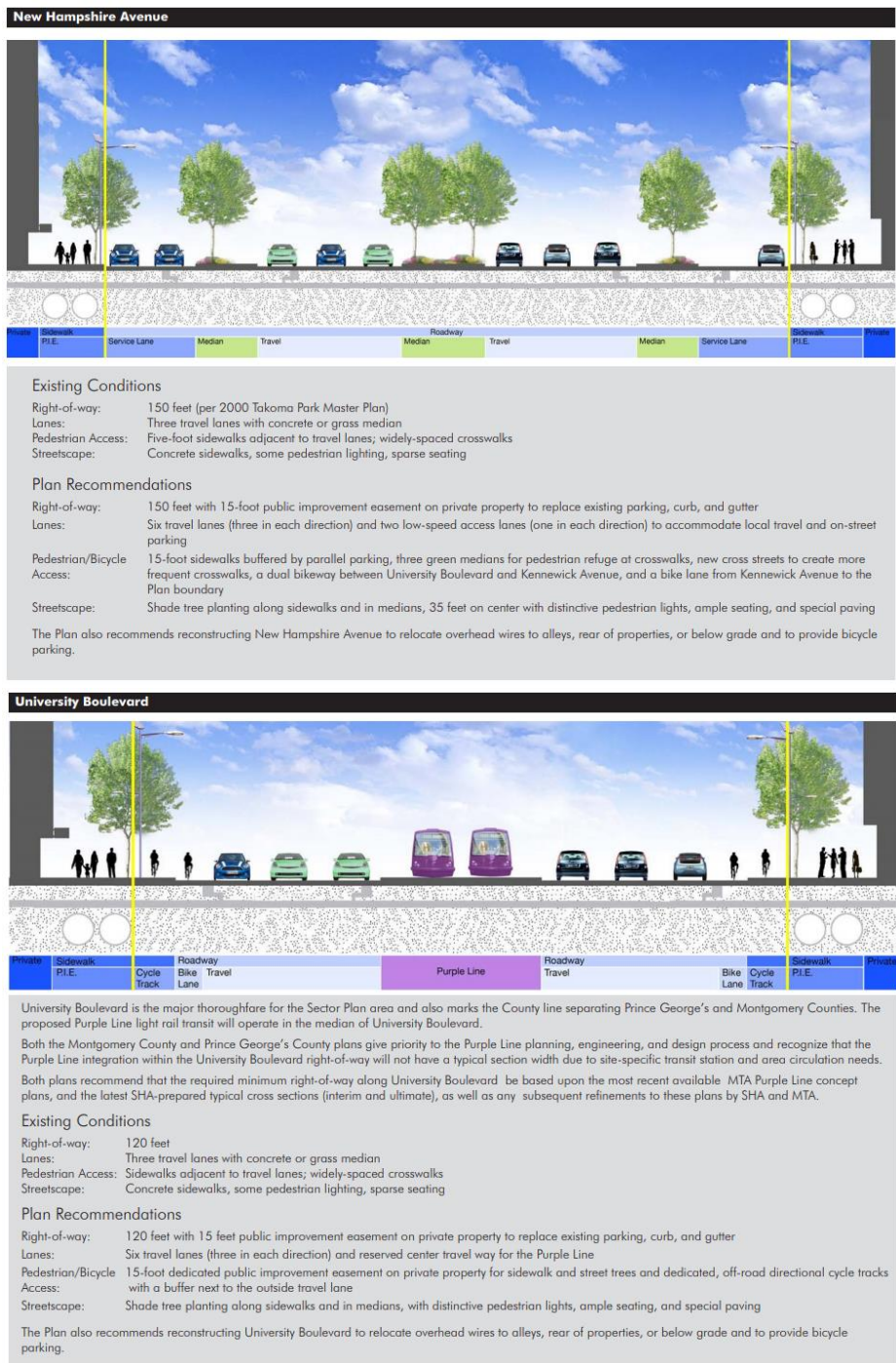


Figure F-17: Streetscape Existing Conditions and Plan Recommendations
Above: New Hampshire Avenue; Below: University Boulevard
Source: Takoma/Langley Crossroads Sector Plan, Montgomery County

