



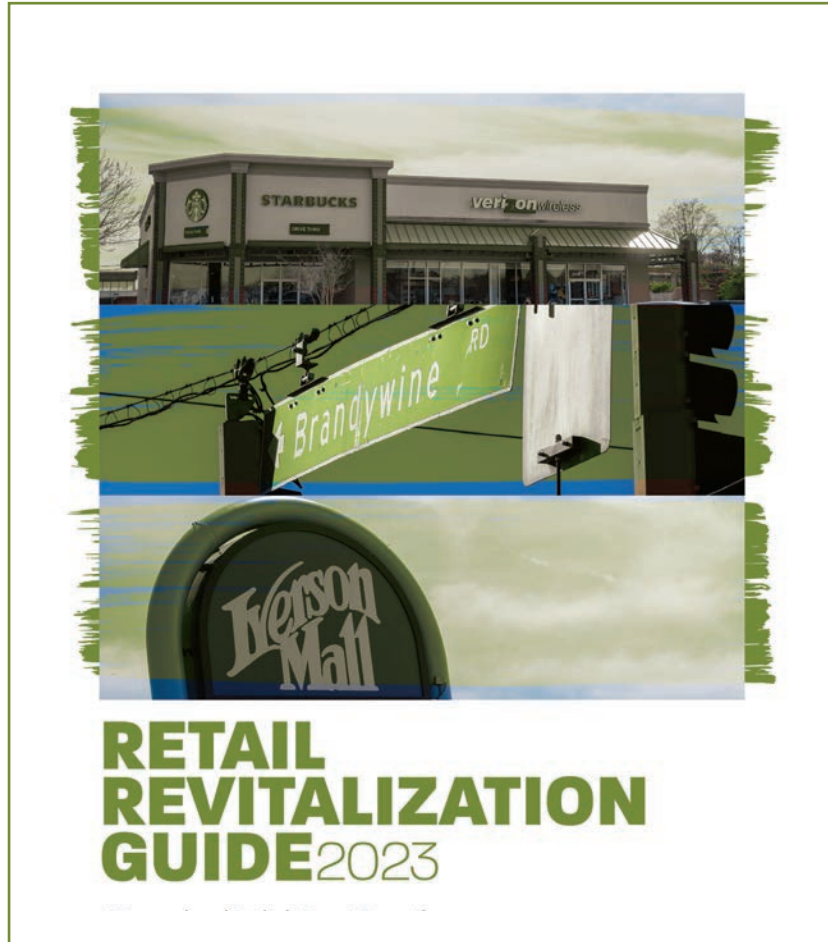
RETAIL REVITALIZATION REPORT²⁰²³

A Research and Analysis Report Supporting
Prince George's County's Retail Revitalization Online Guide

Abstract

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This report provides the analyses that inform the Prince George's County Retail Revitalization Online Guide. The online guide is an interactive tool to encourage reinvestment into surplus languishing, older retail properties unable to meet current and future market demand. This report also summarizes local, regional, and national economic and market conditions, the existing zoning framework, and typical retail typologies along the Branch Avenue/MD 5 Corridor, the focus area of study. It also incorporates revitalization strategies, example case studies, and conceptual application of revitalization strategies for five sites along the corridor.



November 2023

The Maryland-National Capital Park and Planning Commission

Prince George's County Planning Department

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The Commission has three major functions:

- The preparation, adoption, and, from time to time, amendment or extension of the General Plan for the physical development of the Maryland-Washington Regional District.
- The acquisition, development, operation, and maintenance of a public park system.
- In Prince George's County only, the operation of the entire county public recreation program.

The Commission operates in each county through a Planning Board appointed by and responsible to the County government. All local plans, recommendations on zoning amendments, administration of subdivision regulations, and general administration of parks are responsibilities of the Planning Boards.

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Woodyard Crossing Shopping Center, Branch Avenue corridor (Source: M-NCPPC)
Brandywine and Woodyard Road, Branch Avenue Corridor (Source: M-NCPPC)
Iverson Mall retail establishment, Branch Avenue corridor (Source: M-NCPPC)

Section 1

Executive Summary

1.1. Project Overview

In May 2022, The Maryland-National Capital Park and Planning Commission engaged Streetsense (The Consultant), a Washington, D.C.-based consultancy, to create an interactive online tool aimed at encouraging reinvestment into surplus languishing, older retail properties unable to meet current and future market demand. The County's 2017 Competitive Retail Market Strategic Action Plan recommended the online guide to provide a resource for investors and retail decision-makers.

Informing the online guide was a 10-month process, including robust stakeholder engagement, various analyses, and the production of an online retail revitalization guide. This report summarizes local, regional, and national economic and market conditions, the existing zoning framework, and typical retail typologies along the Branch Avenue/MD 5 Corridor, the focus area of study. It also incorporates revitalization strategies, example case studies, and conceptual application of revitalization strategies for five sites along the corridor. The following executive summary provides key takeaways from each component informing the online retail revitalization guide.

1.2. Stakeholder Engagement

Informing this process were numerous stakeholder discussions with property owners and managers along the Branch Avenue Corridor and elsewhere in the county; commercial investors and brokers familiar with the Prince George's County market; local retail, commercial, residential, and mixed-use developers, a land use attorney specializing in property reuse and redevelopment in Prince George's County; and public sector officials and staff from Prince George's County Economic Development Corporation, the Office of the County Executive, the County Redevelopment Authority, and the County Planning Department.

Each stakeholder provided unique insight into their partnerships with the County; experience with County processes; issues, real and perceived, hindering reinvestment into commercial retail property; and ways an online tool could enable retail revitalization along the Branch Avenue Corridor and similar corridors in the county.

Notably, stakeholders, especially those who have grown their businesses in the County, reported strong County interest in enabling property improvement and redevelopment through partnerships, incentives, and updated zoning regulations. The stakeholders described the challenges and risks associated with property improvement and the attraction of higher-quality tenants (when there is a lack of higher local rent comparables to justify improvement costs), intense regional competition and incentive packages, local spending leakage, and a perception of a lack of local discretionary spending and crime. They also expressed a need for the County to create a more efficient way to inform property owners and developers about local spending and revitalization possibilities and connect more easily with the resources needed to spark property improvement.

1.3. Key Findings

ECONOMIC & MARKET ANALYSIS

Previous market studies have consistently shared two messages. First, the County is oversupplied with retail and commercial space (as evidenced by an 87 percent occupancy rate), and the proliferation of non-retail uses along the corridor. Second, despite this oversupply, many affluent customers and new high-income earners living in the County have a demand for place-based shopping experiences, premium necessity goods, and specialized consumer services that are not being met by local businesses.

The Branch Avenue Corridor, an approximately 15-mile stretch of road between the border of Washington, D.C., and Brandywine is not monolithic. Market opportunities for new development differ markedly between sections of the corridor, particularly between the two submarkets considered - northern Branch Avenue and southern Branch Avenue. While no specific barrier delineates these two submarkets, there is a distinct shift in population density, housing type, and retail offerings that begins around the southern border of Joint Base Andrews.

FOR THIS ANALYSIS, KEY FINDINGS INCLUDE:

Significant new housing pipeline with margin impact on existing demand

With 9,838 new housing units slated for full buildout in the next 10 years near the corridor, the market is seeing robust investment in housing development. While these numbers are impressive, changes in spending habits, shifts toward online shopping, and existing competition in the marketplace mean that new housing units will not generate significant demand for new retail square footage, particularly given the existing oversupply in the market.

Targeted opportunities for higher-quality tenants

The existing retail offerings are not well-aligned with the spending habits of high-income earners or the development pipeline of higher-end housing units (concentrated in and around Westphalia in the east and far south of the Capital Beltway) slated for the market. The new housing will increase the demand and opportunities for top-quality tenants, particularly in prime locations, as a replacement for existing retail offerings.

Value-oriented, income-producing retail already occupies many prime locations

These sites represent opportunities for upgrades and/or repositioning in partnership with owners. A physical scan of the market reveals a diverse set of commercial assets, with those in the most accessible and prominent locations already meeting the needs of value-oriented consumers. These assets provide cash flow for owners, many of whom are institutional investors that are less likely to attempt redevelopment of properties with positive cash flow or be pioneers in the market. In addition, the conditions and co-tenancies at these existing locations hamper the County's efforts to attract retail and commercial tenants looking for high-quality sites.

Preferred tenants are finding competitive districts in nearby areas that meet their site selection standards and co-tenancy needs and allow them to service the Prince George's County customer

In addition, existing shopping areas have co-tenancies that fail to align with the needs of today's most popular tenants – many of whom find that they can effectively tap the buying power of Prince George's County residents by locating near, but not in, their communities.

Homegrown talent and developers are often the ones leading the charge

We cannot forget the long and painful legacy that race has played in many underserved markets. Overcoming the longstanding reluctance of retailers and site selection decision-makers can sometimes be an uphill battle. We have observed that many successful new developments in the market are led by homegrown developers who understand the market and know that market perception is often different from market reality.

1. 4. At-A-Glance Market Demand Overview

RETAIL | While the market is oversupplied with available retail space, there are distinctions in opportunities between the two submarkets. In the southern submarket, there is leakage in retail categories (grocery stores are one exception). Local household spending at clothing and furniture stores is 60 percent higher than amounts spent at local retailers and 30 percent higher than amounts spent at local food and beverage establishments. The expenditures leaving the southern area annually amount to \$4.1 million in furniture spending, \$13.8 million in clothing and apparel spending, and \$38.8 million in food and beverage spending. In the northern submarket, 60 percent of local household spending is not spent at local restaurants, totaling a \$47.2 million gap. The area has few sit-down restaurants relative to the population and overall spending.

HOUSING | Housing demand remains robust, with opportunities to meet the demand for high-quality multifamily rental near Metrorail stations. These areas in northern Branch Avenue, especially around the two Metro stations, represent ideal opportunities to fill that void and take advantage of a robust residential market. There is also a growing need for high-quality senior housing facilities, including assisted living. Over the next five years, the over-65 population is expected to grow from 16 to 19 percent, with the largest concentration of seniors in the middle and southern portions of the corridor.

CULTURE, ARTS, AND ENTERTAINMENT | Existing entertainment venues along the Branch Avenue Corridor are limited. Nearby competitive areas, including the National Harbor, make it difficult for large-scale venues to gain a foothold. However, smaller-scale neighborhood venues are poised to meet the needs of the growing demand from existing residents and new residents.

FOOD INCUBATORS: COMMERCIAL KITCHENS AND GHOST KITCHENS | Commercial kitchens are cooking spaces optimized for food preparation and delivery rather than serving customers on-site, like a restaurant. These spaces are often called food incubators when they are developed to support entrepreneurs. Ghost kitchens are often small-scale spaces that provide food delivered directly to consumers. CBRE Group, Inc. projects that ghost kitchens will comprise 21 percent of the national restaurant industry by 2025 – reflecting an explosive growth in the popularity of delivery apps.

**OFFICE &
MEDICAL OFFICE**

The overall uncertainty of the commercial office market will likely continue for the foreseeable future, effectively eliminating significant demand for new speculative office products. Currently, government tenants dominate office tenancy. A new product that is purpose-built for potential Federal government tenants would need to occur on an opportunistic, rather than speculative, basis. Notably, the demand for “medtail,” or medical retail that includes medical offices and healthcare or urgent care tenants, is increasing. Nationally, leasing to medical tenants rose from 16 to 20 percent between 2010 and 2020. Medtail uses have been shown to increase foot traffic for other tenants and are increasingly attractive to owners looking to fit retail vacancies.

HOSPITALITY

Hospitality demand—including a need for overnight stays from visitors to MedStar Health Medical Center and Joint Base Andrews—and the construction of more than a dozen new hotels in the last decade, coupled with a strong occupancy rate relative to industry benchmarks, suggest a stable sector. However, business-based travel is expected to return at a slower rate than leisure-based travel.

**INDUSTRIAL USES:
LAST MILE, LOGISTICS,
AND PUBLIC STORAGE**

One of the top drivers of the spike in demand for industrial uses is the increased reliance on e-commerce throughout the pandemic and the most challenging “last mile” delivery. The proximity to the Capital Beltway and consumer markets will continue to offer opportunities for various last-mile distribution typologies. In addition, the Prince George’s County Council passed CB-11-2023 establishing conditions for the development of storage facilities.

1. 5. Zoning Summary

The new Zoning Ordinance, adopted in April 2022, is a critical step in the right direction. It encourages more walkable, mixed-use environments through increased flexibility, simplification, and the introduction of a more robust set of by-right uses that includes residential uses (they were previously restricted from nonresidential zones). As a result, there are now meaningful opportunities to introduce land uses not typically seen in a traditional retail context. Non-traditional uses, including, but not limited to, urban agriculture, ghost kitchens, and food and beverage production, have market potential in the Branch Avenue Corridor and are permitted in the new Transit-Oriented/Activity Center Zones and Nonresidential Base Zones. Introducing more alternative land uses with other in-demand uses, including a variety of residential options, assisted living, and healthcare, may result in a mix of uses that harmonize into distinct places with distinct offerings.

Moving forward, right-sizing retail and attracting higher-quality retail will depend mainly on introducing residential uses in commercial areas, as it will justify the market and make it less risky for nonresidential tenants to consider the County's commercial corridors for their next location. New residential development may replace commercial development entirely or be a piece of a mixed-use product to justify the cost of construction. Contributing to potential cost savings are decreased parking requirements and flexible parking configuration options. Further, with the addition of residential development in places such as the Nonresidential Base Zones, right-sizing retail can be better achieved. In the CS and CGO zones, for example, redevelopment of small commercial sites to a modest, full residential product is encouraged. Larger commercial sites north of the Capital Beltway in these zones have fewer prescriptive requirements than Transit-Oriented/Activity Center Zones and may be able to justify mixed-use redevelopment where demand exists.

1. 6. Retail Revitalization Guide

The Retail Revitalization Guide is an online interactive tool that elicits interest and leads from investors and retail decision-makers. The guide offers users insight into five key areas:

- 1 a framework for understanding the range and variety of *revitalization strategies* available to investors;
- 2 deep-dive *market information* for a variety of use categories to aid in programming decisions and investor decision-making;
- 3 an overview of typical *retail typologies* that reflect the on-the-ground conditions of properties;
- 4 successful national and local *case studies* for inspiration; and
- 5 *conceptual plans, developed by the Streetsense Urban Design team, for five pilot sites* along the Branch Avenue Corridor that aim to offer investors a concrete vision for market-informed redevelopment that is also compliant with the new zoning framework

REVITALIZATION STRATEGIES

Existing retail space within the County may suffer from vacancy, frequent tenant turnover, difficulty attracting new tenants that serve a different customer base, or any combination of these issues. Revitalization strategies including reprogramming, renovating, repurposing, retrofitting, and redevelopment, allow stakeholders to reimagine retail assets to reduce uncertainty and achieve greater return on investment. Each strategy is described as follows:

Reprogramming involves low-risk, cost-effective, and quick improvements to enhance a property's appearance and functionality. Reprogramming includes tactical urbanism interventions, including temporary events, murals and art installations, pop-up markets, food trucks, painting, and low-cost landscape improvements, such as movable planters, temporary structures, catenary lighting, signage, and wayfinding that support temporary events.

Renovating involves minimal-risk improvements, like landscaping, revamping a parking lot, or renovations and updates to signage and wayfinding that are made to a site involving moderate investments to stabilize the asset financially and bring it back to baseline conditions for existing and future tenants.

Repurposing is re-using existing structures and infrastructure for new uses, including non-retail uses in former retail spaces.

Retrofitting includes modifications to an existing site that require changes to the building envelope and site layout to accommodate new and different uses.

Redevelopment projects are leveraged to assemble new properties and open space to accommodate new uses, buildings, and infrastructure and improve a site's economic productivity.

RETAIL TYPOLOGIES

Using the U.S. Shopping Center Classifications as a base, the Consultant Team identified and defined nine distinct retail typologies commonly found in the county. Each retail typology includes a general size, trade area, number of tenants, common attributes, and potential revitalization strategies.

CASE STUDIES

Regional and national case studies that exemplify the broad spectrum of reprogramming, renovating, repurposing, retrofitting, or redeveloping existing retail space were gathered and analyzed. The assets in each case study are diverse in the original character of the assets, the type of conversion that took place, and how that conversion took place. This diversity is essential as the commercial assets along the Branch Avenue Corridor range in quality, size, design, and functionality. While not direct analogs, the case studies are meant to provide a framework for reimagining existing retail space in the County.

PILOT SITES

Revitalization requires balancing market, site, and regulatory opportunities and constraints. The Consultant Team developed various revitalization concepts for five privately-owned locations along the Branch Avenue Corridor to offer inspiration. The initial concept for each site includes a combination of low to medium-impact strategies: reprogram, renovate, repurpose, and retrofit. The second concept employs the redevelopment strategy and considers zoning and market opportunities. Each concept is only meant for inspiration and is not an actual development plan.

Section 2

Economic Market Trends



SOURCE: M-NOPPO

Prince George's County and the Branch Avenue Corridor attract federal agencies looking to move their offices to markets outside of Washington, D.C.

IN PRINCE GEORGE'S County, the Branch Avenue Corridor stretches from the border of the southeast quadrant of Washington, D.C., south to the border of Charles County. The Branch Avenue Corridor and surrounding area are dynamic and diverse. They are home to multiple large institutions, including Joint Base Andrews, the MedStar Health Medical Center at Brandywine, and several federal agencies.

The Washington metropolitan area has experienced tremendous growth and change over the past decade. The federal government drives the economy, representing 21 percent of all employment in the region. The metro area has steadily grown primarily because of the federal government's presence and the related industries that serve federal agencies.

As land in Washington, D.C. grows increasingly expensive, federal agencies have been looking to move their offices to less expensive surrounding markets. Prince George's County and the Branch Avenue Corridor are among the markets that have benefited from this trend. Many federal agencies, including the U.S. Census Bureau, the Bureau of Economic Analysis,

and most recently, the Department of Homeland Security, have moved their office headquarters to the corridor. However, because of COVID-19 and the growth in remote work, many of these offices are at approximately 40 percent daily capacity.

Joint Base Andrews is a 6.9 square mile military facility with national security responsibilities and is widely known as the home base of Air Force One. The base is designed to be self-sustaining, with a post office, gas stations, library, food court, Starbucks, and several golf courses and driving ranges on site. Joint Base Andrews has a resident population of over 3,300 people housed within the Liberty Park at Andrews residential community of single-family homes and apartment-style townhomes¹. The residential community features a suite of neighborhood amenities, including manicured green space with walking and biking trails, a 24-hour fitness center, an outdoor pool and clubhouse, tennis courts, basketball courts, and numerous playgrounds. The base also has an award-winning charter school that serves school-age residents.

¹ U.S. Census Bureau, American Community Survey, 2020.

2.1. Access and Mobility

Branch Avenue is bifurcated by I-495, the beltway circling Washington, D.C. There are two Metrorail stations north of the Branch Avenue Corridor. Naylor Road Metro Station is located at the border of Washington, D.C., and the Branch Avenue Metro Station is in Camp Springs, making the area highly accessible by car and public transit. These Metro stations are significant assets that provide direct accessibility to downtown Washington, D.C. employment hubs and are not being maximized to their full potential. Areas to the south are very car-dependent, with very few public transit options.

The areas surrounding the Branch Avenue and Naylor Road Metro Stations are less pedestrian and bike-friendly than areas surrounding Metro stations in Washington, D.C. While Washington, D.C., has a walk score of 77 and a bike score of 70, Hillcrest Heights has a walk score of 60 and a bike score of 37, and Marlow Heights has a walk score of 60 and a bike score of 43. Areas further south of Branch Avenue are even less accessible, with Camp Springs' walk score at 22 and bike score at 28, and Clinton possessing a walk score of 13.²

2.2. The Impact of COVID-19 on How We Live, Work, and Play

In the aftermath of the pandemic, consumers have changed how they live, work, and play. One of the most impactful changes was the increase in remote work. This trend continues to evolve as employers look for an approach that balances in-office presence and flexibility of remote work.

Although the long-term impact of remote work is unclear, work environments going forward will differ significantly from pre-COVID-19 work environments. Remote work for white-collar office workers shifts daytime populations from downtown areas to local communities, giving consumers more flexibility in their lives. Many consumers are choosing to move from major cities to less dense regions, seeking affordability and a better quality of life.

Washington, D.C., recently ranked as the top major city for working from home, with 48 percent of District of Columbia employees and 38 percent of metro area employees working remotely.³ This statistic has drastically changed the downtown office market, which is experiencing a 19.9 percent office vacancy rate. The visible drop in daytime populations has negatively impacted retail and downtown restaurants.⁴

Prince George's County is positioned to take advantage of these trends due to its location on the periphery of Washington, D.C., potentially attracting residents who are no longer tied to their offices. However, those potential residents will expect the conveniences they have grown accustomed to in urban environments, including walkability and nearby retail, amenities, and services. The Branch Avenue Corridor possesses some of these fundamental elements but needs to improve upon others to attract remote workers looking for a vibrant mixed-use environment. With 60 percent of the Branch Avenue Corridor's residents working in white-collar jobs, many residents who commuted five days a week pre-COVID-19 are likely working from home a few days a week. If the options exist, the increase in the daytime population in the Branch Avenue area creates new opportunities to capture lunchtime spending.

Consumers no longer shop for goods at the frequency or for the duration they used to. Today's consumer is looking for a spectrum of offerings in a single place: food and beverage, entertainment, and shopping on evenings and weekends, in addition to daily destinations for fitness, wellness, services, and community.

² "Living in Clinton," accessed 2022, <https://www.walkscore.com/MD/Clinton>.

³ "D.C. Was the Top City for Remote Work in 2021, Census Data Shows," Washington Post, September 15, 2022, <https://www.washingtonpost.com/dc-md-va/2022/09/15/dc-work-from-home-census/>.

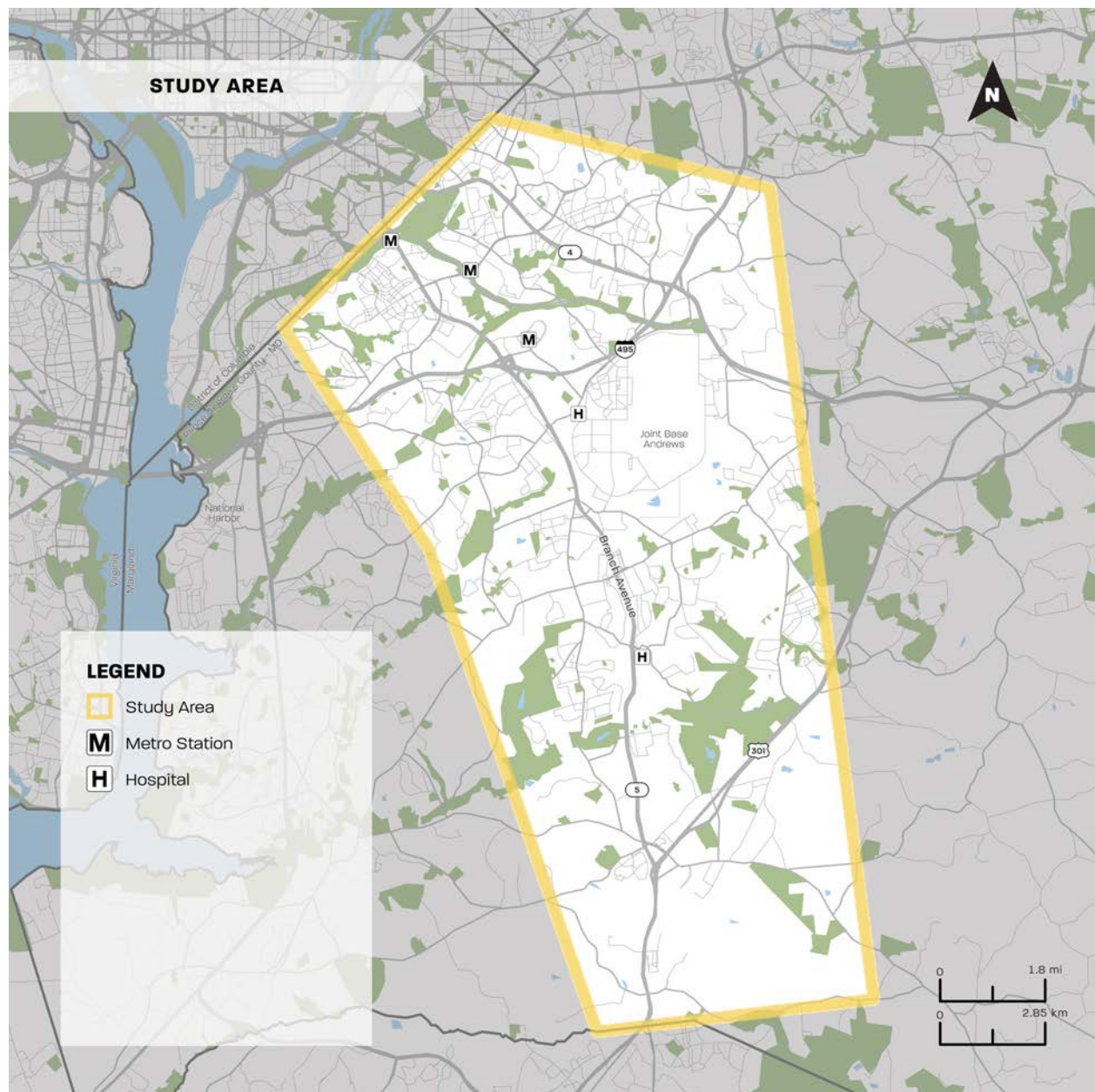
⁴ "Washington DC Office Market Figures Q2 2022," CBRE, July 1, 2022.

2.3. Demographic Trends

To understand the impact of the changing landscape on the Branch Avenue Corridor, we first must understand the people currently living in the area and how that will change over the next five years.

For this study, Streetsense defined the “Branch Avenue Corridor study area” spanning five to six miles on each side of Branch Avenue, as depicted in the map below. The study area includes the communities of Clinton, Suitland, Hillcrest, Marlow Heights, and Brandywine, among others. The following demographic analysis is based on a Streetsense analysis of Sitewise, ESRI, and U.S. Census Bureau data.

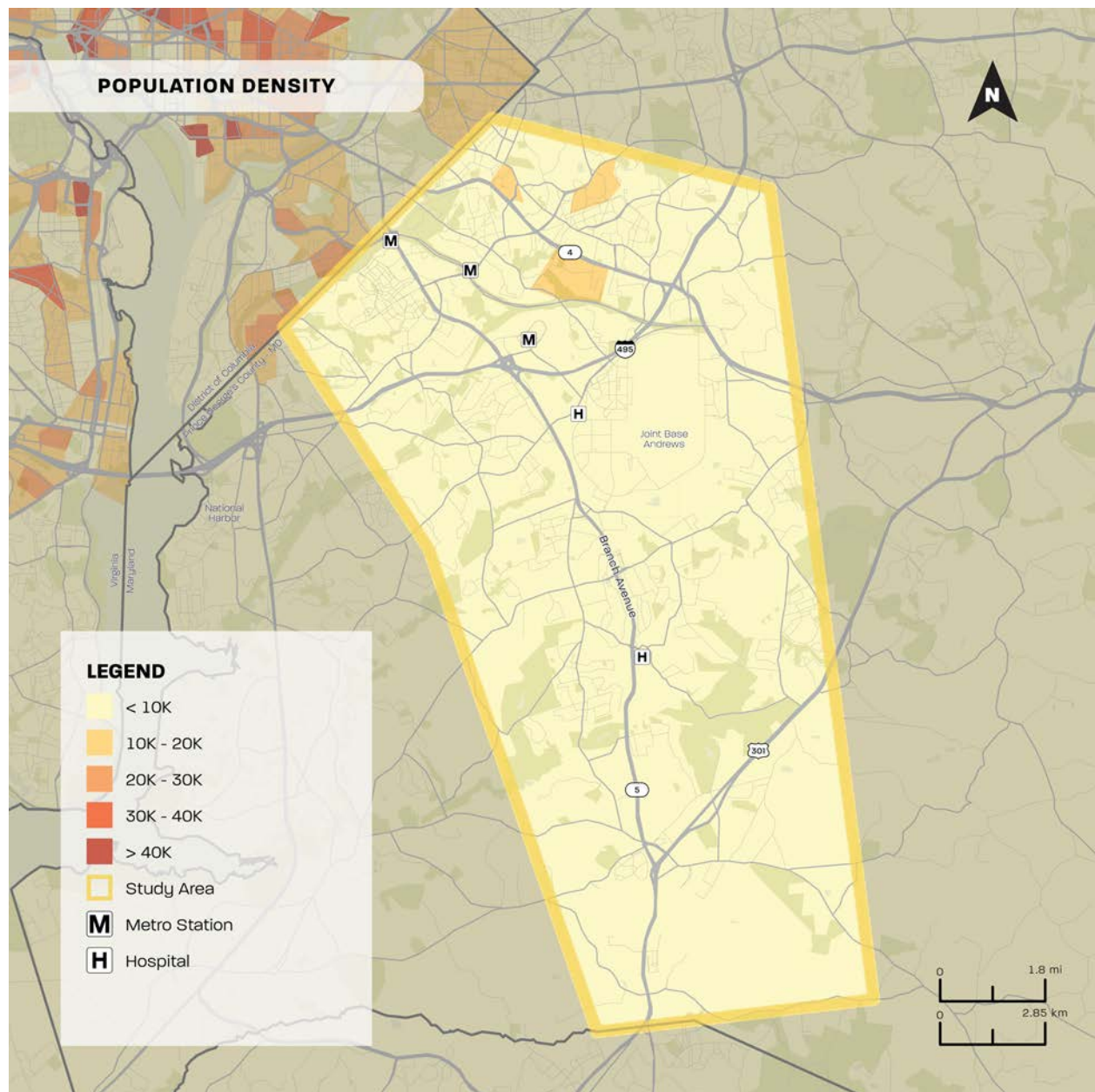
Map 1. Branch Avenue Corridor Study Area



As of 2022, 196,040 people live within the Branch Avenue Corridor, representing 73,595 households. Over the next five years, the population in the study area is projected to grow by 4 percent to 203,835.⁵

The population density in the corridor is generally lower than that of neighboring Washington, D.C., with population density dropping just across the border near the Naylor Road Metro Station. Most of the density is concentrated in the northern portions of the corridor closest to the District of Columbia border near the Naylor Road and Branch Avenue Metro Stations, encompassing Hillcrest/Marlow Heights and apartment developments in Suitland and Temple Hills. South of the Capital Beltway and Temple Hills, the population becomes far less dense as single-family homes become more prevalent.

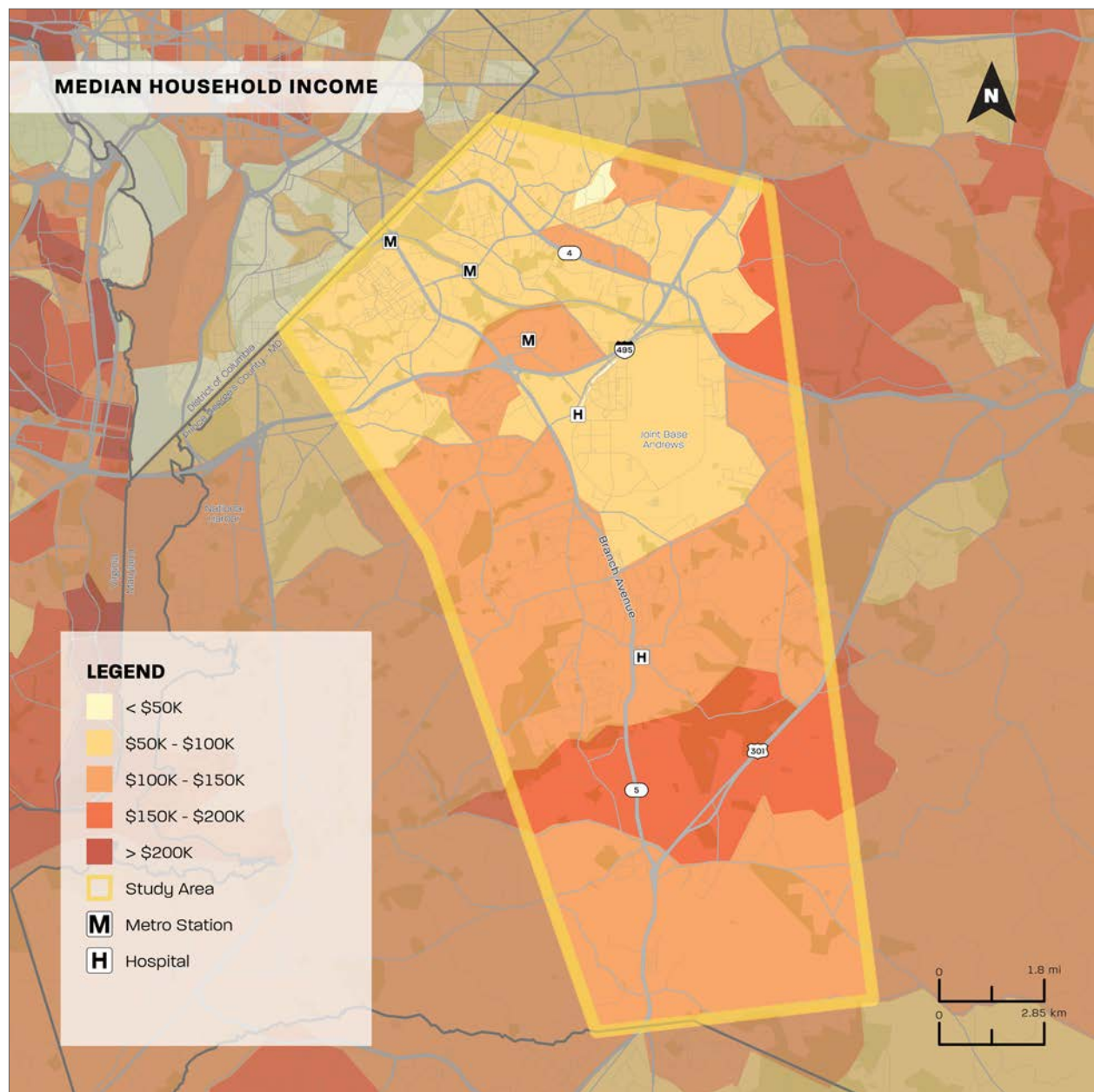
Map 2. Population Density



⁵ ESRI, 2022.

Median household income in the study area is \$86,684—markedly higher than the U.S. median household income of \$67,521—on par with median household incomes in Maryland and Washington, D.C.⁶ As the area grows, household incomes are projected to increase to \$94,901 by 2027. This dramatic rise is driven by a robust residential pipeline that will change the landscape of the Branch Avenue Corridor, drawing higher net worth homeowners to the area. There are 9,838 new homes in the pipeline slated for full buildout over the next 10 years. Most of the existing housing stock in the study area was built in the 1960s, with a median home value of \$352,000 in 2022. The sheer volume of these new developments will shift those dynamics, raise home values in the area, and provide newer housing options.

Map 3. Median Household Income



⁶ ESRI, 2022.

Like population density patterns, income levels are not evenly distributed within the Branch Avenue Corridor. Median household income levels are greater in the southern portion of the study area. Communities near Brandywine, such as Chadds Ford and the single-family neighborhoods near the intersection of Branch Avenue and US 301, have significantly higher incomes than other areas along Branch Avenue, with median household incomes from \$158,000 to \$163,000.⁷ Camp Springs also has high median household incomes, ranging from \$93,000 to \$123,000. Median household income levels drop below \$80,000 inside the Capital Beltway. The areas with new housing developments near the Branch Avenue Metro Station are a notable outlier, where median household incomes reach \$103,000, demonstrating the ability of new residential development to attract higher-income households. These dynamics will continue to shift as the pipeline of residential developments continues to deliver across the market, increasing density and income levels.

As income continues to grow in the area, it will further shift the balance between low- and high-income households. In 2010, almost half of households in the area earned less than \$50,000 per year and were the largest subset of the population, with only 8,400 households earning more than \$100,000 per year.⁸ From 2010 through 2022, the number of higher-income households has grown a dramatic 269 percent to 31,000 total households. Lower-income households making less than \$50,000 shrunk to below 20,000 households during that period. These trends are projected to continue over the next five years, with the number of households earning over \$100,000 predicted to grow to over 36,000.

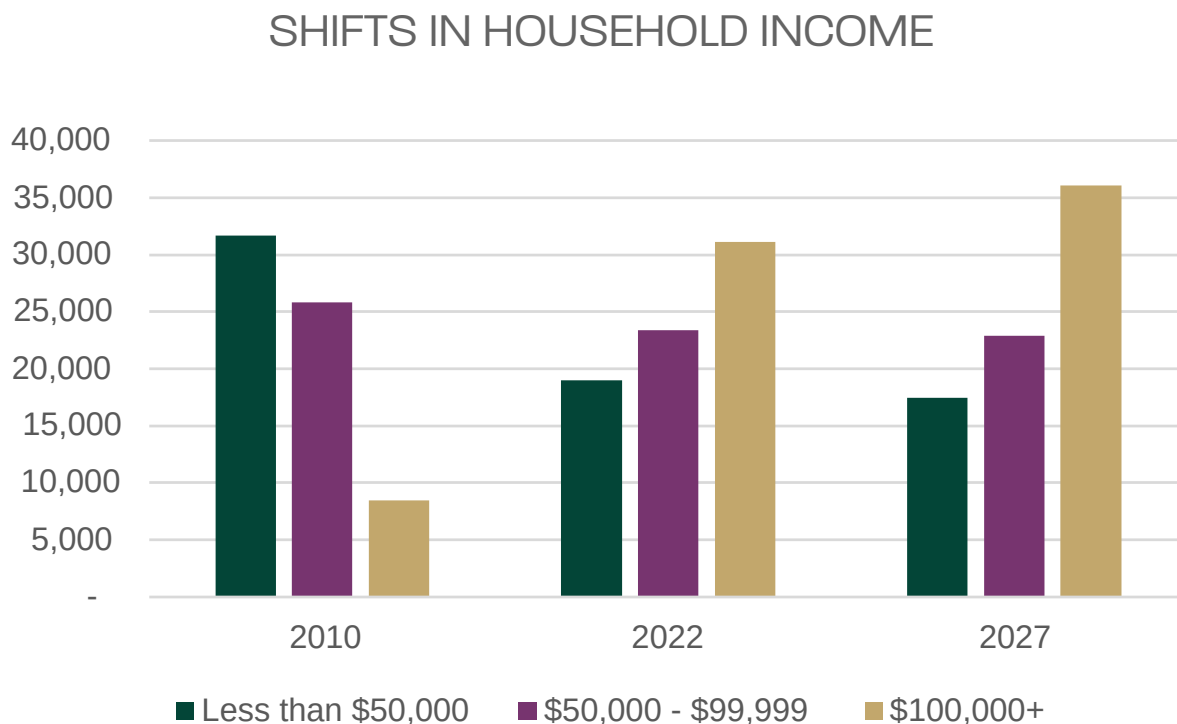


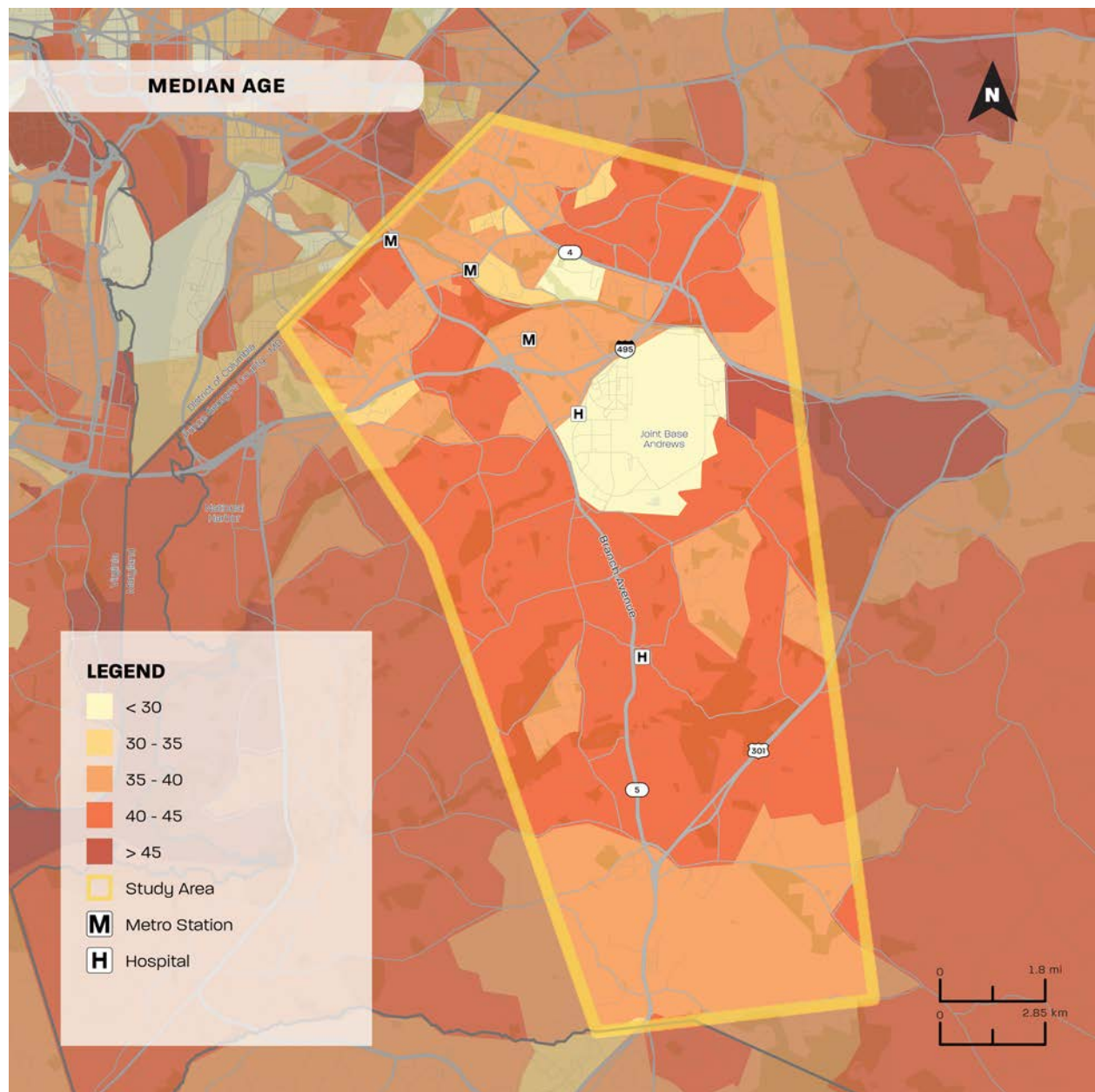
Figure 1. Shifts in Household Income

⁷ ESRI, 2022.