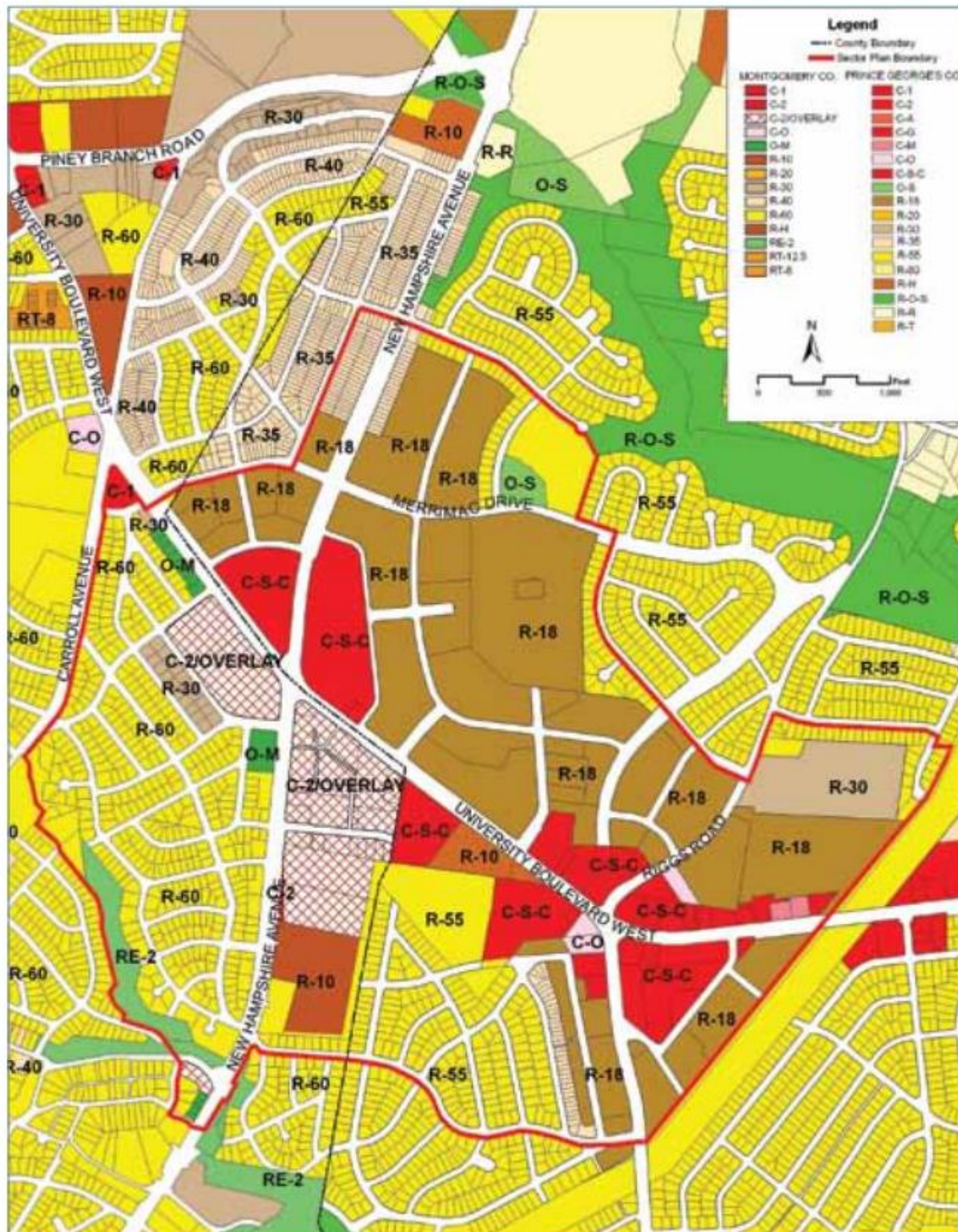
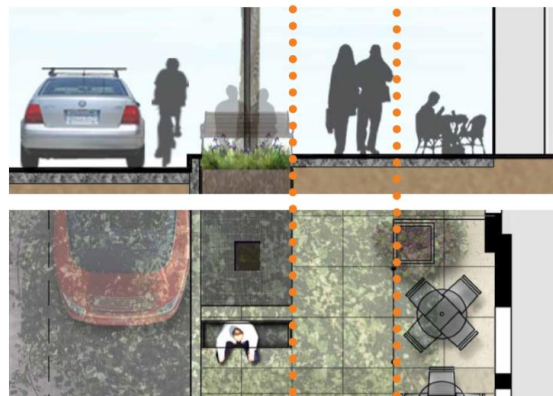
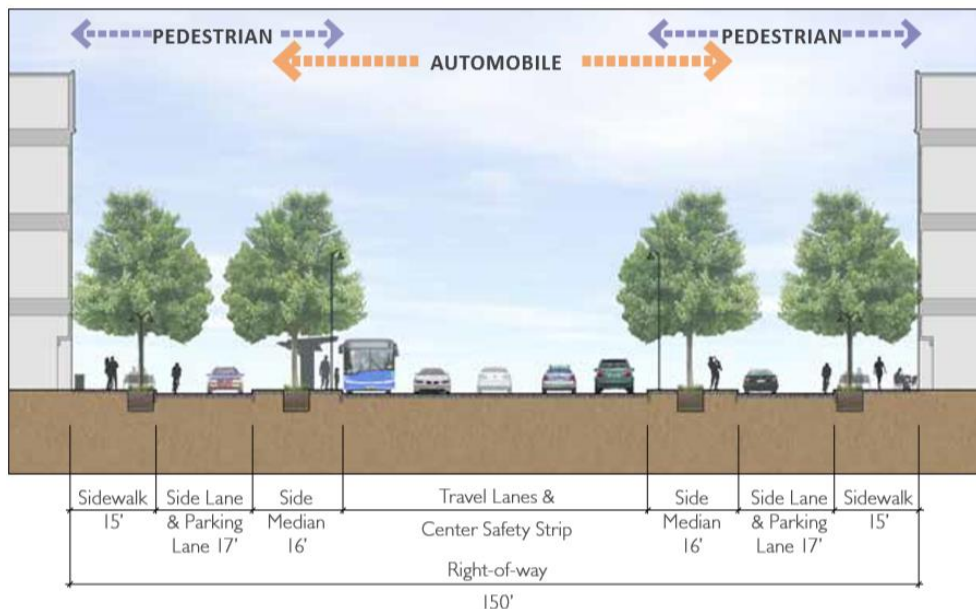