⁸ ESRI, 2022.

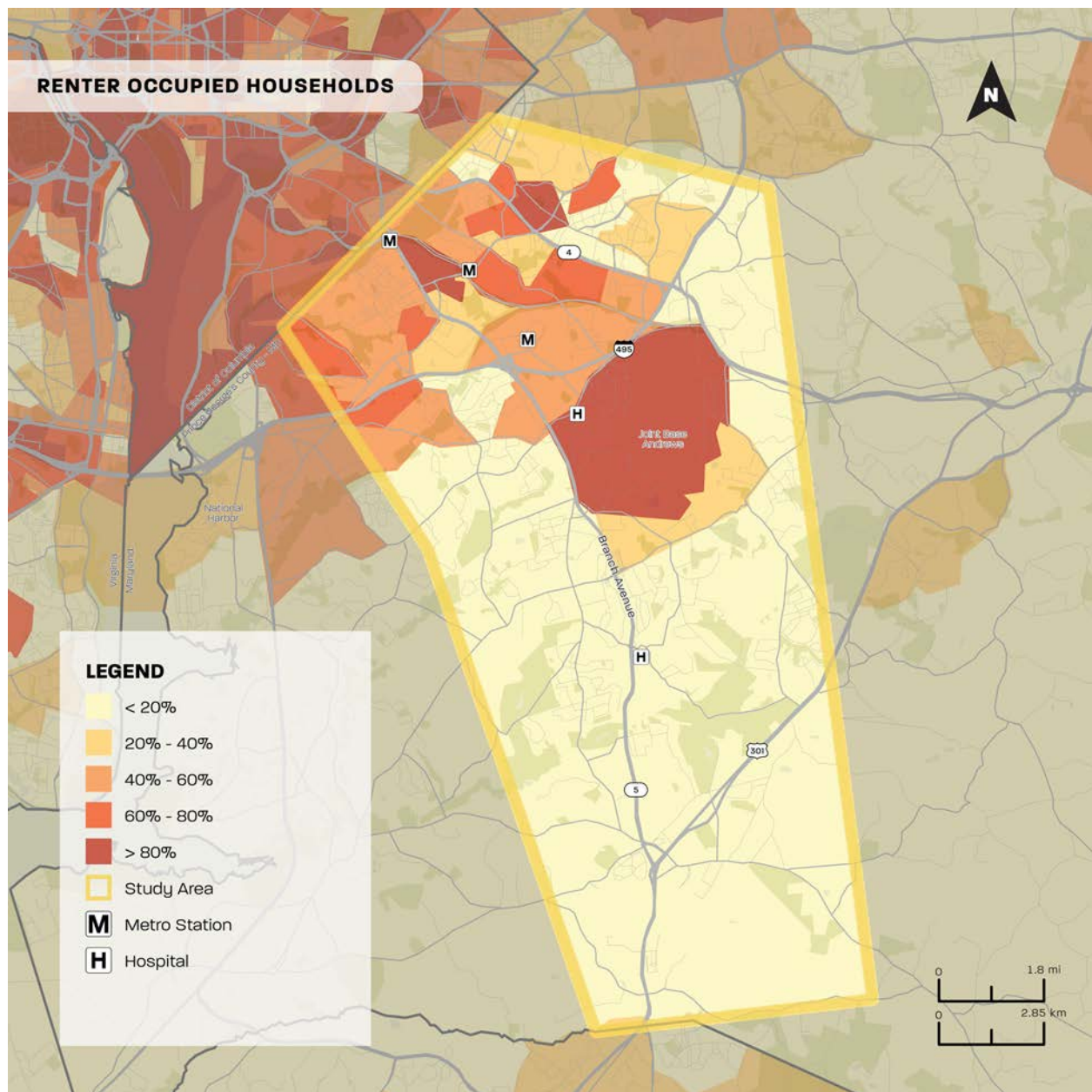
The median age of the study area is 39, which is slightly older than the national median of 38. The median age is projected to increase to 41 over the next five years, consistent with the overall aging of the population. This projected increase suggests that the area will continue to draw older, more established residents. The areas around Clinton, Camp Springs, Brandywine, and other communities south of the Beltway tend to be older, with median ages ranging from 44 to 50 years old. Residents in Suitland tend to be much younger, with a median age ranging from 29 to 38 years old. Hillcrest/Marlow Heights has a diverse range of ages, in part due to the senior housing within that community. Notably, the approximately 3,000 residents living in Joint Base Andrews are much younger than the rest of the study area, with a median age of 24.

Map 4. Median Age



Most residents within the demographic area own their own homes, with only 37 percent of all housing units being rental units.⁹ In this regard, there is a stark separation between communities inside and outside the Capital Beltway. Except for housing units inside Joint Base Andrews, which are 100 percent rental, communities south of the Beltway have far fewer rental units than owned units. This dynamic is reversed inside the Beltway; rental units are still not the majority of housing units in most of these areas but are more prevalent than those in blocks outside the Beltway. Notably, the vast majority of housing units in Suitland are rentals. This dynamic is projected to shift more toward an owners' market as 8,200 for-sale housing units in the development pipeline hit the market over the next 10 years.

Map 5. Renter Occupied Housing



⁹ ESRI, 2022.

The Branch Avenue Corridor consists primarily of family households with an average household size of 2.64 people.¹⁰ Overall, 66 percent of households in the study area are family households, with a higher prevalence of families in the less dense areas south of the Capital Beltway. Families with children comprise 45 percent of all households. There are comparatively high concentrations of families with children in households around the Branch Avenue Metro Station and in the neighborhoods in the south near Brandywine Crossing. The number of children in the Brandywine area is projected to increase over the next five years as more of the Ryan Homes at Timothy Branch development are built out.

ROBUST RESIDENTIAL DEVELOPMENT PIPELINE AND SHIFTING FUTURE DEMOGRAPHICS

As previously mentioned, a significant number of housing units are in the development pipeline along the Branch Avenue Corridor. These housing units include rental apartment units, townhomes, and single-family homes. There are 3,580 single-family homes, 4,635 townhomes, and 1,623 apartment units either under construction or in the approval process along the corridor, totaling 9,838 new homes in the pipeline slated for full buildout in the next 10 years.¹¹

Most residential development is occurring in Westphalia, where multiple, multi-phase residential-oriented mixed-use developments will be gradually built over the next fifteen years. The Westphalia project alone accounts for 3,700 housing units, 64 percent of which are townhomes. There is another significant residential development node to the south, including Ryan Homes at Timothy Branch and Stephens Crossing at Brandywine, totaling 2,400 residential units.¹²



SOURCE: M-NCPPC

An increase in household income in the focus area is on pace with the delivery of residential development along the Branch Avenue corridor.

The magnitude of units being added to the market will alter the area's demographics and bring a much larger number of homeowners to the northern area.

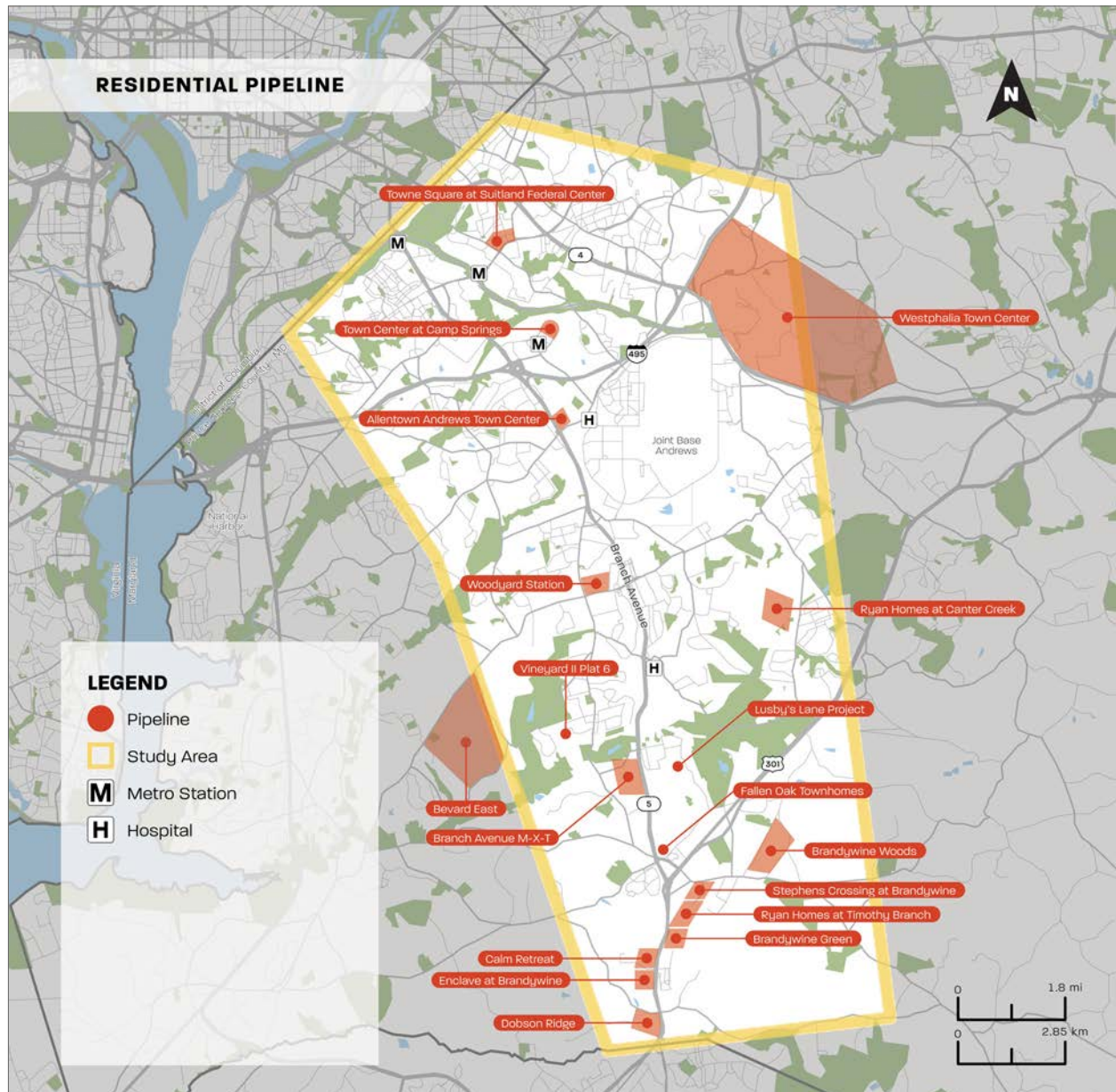
Incomes in the area are also projected to increase significantly over the next five years, which correlates with the addition of for-sale homes, particularly in the north where there is currently a greater concentration of rental apartment units. As the area continues to densify with higher income earners, the existing retail landscape will not adequately serve the new residents.

“The magnitude of units being added to the market will alter the area’s demographics and bring a much larger number of homeowners to the northern area.”

¹⁰ ESRI, 2022.

¹¹ M-NCPPC Development Activity Monitoring System, <https://mncppc.maps.arcgis.com/apps/webappviewer/index.html?id=fb4670073d3a4bf78411452a7bd718de>.

¹² M-NCPPC Development Activity Monitoring System, <https://mncppc.maps.arcgis.com/apps/webappviewer/index.html?id=fb4670073d3a4bf78411452a7bd718de>.

Map 6. Residential Development Pipeline

Almost all residential projects occurring along the Branch Avenue corridor are in the south. These southern projects primarily consist of single-family homes and townhomes, with only 243 rental apartment units currently planned. The projects correlate with the existing inventory, which includes fewer apartments compared to other housing types.

Although there is an additional development phase of the Town Center at Camp Springs planned near the Branch Avenue Metro Station, there are no planned residential projects adjacent to the Naylor Road Metro Station, creating opportunities for development in desirable transit-accessible areas.

Section 3

Retail Market Assessment

RETAIL DEMAND IS a definable commodity traded throughout a market (i.e., Prince George’s County). Although this demand can grow with new residential and office development, it is more likely to shift between submarkets. While a robust residential development pipeline will increase the population and bring higher-income households to the area, this will only increase the total retail demand incrementally. However, it will **increase the need for higher-quality retail space and higher-quality tenants in the area.**

3.1. National Retail Trends

As the world has shifted, consumer mindsets and preferences have shifted. Many trends that existed before the pandemic were merely accelerated, including changes in consumer preferences, the prominence of e-commerce, and subsequent pressures on supply chains.

The “retail apocalypse” was in the headlines for a few years before the pandemic, but the future of retail is far more nuanced.

E-COMMERCE & OMNICHANNEL

The nation experienced a tremendous shift toward e-commerce during the height of the pandemic that has slowed as the economy re-opened and consumers returned to brick-and-mortar retail stores.

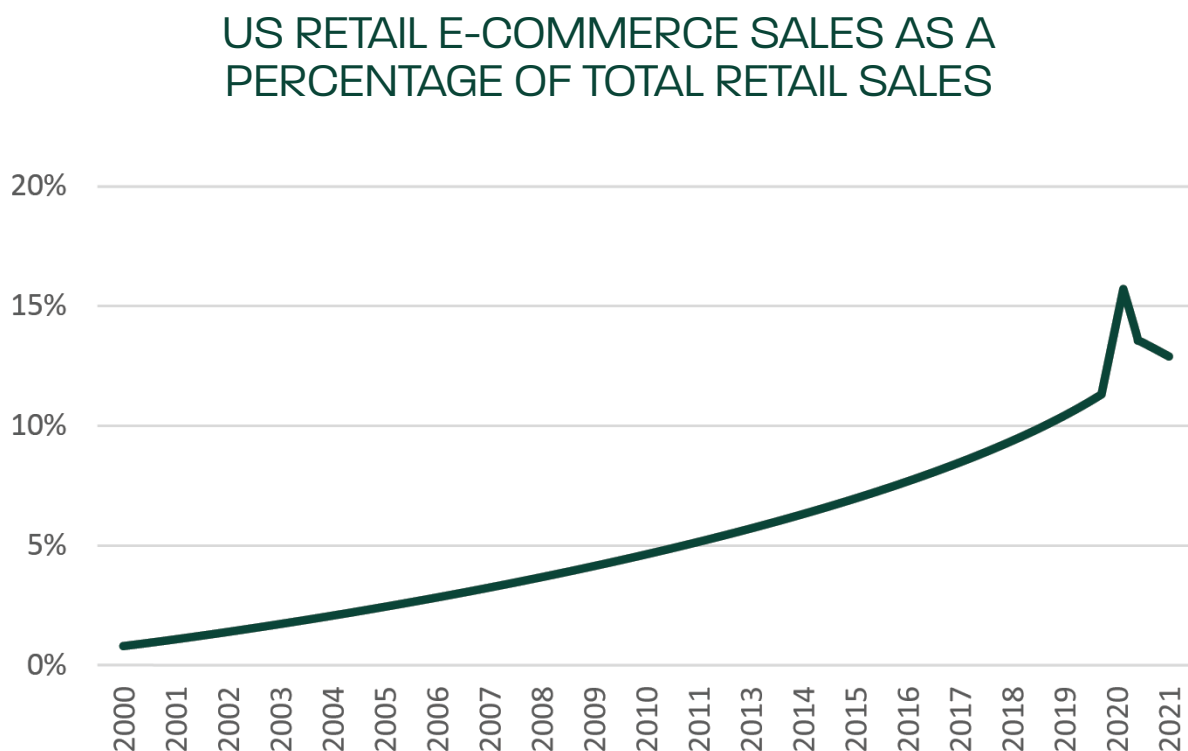


Figure 2. US Retail E-commerce Sales Percent of Total Retail Sales

E-commerce had been growing steadily from 0.8 percent of total retail sales in 2000 to 15.7 percent at the height of the pandemic in 2020. However, it decreased to 12.9 percent in 2021, when the economy began to re-open.¹³

E-commerce has impacted each retail segment differently. Apparel and accessories are the segment that saw the most growth in e-commerce sales, increasing by 19 percent since 2020, with nearly 38 percent of all apparel and accessories sales taking place online in 2021.¹⁴ As this sector moves more toward e-commerce, apparel retailers may no longer be able to justify leasing larger spaces.¹⁵

The rapid rise in e-commerce has put pressure on the supply chain, increasing shipping costs.¹⁶ While customers have become accustomed to frictionless on-demand delivery, supply chain issues and increasing shipping costs have called into question the sustainability of e-commerce. Retailers have adapted to repurpose unused space for last-mile distribution and in-store pickup—a strategy that better connects customers with physical retailers and mitigates supply chain challenges. This adaptation is especially true in urban areas, where a group of repurposed retail stores can better cater to areas without extensive warehouse networks. To cater to these omnichannel trends, property owners should outfit retail storefronts with flexible spaces for customer pickup, short-term parking, and curbside pickup.

US RETAIL E-COMMERCE SALES AS A PERCENTAGE OF TOTAL RETAIL SALES BY RETAIL CATEGORY

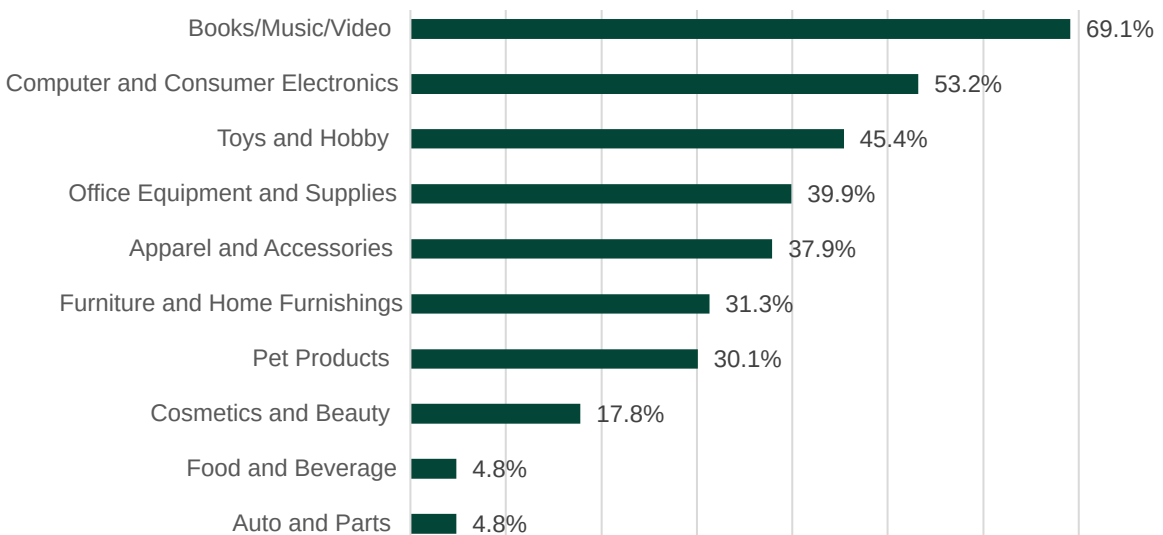


Figure 3. US Retail E-commerce Sales as a Percentage of Total Retail Sales by Retail Category

¹³ U.S. Census Bureau, JLL Research.

¹⁴ U.S. Census Bureau, JLL Research.

¹⁵ "U.S. Retail Ecommerce Sales, by Product Category," eMarketer, 2021.

¹⁶ Insider Intelligence.

SMALLER FOOTPRINTS

Many retailers seek smaller spaces with simplified inventory or repurposing excess space for fulfillment.¹⁷ To curb supply chain obstacles, many retailers are getting creative by offering customers alternative ways to shop, including online purchasing and pick up in-store. Guideshop concepts featuring inventory-less showrooms allow customers to browse US Retail E-commerce Sales as a Percentage of Total Retail Sales by Retail Category online, try things on, and order at the store for home delivery.

Traditional large-format retailers are increasingly experimenting with smaller-format concepts to reach more of their customers and establish a local presence. Forty-seven percent of consumers said having a local presence was a significant factor in the brands they shop for.¹⁸

Large and excessively deep spaces, like those found along the Branch Avenue Corridor, should be leveraged to accommodate the changing landscape while allowing for an active street environment.

RETAIL-APPROPRIATE SPACES AND DESIGN BEST PRACTICES

“Retail-appropriate” spaces are those located at street level, visible from a street or pedestrian pathway, or have highly visible directional signage.

The success of retail businesses is contingent on the built environment’s ability to welcome customers by providing appropriate parking, coherent wayfinding, public art, landscaping, and green space. Generally, retail spaces should be between 50 and 75 feet in depth with a minimum of 14 feet clear, floor-to-ceiling heights.

A retail-appropriate space is identified as one constructed for a retail purpose. A storefront, or evidence of an altered storefront, typically indicates a space suitable for retail use. Generally, second-floor and converted ground-level residential spaces are often not considered retail-appropriate, as quality retail tenants do not desire these locations.

OUR METHODOLOGY

For the purposes of this analysis, the following tasks were undertaken to evaluate the retail potential within the Branch Avenue corridor. First, the existing retail supply was analyzed, and an inventory was undertaken to record the address, store name and type, occupancy status, estimated square footage, and quality of major retail-occupied and retail-appropriate spaces in the study area. A summary and assessment of the existing competition for customers in the area was undertaken. In addition to analyzing the impact of the existing patrons, we forecasted the effect of potential new developments on retail demand.

We then conducted a retail gap analysis to compare household annual retail spending with the spending captured by retailers within the defined study area. A retail market is considered well-supplied if these two spending levels are balanced. If there is more household retail spending, it indicates that residents are spending their money at retailers located outside of the study area. This typically occurs when existing retail fails to meet the needs of the local population—either due to a lack of supply in that category or poor quality—forcing shoppers to go to elsewhere. Conversely, when there is more retail than household spending, people living outside of the study area are drawn to it because retail offerings outside the study area are lacking or there are particularly high-quality (or notable) retail offerings within the study area. The implication of this imbalance is that the existing local retail inventory is saturated and cannot successfully support the addition of more retail space in that specific category.

The following analysis is based on consumer spending figures from Claritas, supplemented with demographic data from Sitewise, ESRI, and the U.S. Census Bureau.

17 “Why Retailers Are converting Stores Into Fulfillment Centers,” Forbes, April 4, 2022, <https://www.forbes.com/sites/brinsnell/2022/04/04/why-retailers-are-converting-stores-into-fulfillment-centers/>.

18 “Commerce Trends 2023,” <https://www.shopify.com/plus/commerce-trends>.

3.2. Summary of Local Retail Environment

ANALYSIS OF PREVIOUS ECONOMIC AND RETAIL STUDIES

A 2015 retail market analysis study found that Prince George's County's retail is oversupplied. As previously studied, the existing supply of retail within Prince George's County is poor quality, duplicative, and in need of a cohesive strategy.

Within the past ten years, nine analyses and plans have been produced to assess the health and overall performance of retail and other real estate uses in Prince George's County. Several general themes recurred throughout these reports. Going as far back as the 2015 Prince George's County Retail Market Analysis conducted by RCLCO, it was assessed that Prince George's County overall was oversupplied with retail space, but not overwhelmingly so. Instead, the County's retail issue is that sales per square foot, on average, were low compared to the rest of the Washington, D.C./Baltimore region.

The oversupply determination was attributed to a prevalence of retail centers in the county needing deferred maintenance and areas where multiple duplicative tenants were clustered. As a result, the existing retail inventory was not fulfilling the needs of residents, causing them to shop outside of the county, despite high occupancy among numerous shopping centers located within the county.

National Harbor and the nearby Tanger Outlets were identified as strong retail environments that could attract shoppers regionally. However, these locally serving retail environments could not effectively fulfill residents'

needs. This analysis looked at the entire county and observed that retail spending by households surrounding Branch Avenue was less than the rest of the county on average. As a result, the study concluded that Branch Avenue was unlikely to support large amounts of additional retail, barring a change in demographics and spending patterns.

The assessment also concluded that although the county was over-retailed, local household incomes could support retail of a higher quality than what currently exists.

The attributes of oversupply, low-quality tenantry, and difficulty retaining shoppers inside the county were recurring in future reports and studies. The 2016 High End Marketability and Competitiveness Survey also determined that the Branch Avenue corridor was over-retailed, with too many small centers and insufficient anchor tenants to draw traffic. Andrews Shopping

Center was identified as a potential area for redevelopment. The subsequent Competitive Retail Market Strategic Action Plan in 2017 made the same assessment, declaring that the corridor reached minimal marketability thresholds.

A central theme from previous studies and our fieldwork is the poor and declining quality of the existing retail supply and the need for reinvestment in storefronts and shopping centers.

These reports also assessed the viability of other land uses beyond retail. The 2013 *Central Branch Avenue Corridor Revitalization Sector Plan* recommends housing growth around Branch Avenue, which has spurred the development of major residential projects currently underway. The plan also discussed the aging office inventory in the corridor, suggesting that higher-quality, class A office space was needed to attract new tenants.¹⁹



SOURCE: M-NOPPO

Since 2015, several studies and plans found that Branch Avenue was unlikely to support large amounts of additional retail, barring a change in demographics and spending patterns.

¹⁹ 2013 *Central Branch Avenue Corridor Revitalization Sector Plan*, pg. 26.



SOURCE: M-NOPPO

Multifamily housing development is among suggested land use identified in the 2013 *Central Branch Avenue Corridor Revitalization Sector Plan*.

Although office occupancy and development activity near the Branch Avenue Metro Station improved after 2013, the market is still not ideal for traditional office development, as will be discussed later in this report. Zoning changes to promote industrial uses, particularly distribution and repair centers, were also suggested.²⁰ The 2014 Prince George's County 2035 General Plan states that future corridor development should focus on areas around Green Line Metro stations, emphasizing the Suitland Metro Station.

The Prince George's County Comprehensive Housing Strategy determined that the current housing stock in the county was not evolving to match the demographic changes occurring among residents. These demographic changes included shrinking

middle-class households, aging residents, increasing immigration, and smaller household sizes. It determined that there is a "missing middle" in the county's housing stock, where current housing inventory caters only to high- or low-density developments. There are fewer housing options for middle-class households or aging seniors. Identifying the need for a diversity of housing and the County's status as over-retailed, the 2021 Countywide Map Amendment included changes to allow for residential redevelopment of retail properties along Branch Avenue. While the conclusions reached by previous economic and retail studies reference the entire County, many of these sentiments are felt within the Branch Avenue Corridor.

²⁰ 2013 *Central Branch Avenue Corridor Revitalization Sector Plan*, pg. 139.

ANALYSIS OF EXISTING RETAIL PROPERTIES

There are 43 shopping centers along the Branch Avenue Corridor, totaling 4.1 million square feet. The majority are small, with only nine centers greater than 100,000 square feet. There is an 87 percent occupancy rate among all centers. Most centers along the corridor are strip centers, representing 29 of the 43 examined centers.

Within the Branch Avenue Corridor, multiple retail centers are occupied by tenants with repetitive uses, such as multiple beauty salons in the same center. While having ready access to most goods and services can be attractive, copious amounts of retail supply can be overwhelming to the consumer market. This oversaturation and level of competition results in consumers paying a premium for the oversupply. Those beauty salons must charge more, as they have fewer customers to attract to their location.

Most retail within the Branch Avenue study area is clustered along major commuter corridors, such as Branch Avenue itself or US 414. Almost all the retail centers along Branch Avenue rely on car accessibility, with limited Metrorail or pedestrian access. Three examined retail centers are within a 10-minute walk of both the Branch Avenue and Naylor Road Metro Stations; however, the areas are not currently conducive to pedestrians. For example, the Isiah 58 Center is across the street from the Naylor Road Metro Station, but there is no available crosswalk.

One retail site in the north that stands out from the other existing inventory is Restaurant Row Apollo. Fully delivered in 2020, the site is tenanted exclusively with food and beverage, including fast-casual and full-service restaurants, which is significantly different than any other retail offering in the area. The Restaurant Row Apollo is within a 10-minute walk from the Branch Avenue Metro but is not visible from the Metro station.

Walkability near the Naylor Road Metro Station is hampered by frequent curb cuts, and the only way to access Restaurant Row Apollo is through the Branch Avenue Metro Station's expansive parking lot. No retail center greater than 120,000 square feet in the corridor is walkable from either Metro station.

Overall, retail properties in the study area are aged. Sixty-six percent of properties were built between 1940 and 1985 and have experienced little or no reinvestment or renovations.



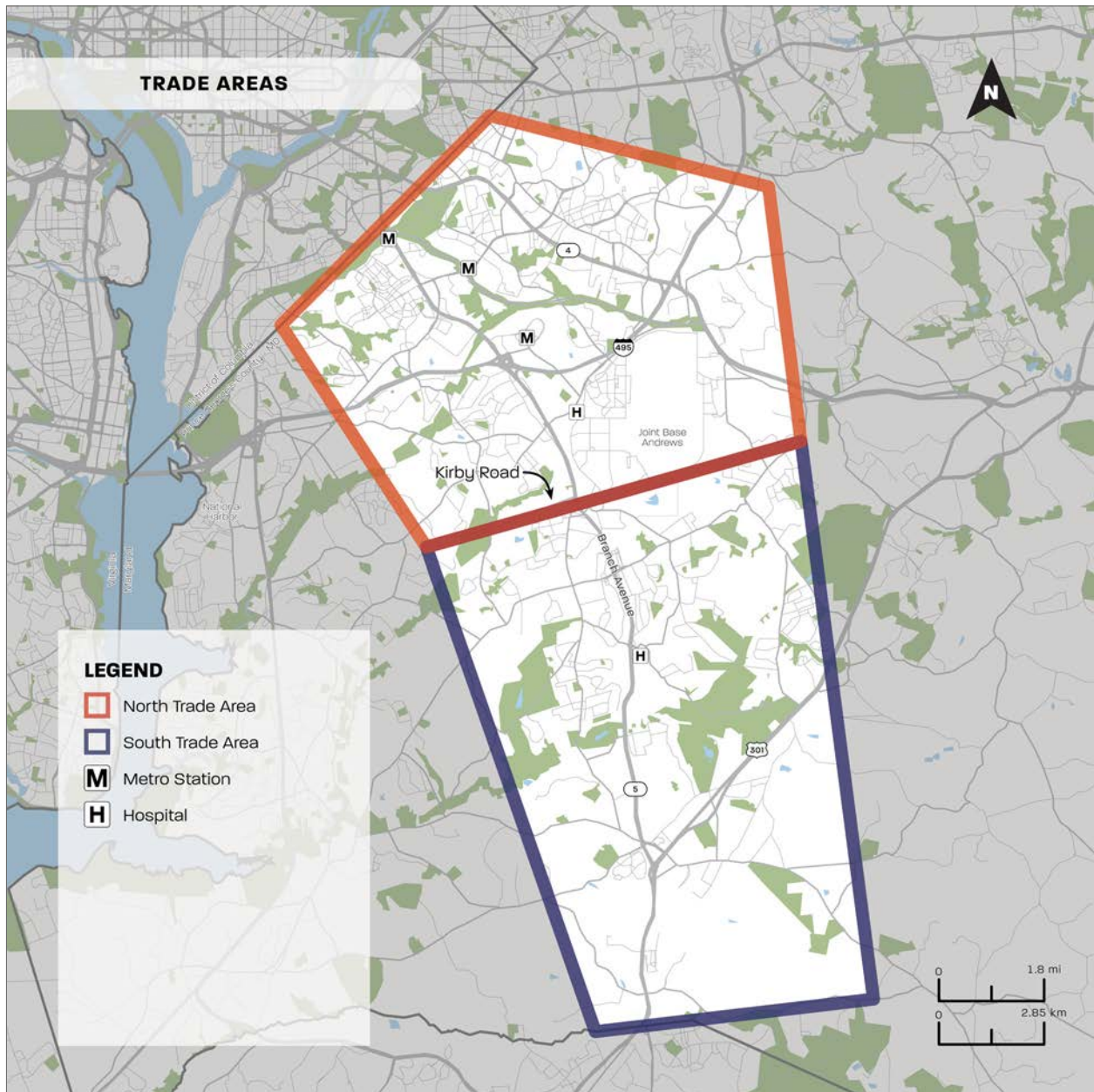
SOURCE: M-NOPPO

Sixty-six percent of properties in the study area were built between 1940 and 1985, and have experienced little or no reinvestment or renovation.

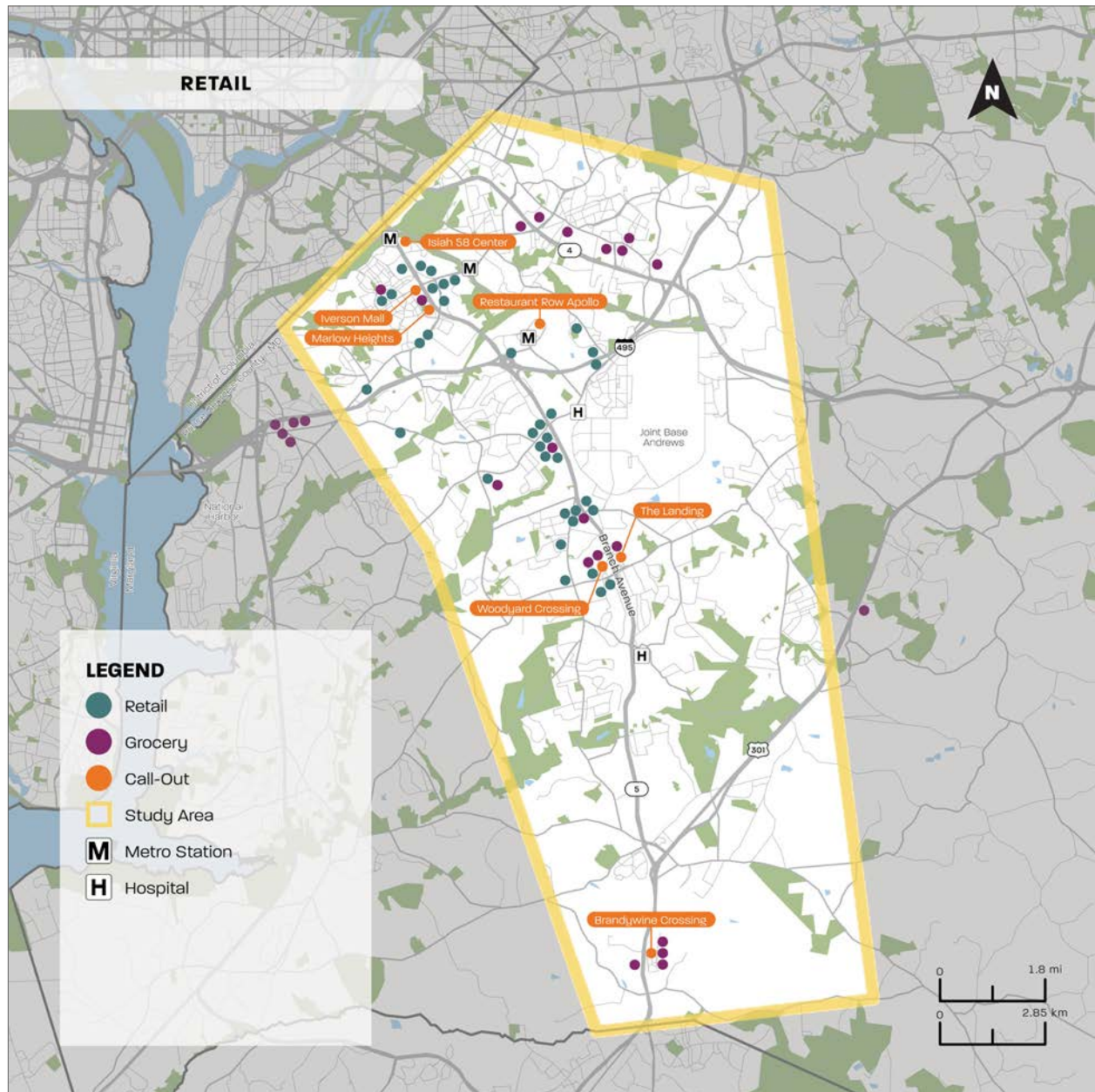
There are four centers in the corridor that have been renovated since 2016, and all have occupancy above 95 percent. However, newly built or renovated properties are not necessarily outperforming older properties. Restaurant Row Apollo, delivered in 2020 with many high-quality and locally popular restaurants, is currently 75 percent vacant. The center is immediately adjacent to the new headquarters of the U.S. Citizen and Immigration Services, which has not been fully occupied since the outbreak of COVID-19. This has drastically limited the volume of regular customers the center planned to serve.

Consistent with demographic trends, there are differences between retail offerings in Branch Avenue's northern and southern trade areas. For the purposes of this analysis, the north and south areas of the Branch Avenue Corridor were divided into two submarkets. Although there is no hard barrier that separates the submarkets, there are distinct shifts in population density, housing type, and retail offerings that occur around the southern border of Joint Base Andrews. The southern point of Joint Base Andrews and Kirby Road delineate the north and south submarkets.

Map 7. Branch Avenue Trade Areas



While retail space between the Branch Avenue north and south submarkets is evenly distributed—with approximately 2 million square feet of retail space in each submarket—the nature of that retail varies drastically. In the south, there are fewer retail centers, but these centers tend to be larger, with multiple big-box tenants. The retail square footage in the north is distributed among the Marlow Heights Shopping Center, the Shops at Iverson, and 34 other smaller centers, with smaller footprint retail storefronts. Most of the retail space in the south is located within three power centers – The Landing, Woodyard Shopping Center, and Brandywine Crossing – which are among the newest, largest, and highest quality centers in the study area. It is worth noting that there is a 7-mile-long gap with no significant retail presence between Woodyard Crossing Shopping Center and Brandywine Crossing.

Map 8. Branch Avenue Retail Study Area and Existing Retail Supply

Most retail centers in the north are strip centers and neighborhood-serving centers, while the south has a mix of neighborhood-serving centers and large power centers. Although not directly along Branch Avenue, there is a sizable amount of retail in Suitland and District Heights along US 4 that will compete with retail along Branch Avenue due to its proximity.



SOURCE: SHUTTERSTOCK.COM. PHOTO ID: 170414177.

National Harbor is one of three major areas of competition outside of the Branch Avenue Corridor.

ANALYSIS OF RETAIL COMPETITION

One of the challenges that retail inside the Branch Avenue Corridor faces is the existence of a diverse inventory of competition. There are three major areas of competition outside the corridor within suburban Maryland—National Harbor, Tanger Outlets, and Waldorf.