Figure F-18: Existing zoning for Takoma / Langley Crossroads
Source: Prince George's County, 2009



PLANTING AND FURNISHING ZONE 5' WIDTH	PEDESTRIAN ZONE 5' WIDTH	CAFÉ/ SHY ZONE 5' WIDTH
» Special Paving or Permeable Paving	» Scored Concrete Paving	» Specialty Paving
» Trees/Low Impact Development (LID)	» Clear Area for Movement	» Tables/Chairs
» Trash & Recycling Receptacles	» Americans with Disabilities Act (ADA) Compliant	» Planters
» Bike Racks/ Benches		» Benches
» Lighting/Signage/Kiosks		» Trash & Recycling Receptacles
		5



New Hampshire Avenue Multi-Way Boulevard as Envisioned in the Concept Plan

Figure F-19: Cross-sections of multi-way boulevard concept from New Ave Streetscape Standards (2014).

Above: Sidewalks are divided into multiple pedestrian zones for both active and passive uses. Dual median strips provide buffering of sidewalk from the heavy traffic volume lanes, while reducing crosswalk distance across entire corridor for pedestrians

Below: Rendering depicts a segment of New Hampshire avenue with both a main thoroughfare and service lane.

Source: City of Takoma Park, New Ave Streetscape Standards, 2014.



Figure F-20: Takoma-Langley Crossroads Transit Center Rendering

Source: <http://beyonddc.com/images/blogimages/takomarendering.jpg>

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