National Harbor has a strong regional draw, pulling in 14 million visitors annually.²¹ This is due to the Gaylord National Resort and Convention Center, MGM National Harbor, and other retail options near the waterfront. In addition to the on-site casino, hotel, and entertainment venues, MGM National Harbor includes multiple full-service restaurants and apparel retail shops. National Harbor itself is a large-scale mixed-use project that includes residential apartments, hotels, office space, and ground floor retail in addition to the convention center and entertainment uses. National Harbor has 280,700 square feet of ground floor retail space,

which is mostly leased to full-service and fast-casual restaurants as well as apparel retailers such as Carhartt and Alex and Ani. There are also numerous independent retailers in National Harbor that provide a mixed environment of local and national brands. National Harbor was negatively impacted by COVID-19 and still has some vacancies despite regaining a portion of lost tenants since 2021. National Harbor has the disadvantage of not being Metro accessible and lacks the strong presence of grocery stores or goods and services for the 2,500 residents that live there. However, it does provide a unique walkable environment that does not exist within the Branch Avenue Corridor, with a mixture of retail and entertainment options that is not replicated anywhere else in the Washington, D.C., region.

Nearby National Harbor proper is Tanger Outlets National Harbor, a 341,000-square-foot outlet mall that was delivered in 2013. Apart from several fast-

21 "National Harbor Announces New Retail Tenants Opening This Spring/Summer," National Harbor, February 19, 2021, <https://www.nationalharbor.com/media/press-releases/national-harbor-announces-new-retail-tenants-opening-this-spring-summer>.

casual restaurants and cosmetics shops, the center is entirely tenanted by apparel stores; these are mid- to higher-tier tenants, including Gap, Steve Madden, Hugo Boss, Michael Kors, and Brooks Brothers. Like National Harbor, the center is a strong regional draw due to the quality of tenants and adjacency to major highways. However, it lacks Metro accessibility. The center is approximately a 10-minute drive from Camp Springs, making it very accessible to residents living in the Branch Avenue Corridor. The adjacency and quality of the apparel tenants pull shopper demand away from retail along the corridor, making it difficult to attract similar quality apparel tenants to the area. The range of brands at Tanger Outlets National Harbor makes it unlikely that the same brands would open additional locations on nearby Branch Avenue. The regional recognition and the quality of tenants in Tanger Outlets pulls shoppers from the Branch Avenue area despite the convenient access to retail centers within the corridor.

Waldorf is in Charles County along Crain Highway directly south of Brandywine. Waldorf has a high concentration of retail centers along the highway, including four power centers and the St. Charles Towne Center regional mall. Delivered in the 1980s and extensively renovated in 2008, St. Charles Towne Center totals 980,000 square feet. The mall has five anchors, with four currently occupied by Macy's, Macy's Home, JCPenney, and Kohl's. Sears occupied the fifth anchor until vacating it in 2020. In addition to the mall, Waldorf is well supplied with a range of different retail tenants across all categories. Waldorf has 11 major grocery options, including Target, Walmart, and Sam's Club. The area is also well supplied with furniture stores. In addition to furniture stores in the mall and local warehouse retailers, there are four mattress stores and six big-box furniture stores inside Waldorf. There is also a wide variety of apparel stores; however, those outside of the mall tend to be low or middle-tier quality, such as Burlington, T.J. Maxx, K&G Fashion Superstore, and Ross Dress for Less.

Food and beverage options in Waldorf are predominantly chain restaurants and fast food. In general, retail in Waldorf is aged and lacks a sense of place or a walkable downtown environment. However, the large concentration of retail in the area and the range of tenants make Waldorf a competitor for retail in the south of the Branch Avenue Corridor, particularly in Brandywine which is a 10-minute drive away. Although most existing retail in Waldorf is



SOURCE: M-NOPPO

Tanger Outlets is approximately a ten-minute drive from Camp Springs in the study area, an accessible retail destination for residents living in the Branch Avenue Corridor.

aged, there has been a degree of recent development activity, including Waldorf Park, a strip center that was delivered in 2021. However, the center currently has four vacant spaces, so it is unclear whether Waldorf can sustain additional retail development in the future.

It is important to recognize the powerful regional draw of the Branch Avenue Corridor's proximity to Washington, D.C. Although nearby Anacostia and its surrounding neighborhoods in Southeast D.C. do not have a regional retail draw, there are multiple accessible areas within the District of Columbia that are a strong retail and entertainment draw for Branch Avenue Corridor residents. Any lack of retail options within the corridor, particularly for high-end apparel and restaurants, can be fulfilled by traveling into Washington, D.C. Retailers may find it difficult to justify opening secondary locations outside Washington, D.C. and may prioritize opening locations within the city before targeting areas in the less densely populated suburbs.

BRANCH AVENUE RETAIL OPPORTUNITY

To assess the performance of the existing retail along Branch Avenue, Streetsense examined consumer spending patterns to determine whether residents' retail spending is occurring along the Branch Avenue Corridor or spending is leaving the corridor to retail centers in other areas. Although this study area is focused on the previously defined Branch Avenue Corridor, the capturable trade area represents the larger area from which the examined shopping centers will be drawing consistent shoppers. The trade area accounts for nearby competition as well as nearby resident and employee spending.

The differences in population and demographic trends between the north and south also lead to similar differences in consumer spending patterns. Retail spending in the study area is focused on the northern submarket due to its higher population density. All retail spending made by households in the northern area totals over \$2.6 billion annually, compared to \$1.5 billion spent by households in the south.²² However, there are only 17,000 households in the south, compared to 56,000 in the north, demonstrating the greater individual household spending potential in the south.²³

CHANGE IN AVERAGE CONSUMER RETAIL SPENDING

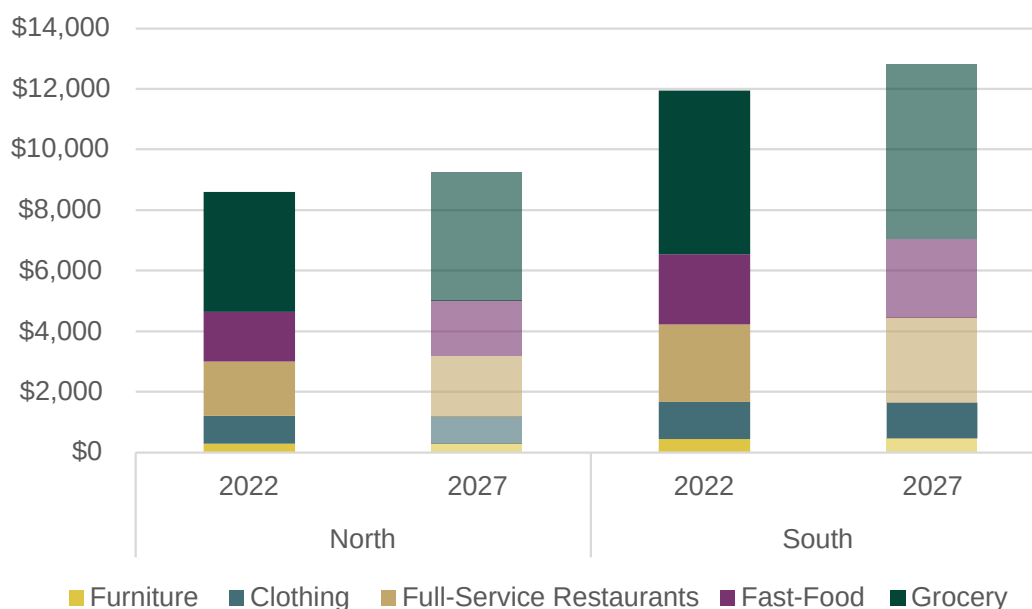


Figure 4. Change in Average Consumer Retail Spending

Table 1. Average Consumer Retail Spending

	North			South		
	2022	2027	Growth %	2022	2027	Growth %
Furniture	\$287	\$294	2.4%	\$447	\$455	1.8%
Clothing	\$923	\$900	-2.6%	\$1,222	\$1,188	-2.9%
Full-Service Restaurants	\$1,790	\$1,990	10.1%	\$2,552	\$2,828	9.8%
Fast-Food	\$1,639	\$1,823	10.1%	\$2,324	\$2,576	9.8%
Grocery	\$3,970	\$4,254	6.7%	\$5,396	\$5,764	6.4%

22 Sitewise, 2022.

23 Sitewise, 2022.

It is also important to note that there are 9,838 additional residential units currently in the development pipeline along the Branch Avenue Corridor. Based upon projected spending patterns, this will bring approximately \$766 million of combined annual spending at the corridor's furniture stores, clothing stores, full-service restaurants, fast-food restaurants, and grocery stores.²⁴ This translates to about 219,000 square feet for those uses alone.

SOUTH BRANCH AVENUE RETAIL ENVIRONMENT

Retail spending patterns differ between the north and the south. In the south, there is significant leakage in most retail categories apart from grocery stores. Local household spending at clothing stores and furniture stores is 60 percent higher outside the area than that spent at local retailers and 30 percent higher than that spent at local food and beverage establishments. This amounts to \$4.1 million in furniture spending, \$13.8 million in clothing and apparel spending, and \$38.8 million in food and beverage spending that leaves the southern area annually (measuring approximately 13,000 square feet of furniture, 33,000 square feet of clothing and apparel, and 69,000 square feet of food and beverage retail). However, this does not indicate that this quantity of demand exists for Branch Avenue due to the significant amount of existing supply and competition in proximity.

SOUTH BRANCH AVENUE RETAIL SPENDING COMPARISON

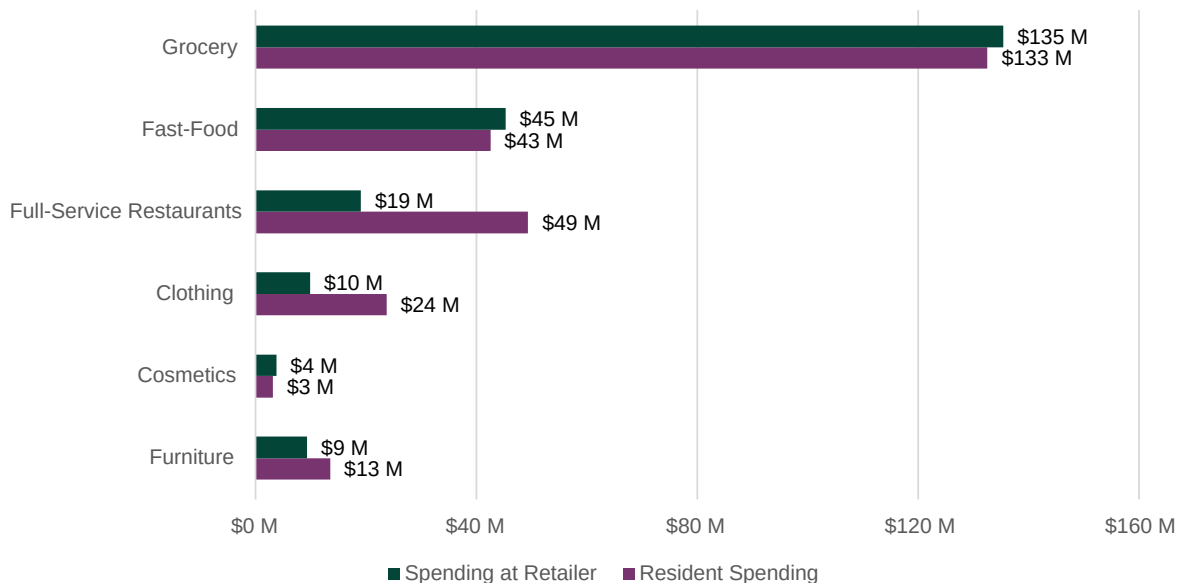


Figure 5. South Branch Avenue Total Retail Spending Comparison

The existing tenants at the three major retail centers in the south do not fulfill the needs of the people living nearby, as demonstrated by the amount of spend leakage in the above categories.

In the case of clothing and apparel, Brandywine Town Center, The Landing, and Woodyard Crossing Town Center are well occupied, but they tend to be filled with middle or low-tier national big-box brands such as Walmart, Rainbow, Burlington, and Marshalls. High-quality furniture and apparel offerings in the National Harbor and Waldorf are drawing away residents living in the south who, on average, have household incomes exceeding \$100,000 per year. Although there are various apparel-related retailers accessible to these households, without a greater number of high-quality alternatives, these residents will continue to shop in areas with better options.

²⁴ Sitewise, 2022.

Regarding food and beverage, the south is well supplied with fast food and fast-casual restaurants, but there is a small number of full-service, sit-down restaurants. Brandywine Town Center is the only shopping center in the south that has a notable concentration of full-service restaurants, and they are middle-quality national chains. Also, these restaurants are in a section of the center that lacks a streetscape and an ambiance conducive to outdoor dining. Residents frequently dine outside of the southern area because there is a lack of quality sit-down restaurants. This does not necessarily mean that the south can support additional retail space, but that the existing space is not taking full advantage of the demographic profiles of the people living nearby.

It is important to note that although there is low density in the south, there is a large amount of residential development in the pipeline. There are approximately 2,700 units along Branch Avenue by Brandywine Town Center alone that are slated for delivery over the next 10 to 15 years. This is equivalent to adding \$211,634,100 of annual total retail spending to the southern area. Existing food and beverage, clothing, and furniture-related tenants are not effectively capturing nearby resident spending right now, and this issue will only be exacerbated as more homeowners move into the area.²⁵ If the current retail mix does not change or expand, current and future residents will continue to shop at stores farther away from Branch Avenue.

NORTH BRANCH AVENUE RETAIL ENVIRONMENT

In the north, the retail environment is drastically different. Despite having lower-quality tenants compared to the south, household spending in the north is greater than spending at retail businesses.²⁶ This indicates that the existing retail is not only keeping local residents shopping in the area but also pulling other shoppers from outside the northern Branch Avenue Corridor. However, there are some retail categories where spending within stores is much higher than that spent by the community. This disparity indicates that these specific categories are saturated, and additional space occupied by tenants within those categories should not be added to the market. There is a spending surplus in most retail categories in the north; therefore, the north cannot support additional retail space without incurring a rise in vacancies.

NORTH BRANCH AVENUE RETAIL SPENDING COMPARISON

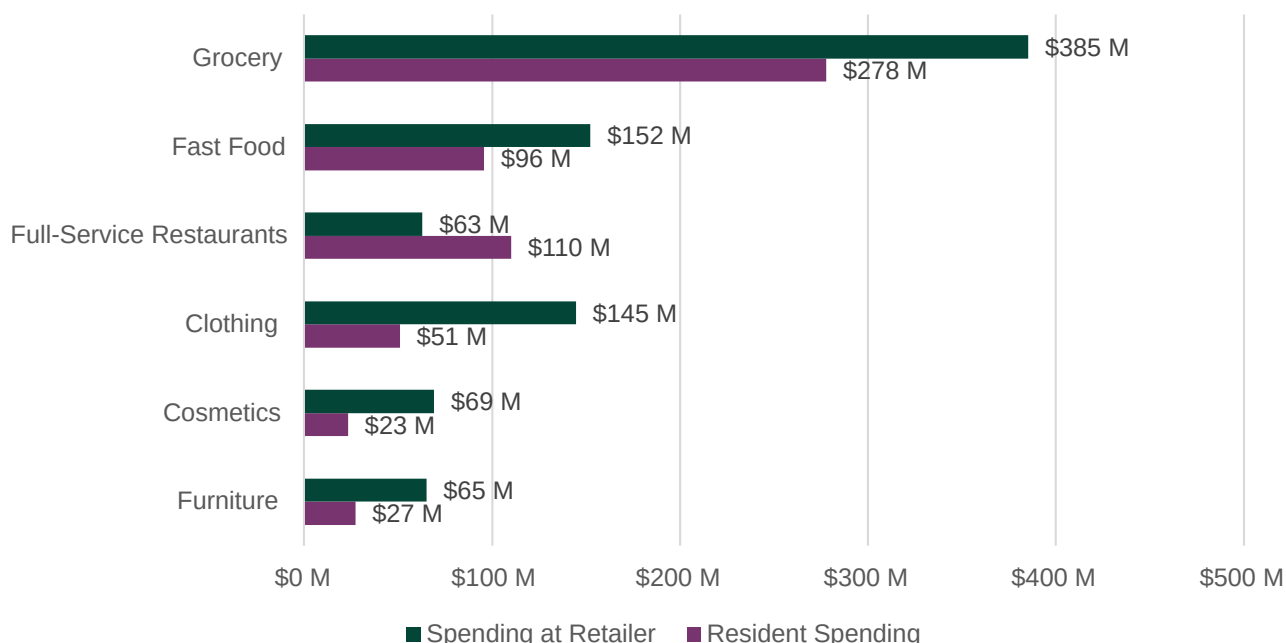


Figure 6. North Branch Avenue Total Retail Spending Comparison

²⁵ Sitewise, 2022.

²⁶ Sitewise, 2022.

Grocery stores in the northern area are also pulling outside shoppers, with spending at local grocers surpassing local household spending by 32 percent, or \$107 million. There are multiple grocery stores in the northern area, including two Aldi supermarkets, two Giant Foods, and two Shoppers Food Warehouses. Although the grocery market is currently saturated, future development in Westphalia will add approximately 3,700 units to the area, which will add \$21.3 million in annual spending at grocery stores to the south.²⁷ There are plans to include grocery space inside Westphalia Town Center, which will make it more difficult to capture these additional residents in grocery stores along Branch Avenue.

One retail category in the north that is losing local household spending to other areas is full-service restaurants. Forty-two percent of local household restaurant spending is not spent at local restaurants, totaling a \$47.2 million gap. Like the south submarket, there are few sit-down restaurants in the area relative to the population and overall spending. Although Restaurant Row Apollo is a unique offering, there is a need for additional restaurants outside the concentrated site and throughout the rest of the area.

Clothing, cosmetics, and furniture spending also have very high spending gaps, with retail spending at local stores exceeding local household spending by 180 percent, 200 percent, and 140 percent, respectively. There is a particularly high concentration of furniture stores along MD 4, totaling nine different retailers that are either freestanding or in power centers. There are also numerous clothing and cosmetics competitors both along MD 4 as well as within Iverson Mall and Marlow Heights. Both categories are highly saturated and additions to the market are not recommended.

One of the largest spending gaps in the north occurs in the motor vehicle retail category, where spending at motor vehicle dealers and parts stores is 60 percent higher than the total spent by northern households.²⁸ The concentration of car dealerships around Auth Way is unique for the region and attracts destination shoppers and a considerable amount of spending from outside the area. However, there are few other retail offerings available in this area that could capitalize on the influx of shoppers. Future retail development near Branch Avenue Metro Station should focus on capturing these regional destination automotive shoppers.

NORTH BRANCH AVENUE MOTOR VEHICLES AND PARTS SPENDING COMPARISON

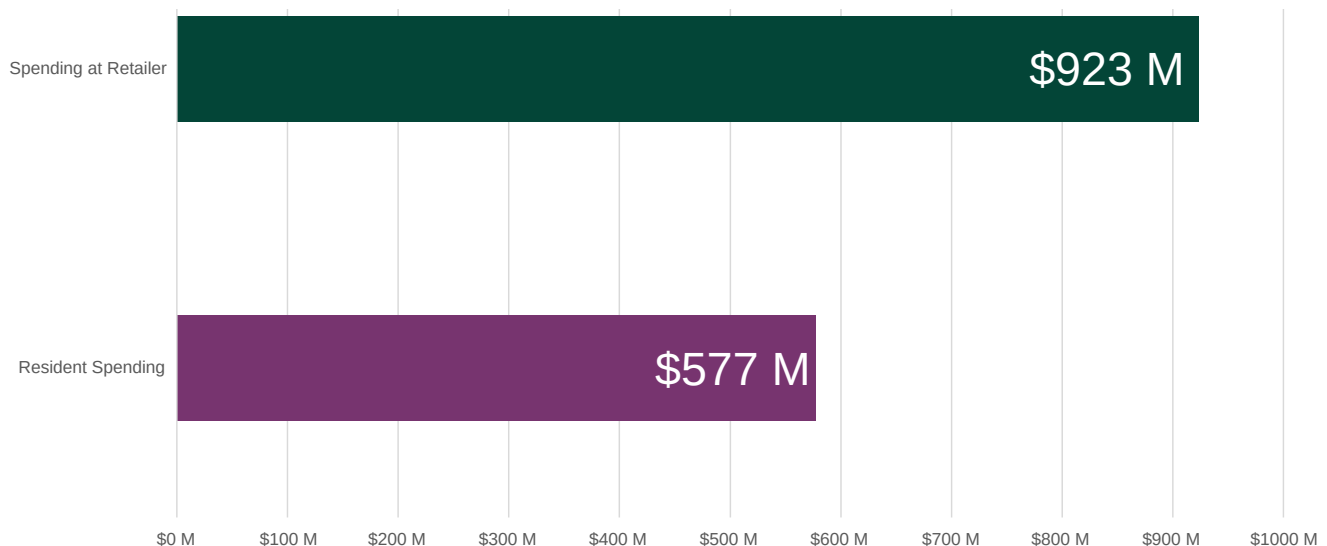


Figure 7. North Branch Avenue Motor Vehicles and Parts Spending Comparison

²⁷ Sitewise, 2022.

²⁸ Sitewise, 2022.



SOURCE: M-NOPPO

The southern area of the Branch Avenue Corridor experiences significant spending diverted to other areas as shoppers go to neighboring retail centers to fulfill their needs.

BRANCH AVENUE RETAIL DEMAND CONCLUSION AND KEY TAKEAWAYS

The northern and southern segments of the Branch Avenue Corridor have different retail environments with distinct challenges, but also unique opportunities. Both areas are witnessing large residential development that will shift residential demographics. These new populations will require better retail offerings, more sit-down restaurants, and an improved retail mix to attract their retail spending dollars. The southern area currently sees a large degree of spending leave the area as shoppers go to neighboring retail centers in Waldorf or National Harbor to fulfill their needs.

The northern area is currently saturated with retail that is drawing spending from outside the corridor; however, the overall quality of this retail is poor and will require improvement to keep local spending in the area.

The projected housing development in Westphalia and increase in median household income will require higher-quality grocers to meet the needs of future residents.

The northern and southern areas of the corridor lack quality sit-down restaurants, which provides the strongest opportunity to re-tenant existing retail space. Apart from Restaurant Row Apollo, there are few other recognizable restaurant destinations in the corridor. Additional sit-down restaurant space needs to be added throughout the market, rather than concentrated in one location, to draw local residents' spending back to the corridor.



SOURCE: M-NCPPC

Retail establishments at the northern end of the Branch Avenue corridor will require improvement to keep local spending in the area.

Section 4

Development Opportunities and
Alternative Land Uses

CONSUMERS NO LONGER shop for goods at the frequency or for the duration that they did in the past. Today's consumer is looking for a complete spectrum of offerings, all in one place, from evening and weekend destinations (food and beverage, entertainment, and shopping) to day-to-day needs (e.g., services, fitness, wellness, and community).

In the United States, adaptive reuse and restoration of existing structures is 16 percent less expensive than new development construction and can be completed in 18 percent less time on average.²⁹ The reuse of existing building stock to catalyze positive change and foster diverse urban environments benefits the entire real estate ecosystem—owners, developers, and investors, as well as the public sector and local communities.

In the following section, we will explore the land uses that provide an alternative to retail:

- Residential – market-rate multifamily apartments, workforce housing, and senior housing
- Office and Medical Office
- Hospitality
- Industrial – logistics, last-mile distribution, and public storage
- Culture, Arts, and Entertainment
- Incubators – commercial kitchens, ghost kitchens, and makerspaces

4.1. Residential

Residential developments are catalysts for foot traffic and drive value to ground-floor retail. Robust amenities, such as ground floor retail, enhance the quality of life for residents, add foot traffic, and increase housing marketability.

OUR METHODOLOGY

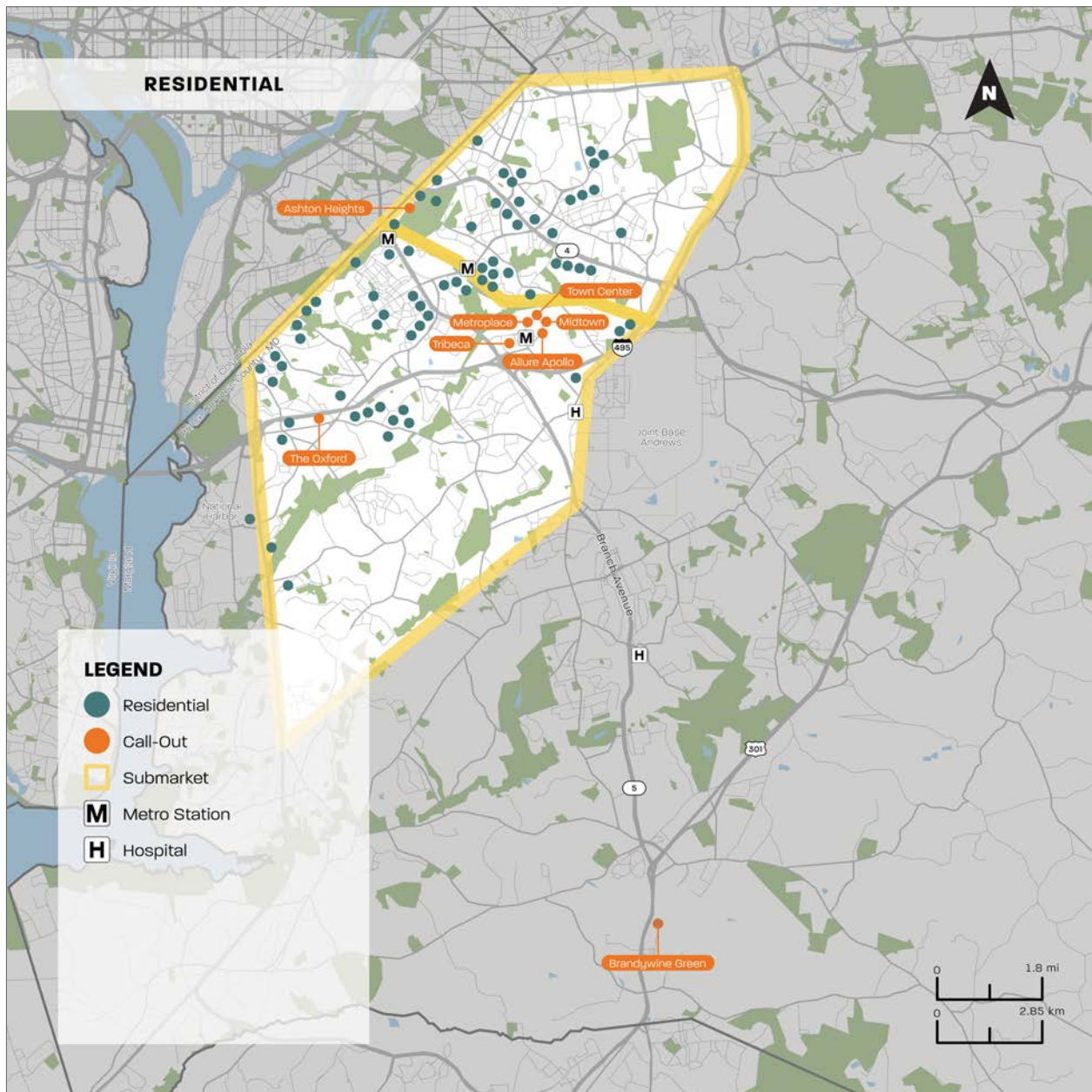
To evaluate the opportunities for multifamily residential development along the Branch Avenue corridor, we first examined the existing competition to identify concentrations and gaps in the market. We assessed population trends and projected population growth to understand how the current supply would meet future needs. We examined historical performance in the submarket, including absorption rates, vacancy rates, and new deliveries. Finally, we projected demand for multifamily residential in the market over the next five and ten years. The following analysis is based on commercial real estate data sourced from Moody's REIS, supplemented with population and demographic data from Sitewise, ESRI, and the U.S. Census Bureau.

BRANCH AVENUE RESIDENTIAL OPPORTUNITY

Consistent with population densities, most multifamily rental apartments in the area are concentrated north of the Branch Avenue Corridor, along the Washington, D.C., border, and around the Naylor Road and Branch Avenue Metro Stations. South of the Metro stations, rental apartment buildings become less prevalent, and single-family home and townhome developments dominate.

The Branch Avenue study area falls partially within two submarkets that were used for this analysis—District Heights and Forest Heights/Oxon Hill. The submarkets' boundaries are illustrated below. The apartment inventory south of the submarket boundaries is very limited, particularly along Branch Avenue.

²⁹ "Adaptive Reuse of Commercial Real Estate: Turning Vacant Properties Into Revenue-Generators," Deloitte, September 27, 2017, <https://www2.deloitte.com/us/en/pages/financial-services/articles/adaptive-reuse-of-commercial-real-estate.html>.

Map 9. Residential Submarket and Existing Supply

The combined submarkets consist of 25,300 apartment units and 72 individual properties. The existing multifamily apartment inventory in these submarkets is predominantly made up of smaller low-rise or garden-style buildings. There is one high-rise property in the area, Ashton Heights in Suitland, and an additional 21 properties are mid-rise properties that have 5 to 12 stories.

Existing rental apartment inventory within these submarkets is aged, with over 82 percent of all properties built before 1970. Almost all the submarkets' inventory is class B or C. All of the Class A rental apartments in the submarkets are located around the Branch Avenue Metro Station (except for The Oxford in Oxon Hill) and total 1,684 units.

The Allure Apollo Apartments and Midtown Camp Springs near Branch Avenue were delivered between 2007 and 2019 and have rents averaging \$2,000 to \$2,700 per month; this is significantly higher than the submarket average of \$1,370 per month.³⁰

Since 2016, average asking rents in the submarket have increased by 10.7 percent, keeping pace with inflation during that period.³¹

MARKET RATE MULTIFAMILY RESIDENTIAL ASKING RENT

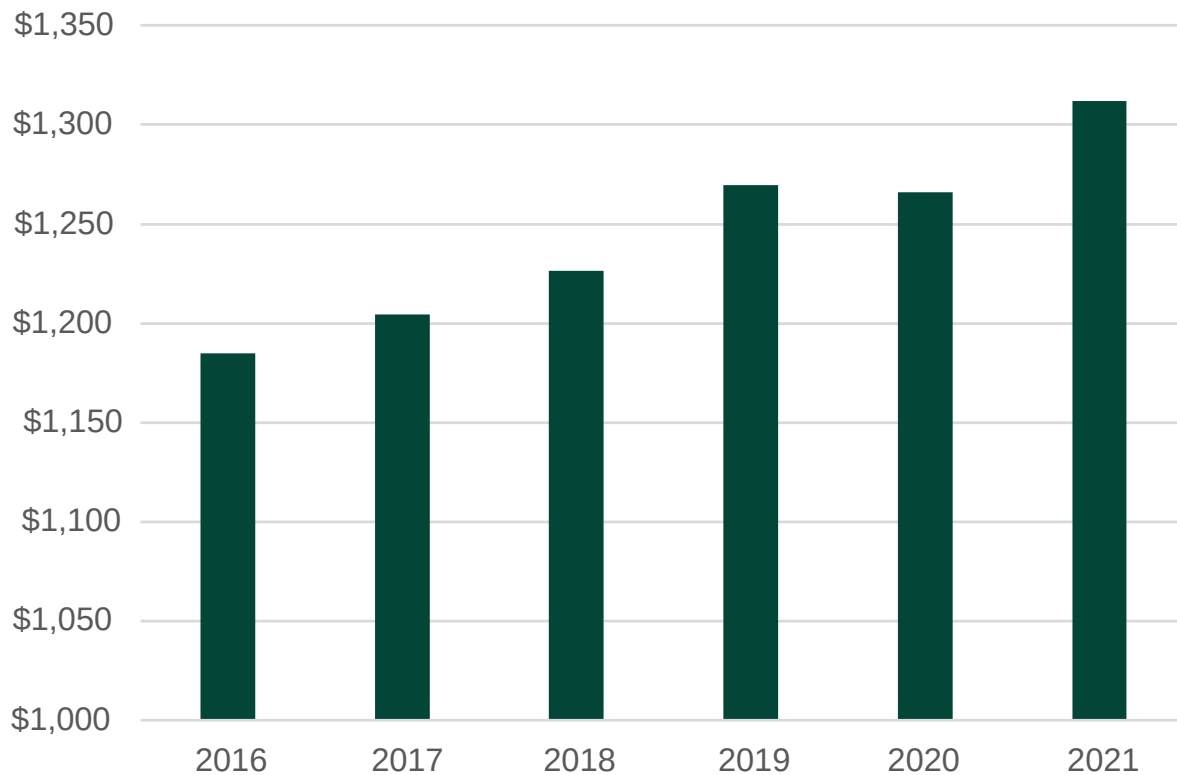


Figure 8. Market Rate Multifamily Residential Asking Rent

³⁰ REIS, 2022.

³¹ REIS, 2022.

Overall activity in the submarkets since 2016 has been low. Historically, vacancies remain consistently low, hovering at about 3 percent. In 2019, 571 units were delivered adjacent to Branch Avenue Metro Station, most of which were absorbed the same year;³² this, coupled with higher asking rents near Metro stations, indicates strong demand and high performance of newer, Metro-adjacent properties.

The low vacancies, coupled with fast absorption of new Metro-adjacent properties, indicate there are few places available for people looking for quality rental apartments in the area.³³ This represents an opportunity for future Metro-adjacent properties to draw new residents to the area.

MARKET RATE MULTIFAMILY RESIDENTIAL HISTORICAL SUBMARKET PERFORMANCE

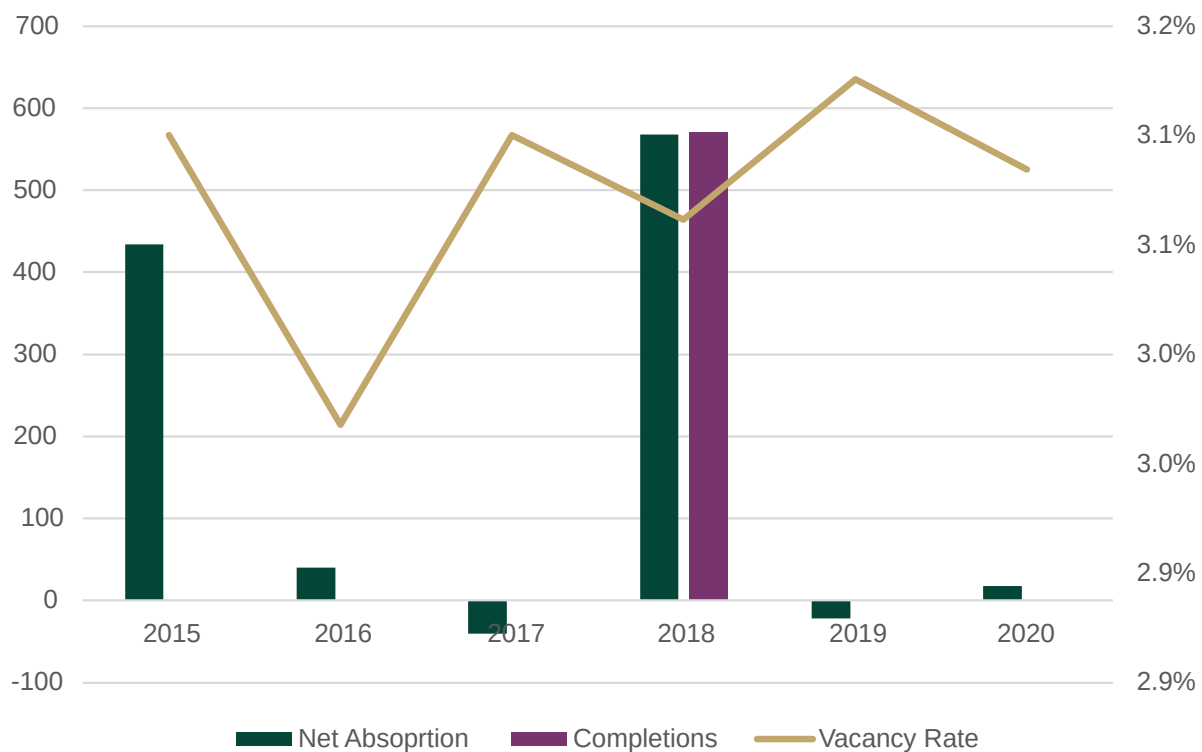


Figure 9. Market Rate Multifamily Residential Historical Submarket Performance

³² REIS, 2022.

³³ REIS, 2022.

BRANCH AVENUE RESIDENTIAL DEMAND CONCLUSION

Overall, the residential market in the area is healthy and bullish, demonstrated by the robust single-family home development pipeline. However, there is a gap in quality multifamily rental options. The areas in the north of Branch Avenue, especially around the two Metro stations, represent ideal opportunities to fill that void and take advantage of a strong residential market.

The following analysis projects the total number of rental apartment units that could be supported in the Branch Avenue Corridor over the next five and ten years under two scenarios.

Table 2. Residential Demand

	Residential Demand	
	Scenario 1 50% Capture	Scenario 2 75% Capture
2027	720 units	1,000 units
2032	1,600 units	2,500 units

Scenario 1

The first scenario is more conservative and assumes that the Branch Avenue Corridor will capture 50 percent of all latent demand that exists within the overall submarket. The corridor will compete with rental apartment projects in Suitland, Capitol Heights, and the apartments planned for Westphalia.

After accounting for the development pipeline, the Branch Avenue Corridor can support the residential demand of an additional 720 multifamily units in five years. That demand grows to 1,600 units in ten years.

Scenario 2

The second scenario represents a more competitive assumption, showing residential demand if the Branch Avenue Corridor can capture 75 percent of overall demand in the submarket. This scenario demonstrates how a competitive, unique, and high-quality apartment offering, with robust community amenities, can outcompete other apartment developments in the overall submarket.

If Branch Avenue can outcompete the rest of the submarket with a quality residential offering, the total demand for additional rental apartments will increase to 1,000 units in five years, growing to 2,500 units in ten years.

TRANSIT-ORIENTED RESIDENTIAL OPPORTUNITY

The two Metro stations along the Branch Avenue Corridor represent ideal opportunities for any residential development in the area. Existing rental apartments adjacent to Branch Avenue Metro Station are securing rents drastically higher than those in older, non-metro-accessible properties. As a result, developable sites near Naylor Road and Branch Avenue Metro Stations should be prioritized for future rental apartment development over sites lacking direct public transit access.

The recent MetroPlace at Town Center development in Suitland also represents a good case study for expected performance near the Naylor Road Metro Station, given similar demographics in both areas, their proximity to employment centers, including the Hospital and downtown Washington, D.C., and accessibility to transit. This community has an average asking rent of \$2,044 and maintains a low 3.2 percent vacancy rate, indicating strong performance and demand.³⁴

It is important to note that future rental apartment development in the corridor south of Joint Base Andrews is not recommended. Although there are rental apartments in the south, including the newly developed Brandywine Green, the overwhelming majority of new housing being developed in the south consists of townhomes and single-family homes.

BRANCH AVENUE WORKFORCE HOUSING OPPORTUNITY

Workforce housing is traditionally defined as housing that falls between affordable housing and market-rate housing in terms of rental cost. Generally, workforce housing includes apartment units that are affordable for people with incomes within 80 and 120 percent of area median income. This analysis assumes that households falling within 80 percent to 120 percent of the median income of the residential submarkets are considered to be looking for workforce housing. The exact formula to determine this is far more nuanced and depends on various market-specific metrics and household characteristics. Based on the \$78,000 median income of the residential submarkets, households earning \$62,000 to \$94,000 per year can be considered workforce households. About 51 percent of households currently living in the residential submarkets fall within this range.

Considering that slightly over half of residents living in the neighborhoods near Branch Avenue could qualify for workforce

housing (depending on household size) and the limited housing options in the area, additional workforce housing would benefit and serve a large segment of the local population.

Based on the total demand for rental apartments, demand for workforce housing over the next five years will reach approximately 215 units—increasing to 496 units in ten years—assuming there is no workforce housing planned in the development pipeline.

It is imperative that workforce housing is built in proximity to areas of employment or public transit to minimize commuting costs—even more so than standard market-rate housing. Therefore, any future workforce housing development should be focused around both Metro stations or in the north of the Branch Avenue Corridor closer to Washington, D.C., Suitland, and other significant employment nodes.

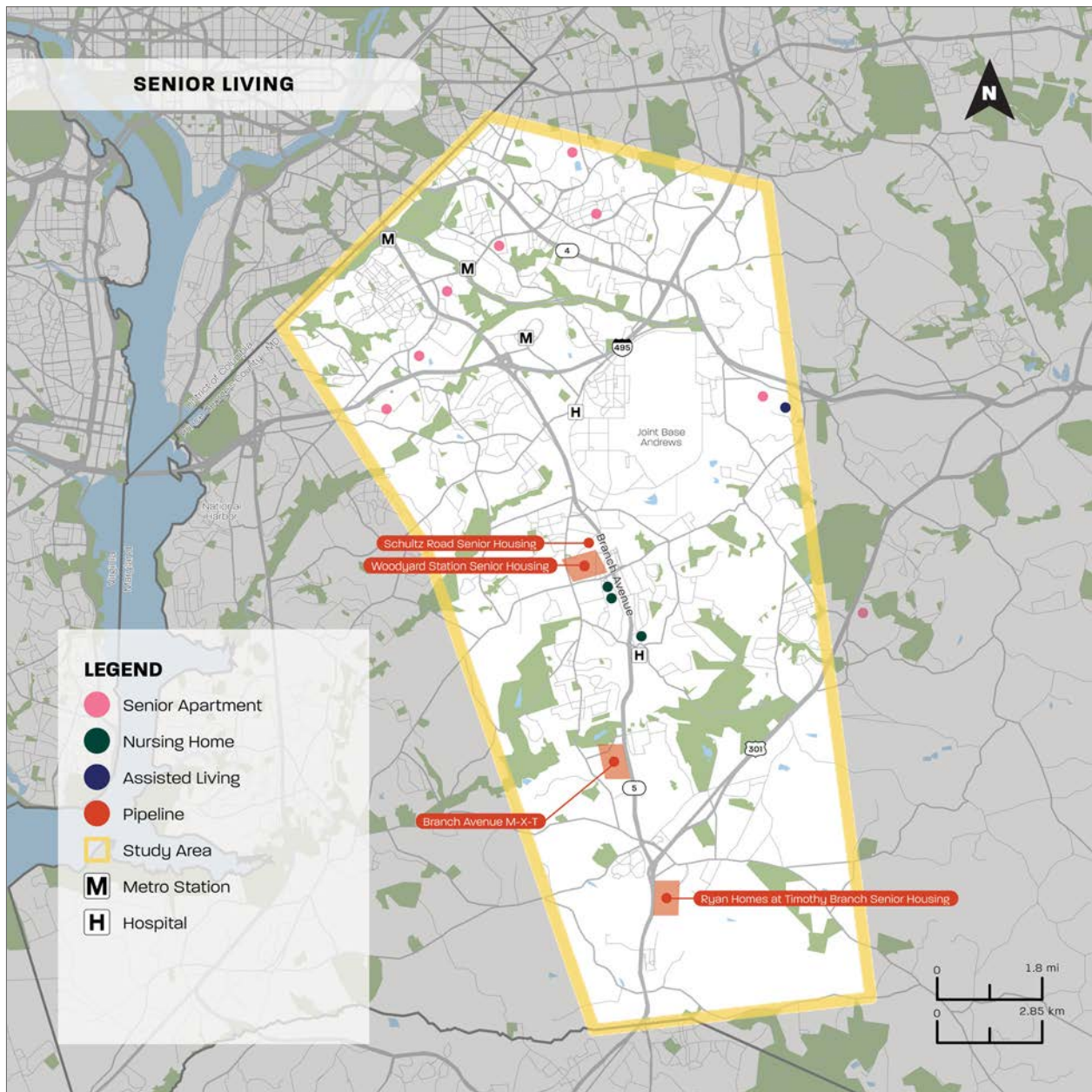


SOURCE: M-NCPPO

Naylor Road Metro station and other transit sites along the Branch Avenue corridor are ideal opportunities for residential development in the area.

³⁴ REIS, 2022.

Map 10. Branch Avenue Senior Housing Supply



BRANCH AVENUE SENIOR HOUSING OPPORTUNITY

Senior housing of all types is most prevalent in the north of the Branch Avenue Corridor, with a distinct difference in building typologies between the north and south. There are eight senior housing communities in the north of the corridor, consisting of seven senior apartment buildings and one assisted living community. There are also numerous small, independent assisted living businesses in the north of the corridor that are operating out of single-family homes. Different senior housing typologies serve different types of tenants and have very different buildouts. Senior apartments are standard apartments restricted to residents that are at least 65 years old. These communities are geared toward active seniors. Assisted living is occupied by older and less active residents who require 24-hour supervision and includes on-site staff and meal plans for residents.

The prevalence of senior housing in the area has led to a higher median age of people living in the corridor. Currently, more than 31,000 residents in the Branch Avenue Corridor are over the age of 65, representing 16 percent of the population; over the next five years, that number is projected to grow to over 38,000, or nearly 19 percent of the population. The biggest concentrations of seniors are in the center and south of the corridor. The presence of middle-aged, high-income earners with senior parents can be another indicator of senior housing demand. There are over 25,000 residents between the ages of 45 to 54 who may have aging parents looking for housing options near their families. Also, there is a moderate number of people living in the south of the corridor and near Westphalia who are aged 45 to 54 and earning \$150,000 to \$200,000 annually. This indicates a population that is old enough to have parents of advanced age as well as the disposable income to move their parents into senior housing.

The prevalence of small-scale assisted living properties in the north does indicate a need for additional higher-quality senior housing facilities. Full-scale assisted living facilities can give a higher level of care, a greater sense of community, and more appropriate programming than can be provided in a single-family home. Although assisted living facilities are costly, there are concentrations of high-income residents living in all parts of the corridor, and the prevalence of small, one-off assisted living operators in the area indicates that there may be a need for a full assisted living facility in the north of the corridor.

While senior housing is highly concentrated in the north, there are three nursing homes in the south along Branch Avenue. Nursing home facilities are a product type that is geared primarily toward seniors that require a high level of nursing care. These nursing home facilities are older and located close to the MedStar Southern Maryland Hospital Center.

There is a concentration of senior apartments and assisted living properties in Waldorf, but there is a gap in senior housing between Joint Base Andrews and Brandywine. An existing development pipeline in the south includes a 240-bed assisted living facility planned at the Branch Avenue M-X-T project near Burch Hill Road,



SOURCE: ISTOCKPHOTO.COM, PHOTO ID 1002514538.

The number of residents in the Branch Avenue Corridor that are over the age of 65 is expected to grow from 16 percent of the population to nearly 19 percent (or over 38,000) over the next five years.

112 senior apartments planned for Woodyard Crossing, and additional senior apartments in the Ryan Homes at Timothy Branch project. Although this pipeline is robust, as the population grows and higher-income residents move to the single-family home developments planned for the south, there may be a need for additional senior housing in the south over the next 10 to 20 years.

This is especially the case for those looking for an alternative to the existing nursing home facilities that do not fulfill the needs of seniors without acute medical care needs.

4.2. Office and Medical Office

Nationally, the office market is in major flux with the persistence of remote work. Employers are still working to navigate these shifts and define their hybrid work policies. Many employers are looking for ways to entice their employees back to the office, including enhanced amenities and flexible workspaces. Remote work is also changing the nature of office space, with many employers looking for ways to take advantage of limited in-office time to promote collaboration. Specifically, Washington, D.C., was recently ranked the top major city to have embraced remote work, with almost half of Washington, D.C., employees choosing to work from home.

MEDICAL OFFICE OPPORTUNITY

When available retail space exceeds demand, landlords are increasingly looking to non-retail tenants to fill vacancies in traditional retail storefronts. As such, medical offices and healthcare tenants operating out of retail space are known as “medtail.” This isn’t a new concept but has gained traction in the aftermath of the pandemic. Medical tenants have been taking advantage of lower retail rents post-pandemic. Out of all leased medical office space in the United States in 2022, 20 percent is located in retail buildings. This is an increase from about 16 percent in 2010.³⁵

From a landlord’s perspective, medical tenants not only fill vacancies and increase foot traffic to other retail occupants, but they are typically well-funded and sign long-term leases. This trend will continue to evolve as many healthcare providers embrace a more customer-oriented approach and blur the line between a traditional healthcare provider and a wholistic wellness company.

While medtail is the most common non-retail use of retail space, professional offices for attorneys, accountants, and architects, as well as daycare or educational facilities, religious facilities, and even ground floor residential make up some of the non-retail uses.

BRANCH AVENUE OFFICE OPPORTUNITY

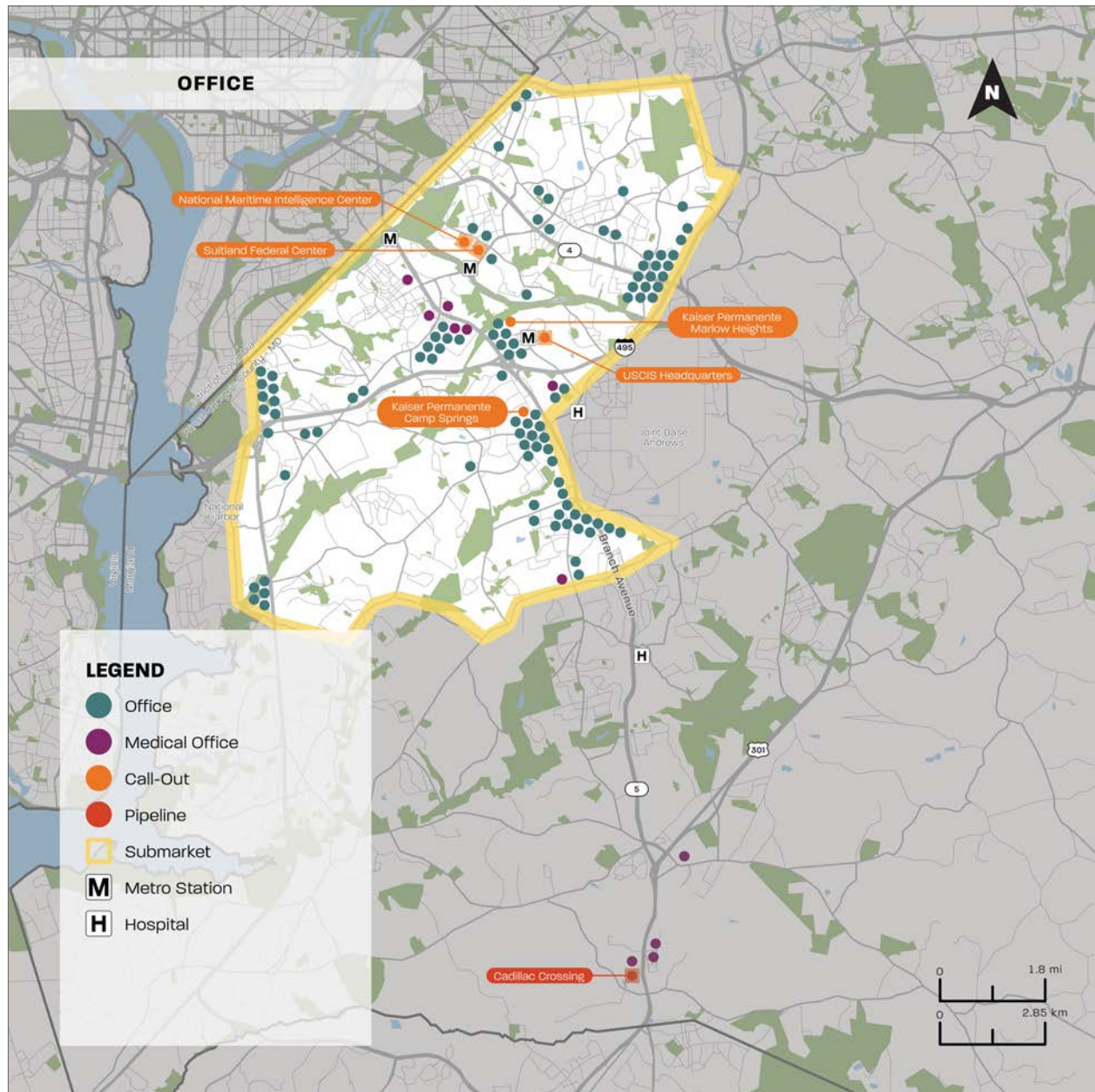
Like the residential market, the majority of office properties in the market are located in the high-density areas in the northern submarket. There is minimal dedicated office space larger than 10,000 square feet in the south.

The northern segment of the corridor falls within the Suitland/Oxon Hill office submarket, denoted in **Map 11**. This includes the northern areas of Branch Avenue, as well as District Heights, Suitland, and Oxon Hill. This submarket has a small office presence, with a total inventory of 3.9 million square feet of office space. Most of the office space is concentrated in Suitland and occupied by federal tenants, such as the headquarters of the U.S. Census Bureau and National Maritime Intelligence Center (located in Suitland Federal Center). Federal tenants account for 2.3 million square feet of office space.

OUR METHODOLOGY

To evaluate the opportunity for office development along the Branch Avenue corridor, we first examined the existing inventory of office space to identify concentrations and gaps in the market. We analyzed historical performance of the existing inventory in the submarket, including net absorption, occupancy rates, and new developments. We assessed employment trends and projected employment growth to understand how the current supply would meet future needs. We then assigned capture rates to determine the amount of submarket demand that would be capturable on our site. Finally, we projected demand for office development within the Branch Avenue corridor over the next five and ten years. The following analysis is based on commercial real estate data sourced from Moody’s REIS, supplemented with employment and demographic data from Sitewise, ESRI, and the U.S. Bureau of Labor Statistics.

35 Jane Margolies, “To Fill Empty Retail Space, Landlords Tap Doctors and Dentists,” The New York Times, February 22, 2022.

Map 11. Office Submarket and Supply

The submarket's inventory is aged, with 65 percent of the office properties in the area built before 2000. Most office buildings in the market have small footprints, providing limited options for mid- to large-scale office tenants looking for space that is larger than 10,000 square feet. Out of the 375 office properties in the submarket, only six buildings are over 100,000 square feet, and only 32 buildings are over 25,000 square feet.

After a high of 6.0 percent in 2016, vacancy fell to an extremely low level of 2.6 percent in 2021.³⁶ This low vacancy, coupled with low construction activity since 2016, indicates that there is very little demand for office space in the submarket overall.

³⁶ REIS, 2022.

Historically, activity in this market has been slow. Every year since 2016 has seen negative net absorption (meaning more tenants have left the submarket than moved in), except for 2020.³⁷ Prior to 2020, total inventory in the submarket steadily contracted, losing 118,000 square feet since 2009 due to the conversion or demolition of obsolete office space. Office rental rates have steadily increased from \$22.77 per square foot in 2016 to an average of \$28.70 in 2021. However, rental rates below \$30 per square foot and the overall state of the office market make it difficult for developers to justify future office development in the area.³⁸

Despite the negative impacts of COVID-19 on the office market, 2020 was the strongest year on record in the submarket. 2020 was an outlier in the submarket because of the delivery of 589,000 square feet of office space next to the Branch Avenue Metro Station. The development was built for the U.S. Citizenship and Immigration Services and accounts for one-fourth of all office space in the submarket. Although this was the most activity the market has seen on record, due to COVID-19, the building has not been fully occupied by employees.

OFFICE SUBMARKET HISTORICAL PERFORMANCE

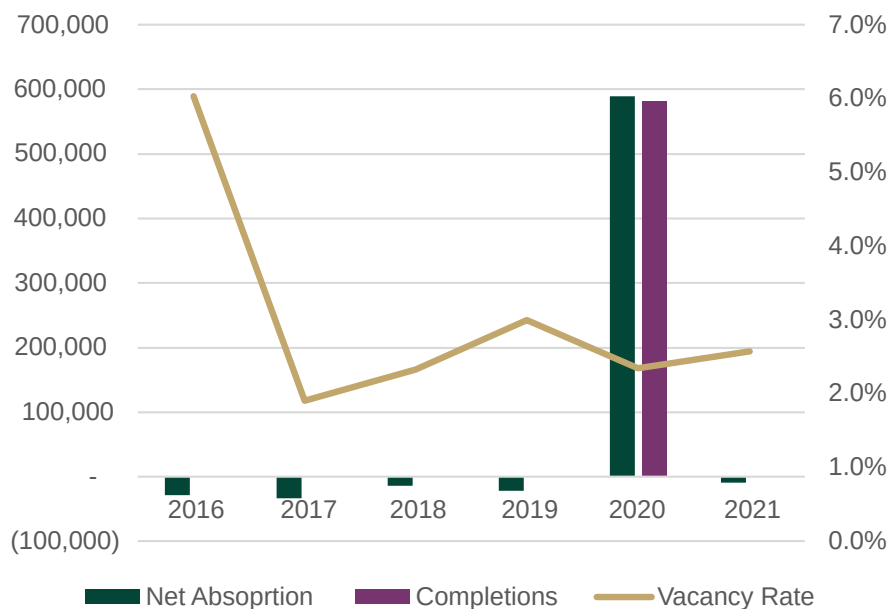


Figure 10. Office Submarket Historical Performance

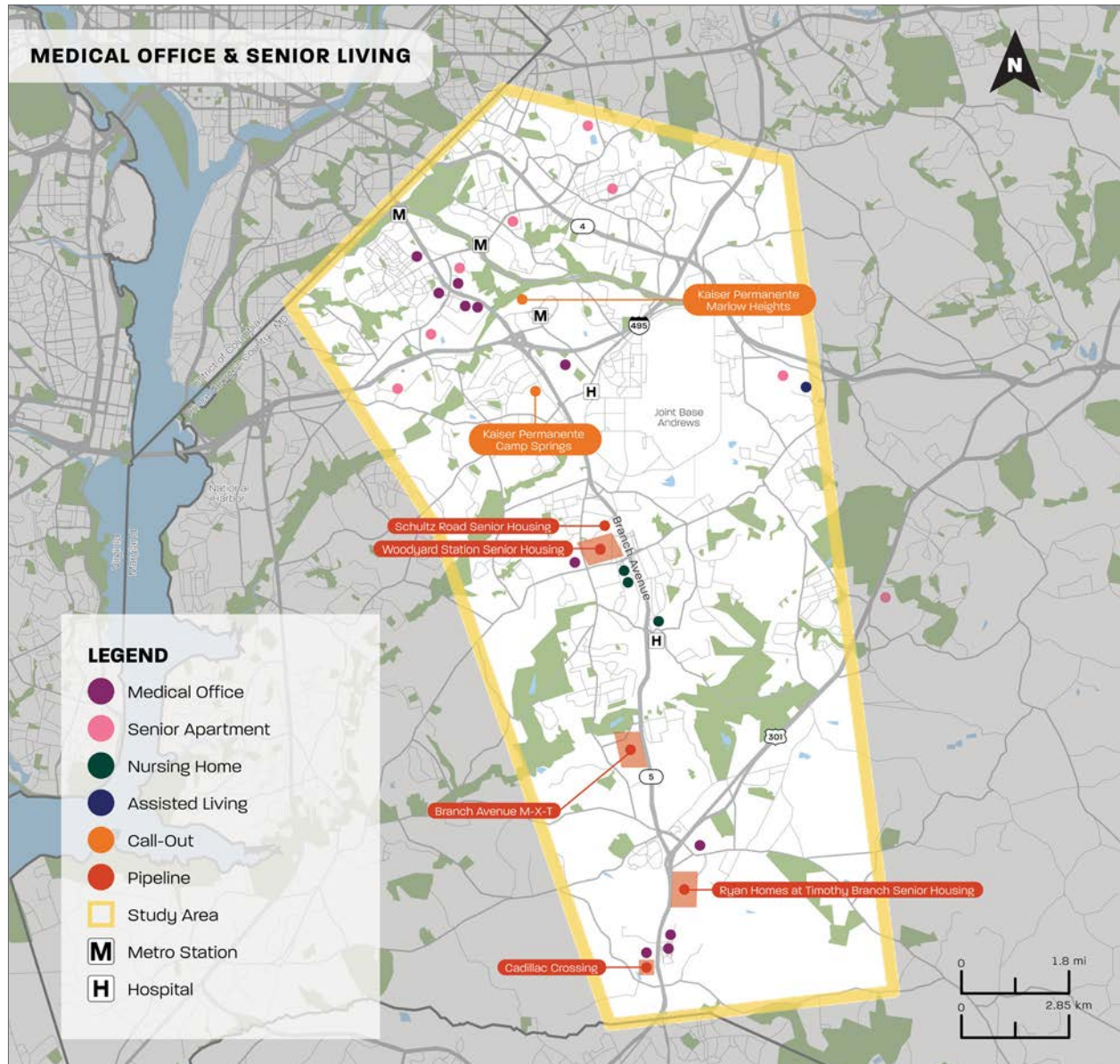
BRANCH AVENUE MEDICAL OFFICE OPPORTUNITY

The national decline of traditional office markets over the past few years has given way to opportunities for medical offices in some markets. Currently, the Branch Avenue Corridor hosts 520,000 square feet of dedicated medical office space, ranging from small-scale, single-story urgent care buildings to multi-story medical office buildings.

The medical office inventory is closely split between the north and south; however, there are distinct building types between the two areas. In the north, there are a greater number of buildings which tend to be smaller scale. Medical office properties in the north are significantly older, with the newest buildings delivered in 1987. These properties have strong occupancy but are all class B or C buildings with asking rents below \$30.00 per square foot.

³⁷ REIS, 2022.

³⁸ REIS, 2022.

Map 12. Medical Office Supply

As demonstrated in **Map 12**, medical office properties in the north are located adjacent to Branch Avenue and often close to senior housing properties in the area. There are two Kaiser Permanente buildings in the north—one in proximity to the Malcolm Grow Surgery Center in Joint Base Andrews and another near the Branch Avenue Metro Station.

There are fewer medical office buildings in the south, but they tend to be larger and significantly newer than those in the north. Medical office buildings in the south are clustered in the Brandywine neighborhood, near Brandywine Crossing and the Ryan Homes at Timothy Branch developments. Brandywine Crossing has a 65,000-square-foot medical office building integrated into the center that was delivered in 2016, making it both the newest and largest medical office building in the market. Directly adjacent to the future Stephens Crossing residential development is a 41,000-square-foot medical office building that was also delivered in 2016. In addition to the strong concentration of quality medical office space in the south, there is a 100,000-square-foot office building planned for Cadillac Crossing. Although the exact timeline of the project is uncertain, if this property is delivered, the Brandywine area will be well supplied with quality medical office space.



SOURCE: M-NOPPO

A new product that is purpose-built for potential Federal government tenants would need to occur on an opportunistic, rather than speculative, basis.

The recent expansion of the MedStar Southern Medical Hospital Center and the planned senior apartments at the Woodyard Station development generates a need for additional medical office space. However, considering the health of the office market and persistently low rents in the area, future medical office development will most likely mirror existing small-scale properties located near hospitals and senior housing along the Branch Avenue Corridor.

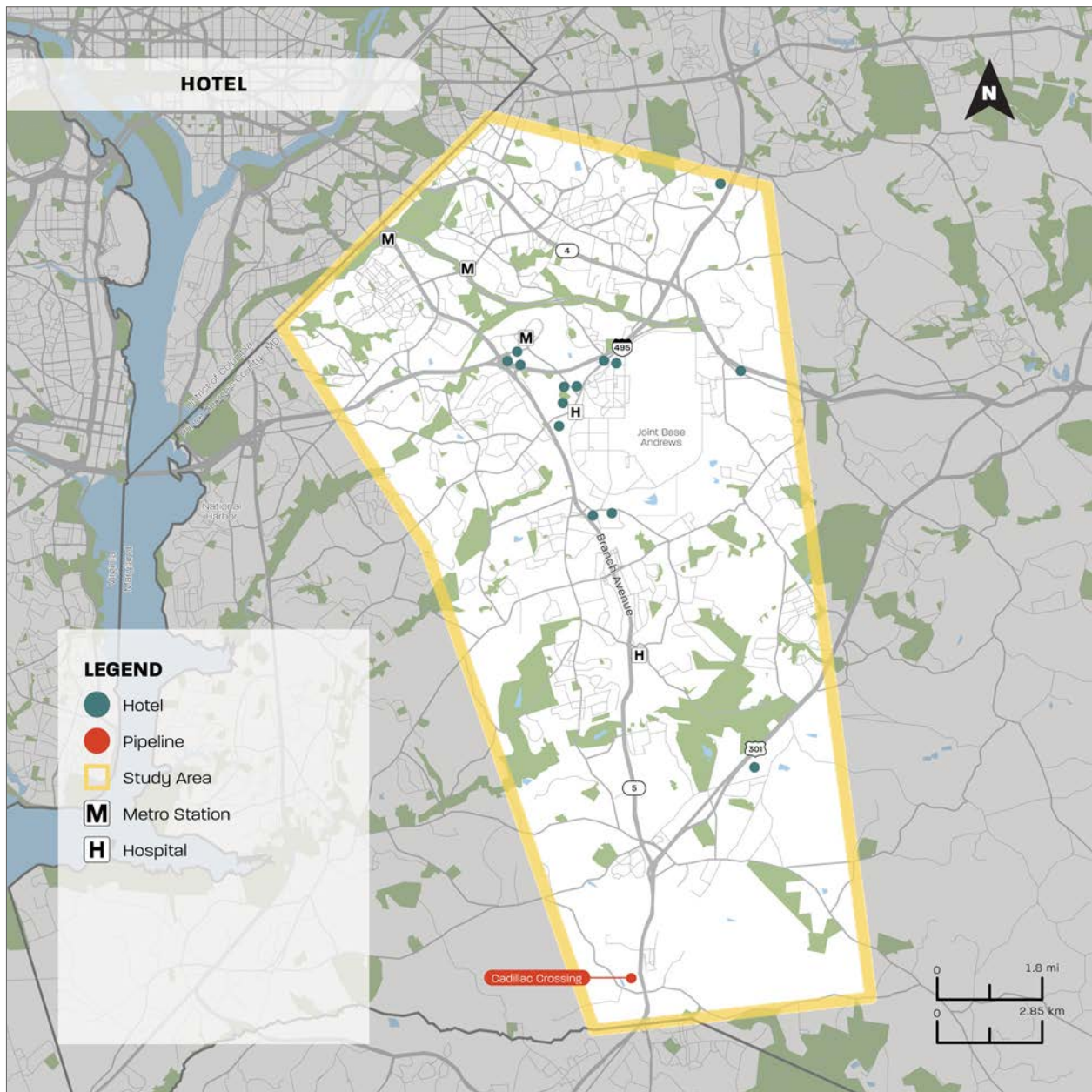
BRANCH AVENUE OFFICE AND MEDICAL OFFICE DEMAND CONCLUSIONS

Based on the overall performance of the office submarket, there is a projected demand for 40,000 square feet of office space over the next five years, increasing to 103,000 square feet in ten years. However, all positive activity in the market over the last five years was a result of activity in 2020 rather than activity in the market overall.

Because 2020 was an extreme outlier, traditional office development is not recommended for the corridor in most circumstances. The exception to this would be the attraction of another federal government

tenant (like the USCIS) that is looking for a new headquarters in a location that is less expensive than Washington, D.C., or Northern Virginia. In this case, sites directly adjacent to either the Naylor Road or Branch Avenue Metro Stations are the most ideal. Traditional office development is not recommended in the south.

Given the low demand for traditional office space, it is recommended that any future office development in the corridor be focused on medical office space rather than traditional office tenants.

Map 13. Hotel Competition

4.3. Hospitality

There are 76 hotels in Prince George's County, 14 of which are in the Branch Avenue Corridor. The hospitality market in Prince George's County has experienced strong growth over the past few years. With the construction of more than a dozen new hotels in the last decade and the sale of several old ones, market indicators continue to suggest that the county is well positioned for hospitality growth following a full recovery from the impacts of the COVID-19 pandemic. National hospitality trends forecast a full recovery of demand within the hospitality industry by 2024.

HOSPITALITY HISTORICAL PERFORMANCE

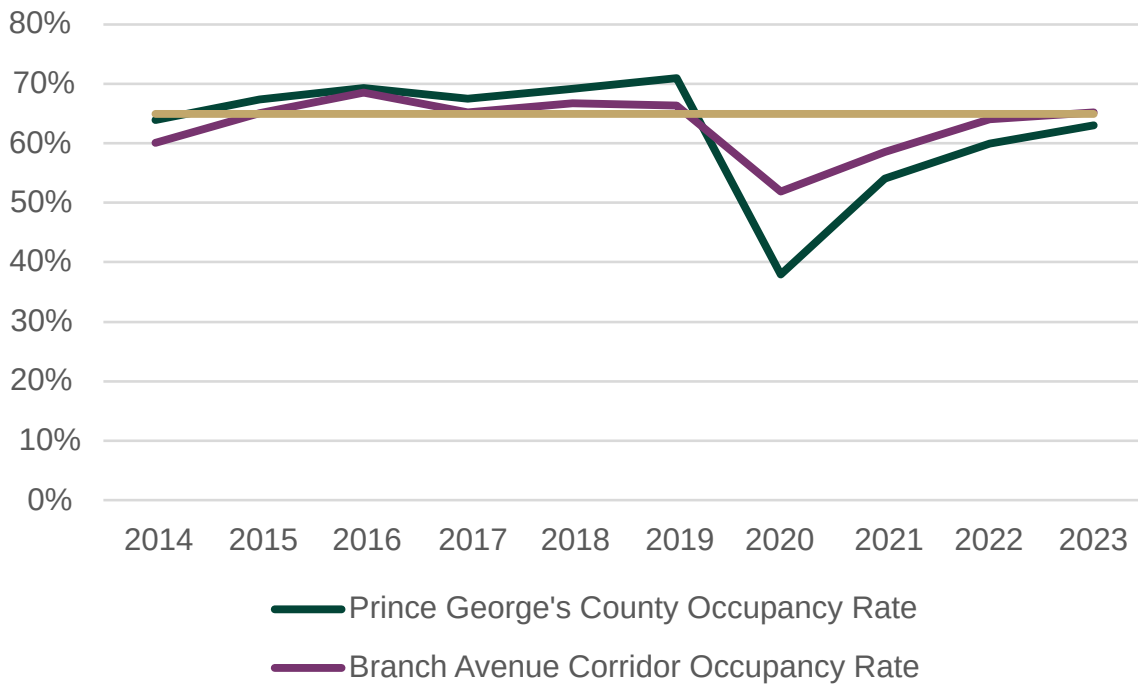


Figure 11. Prince George's County Hospitality Historical Performance

Prior to the COVID-19 pandemic, occupancy rates in Prince George's County were on an upward trajectory, surpassing 65 percent—the industry benchmark for a healthy hospitality market.³⁹ The construction of new hotels while maintaining high occupancy rates indicates that the market can absorb additional hotel rooms without significantly impacting performance.

Hotels within the Branch Avenue Corridor historically have had occupancy rates that were slightly lower than those of the County overall. However, Branch Avenue hotels were more resilient during COVID-19, which is a result of the specific military audiences those hotels serve.

One of the goals of Experience Prince George's, the County's official destination marketing organization, is to expand its tourism economy with the objective of increasing the area's overall hotel occupancy rates. The efforts of this group have been effective. Both overnight and daytime visitors have increased since 2014, and visitation is projected to return.

Business-based travel is expected to return at a slower rate than leisure-based travel due to continued risks related to COVID-19 and decreased travel budgets.

BRANCH AVENUE HOSPITALITY OPPORTUNITY

Hotels within the Branch Avenue Corridor are mostly composed of economy and upper mid-scale class hotels. Most of the hotels within the Branch Avenue Corridor are clustered around Joint Base Andrews and are designed to serve visiting military personnel and their families.⁴⁰

³⁹ STR, 2022.

⁴⁰ STR, 2022.

HOTELS BY CLASSIFICATION

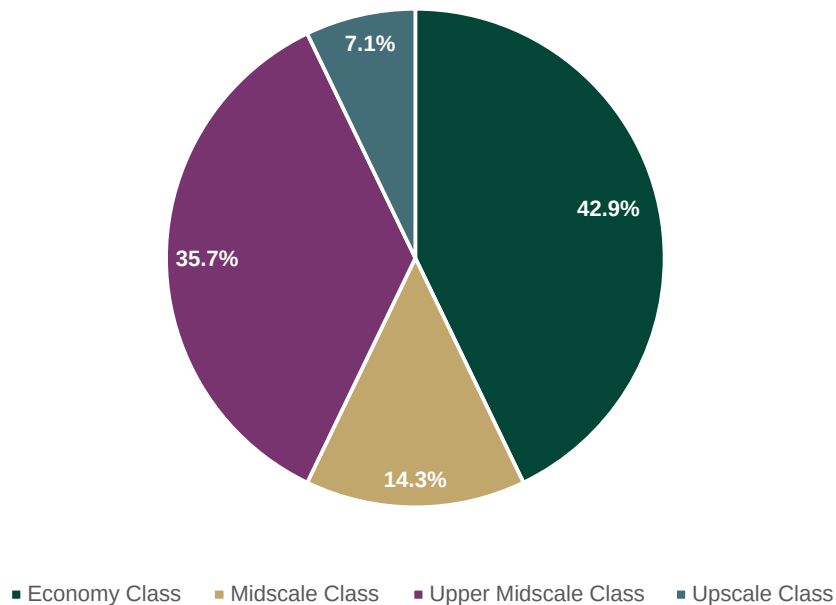


Figure 12. Hotels by Classification

The expansion of the MedStar Southern Maryland Hospital Center creates an additional opportunity to build a hotel that serves the medical campus, particularly patients that are in long-term care and treatment programs, those traveling from out-of-town for appointments with specialists, as well as visiting doctors and hospital staff. The hospital

recently purchased and demolished a nearby on-site hotel. Currently, the closest accommodation is approximately three miles from the hospital.

While the metrics indicate that existing hotel supply is higher than demand in the market,⁴¹ there is a need to replace or upgrade older hotel space that is currently in the market.

HOTEL SUBMARKET HISTORICAL PERFORMANCE

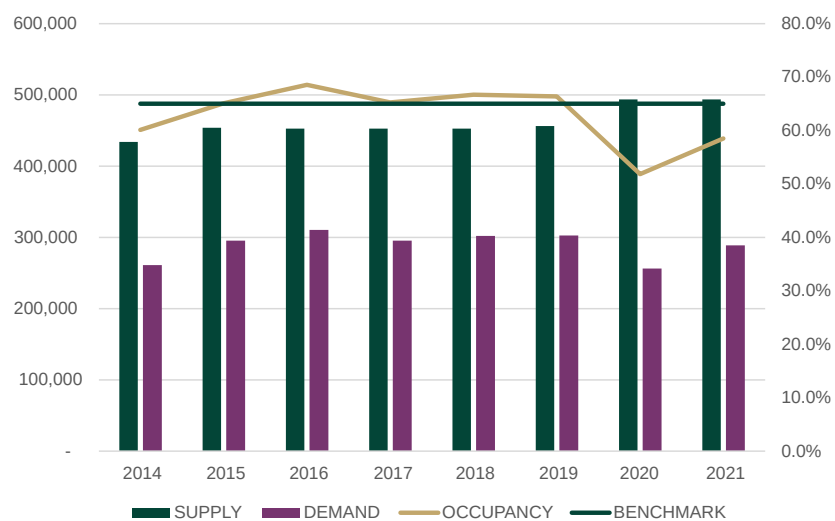


Figure 13. Hotel Submarket Historical Performance

⁴¹ STR, 2022.



SOURCE: ISTOCKPHOTO.COM. PHOTO ID 177409720.

The existing industrial concentrations of industrial space near Branch Avenue are focused on small-scale manufacturing and vehicle repair.

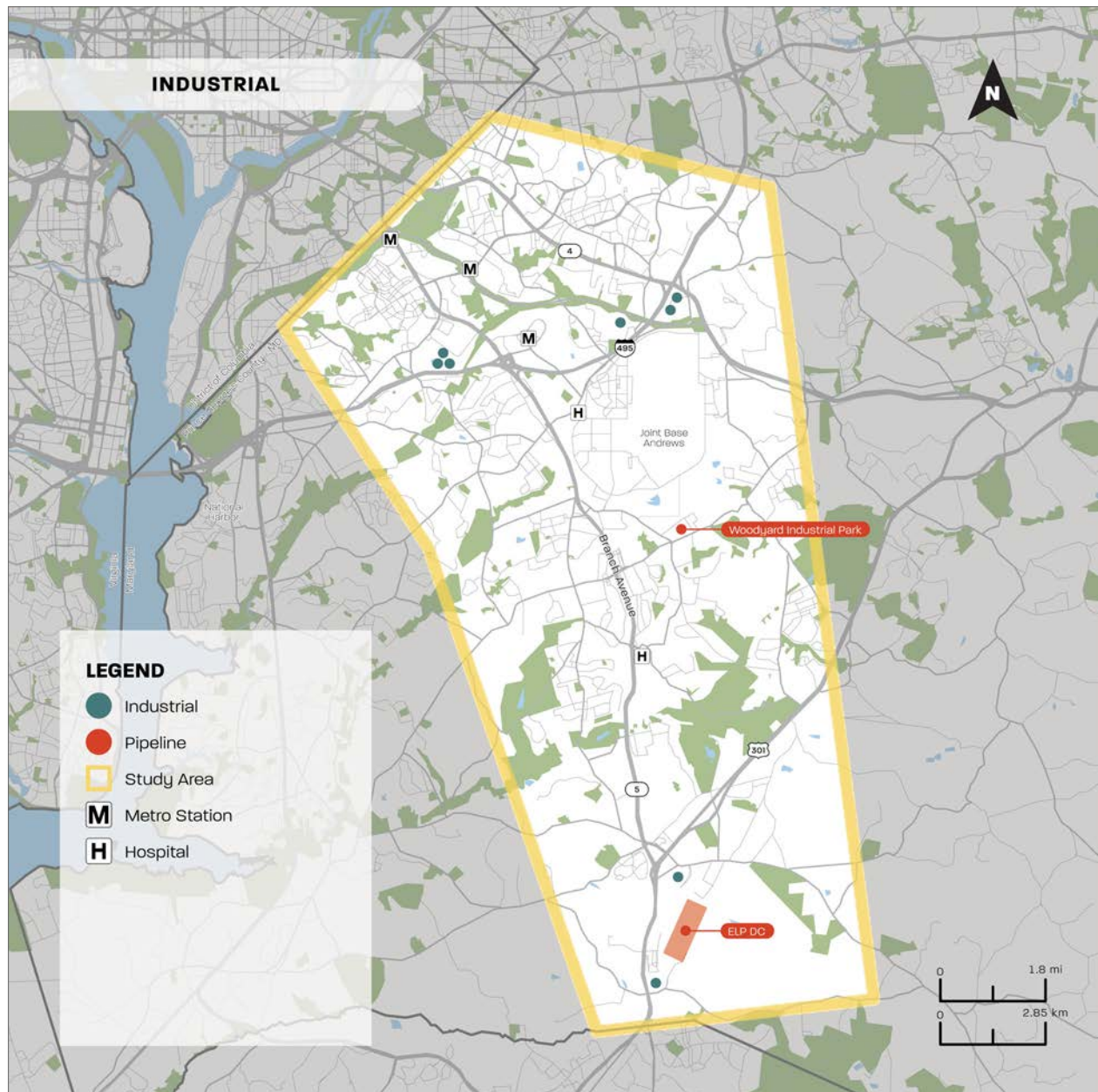
4. 4. Industrial Uses – Logistics, Last Mile Distribution, and Public Storage

U.S. industrial leasing volume reached a record 587 million square feet in July 2021, and the national industrial vacancy rate dropped to 3.8 percent.⁴² One of the top drivers of the spike in demand was increased reliance on e-commerce throughout the pandemic and the need for centers that could fulfill “last mile” delivery. “Last mile” refers to the final leg of the logistics journey from the warehouse to the consumer. Recent press has attracted institutional investors who are pumping billions of dollars of capital into this sector, dramatically increasing the value of last-mile facilities. The Prince George’s County Council passed CB-11-2023, establishing conditions for the development of storage facilities that may impact where future warehouses are located.

BRANCH AVENUE DISTRIBUTION OPPORTUNITY

There are several existing concentrations of industrial space near Branch Avenue. Most of the existing space is low quality, aged, and focused on small-scale manufacturing or vehicle repair. There are multiple mid-scale distribution and logistics centers located in the central and southern areas of the corridor.

⁴² “Rising Transportation Costs Help Fuel Record Warehouse Leasing Pace,” CBRE, September 13, 2021, <https://www.cbre.com/insights/briefs/us-marketflash-rising-transportation-costs-help-fuel-record-warehouse-leasing-pace>.

Map 14. Industrial Supply & Pipeline

Most of the inventory in this area is dedicated to vehicle repair, home furnishings, building materials, and storage. The largest industrial node is located directly north of Joint Base Andrews, with four distribution centers. All four of these buildings are newer than other industrial buildings in the area and are well-positioned near both Suitland Parkway and MD 4. There are three additional, small-scale distribution centers in Marlow Heights across from the Branch Avenue Metro Station.

In the south of the corridor, there are two distribution centers: the Capitol Gateway Logistics Center and a Regency Furniture location that doubles as a showroom. Unlike most other existing industrial properties that tend to be removed from other uses, the Capitol Gateway Logistics Center is in proximity to future residential developments at Timothy Branch. Occupancy in these properties is high, with only a few vacant spaces currently for lease in smaller projects in the north of the corridor.



SOURCE: ISTOCKPHOTO.COM. PHOTO ID 513630144.

Areas along the north portion of the Branch Avenue corridor are accessible to major thoroughways, and thus represent an opportunity for small-scale, last-mile distribution.

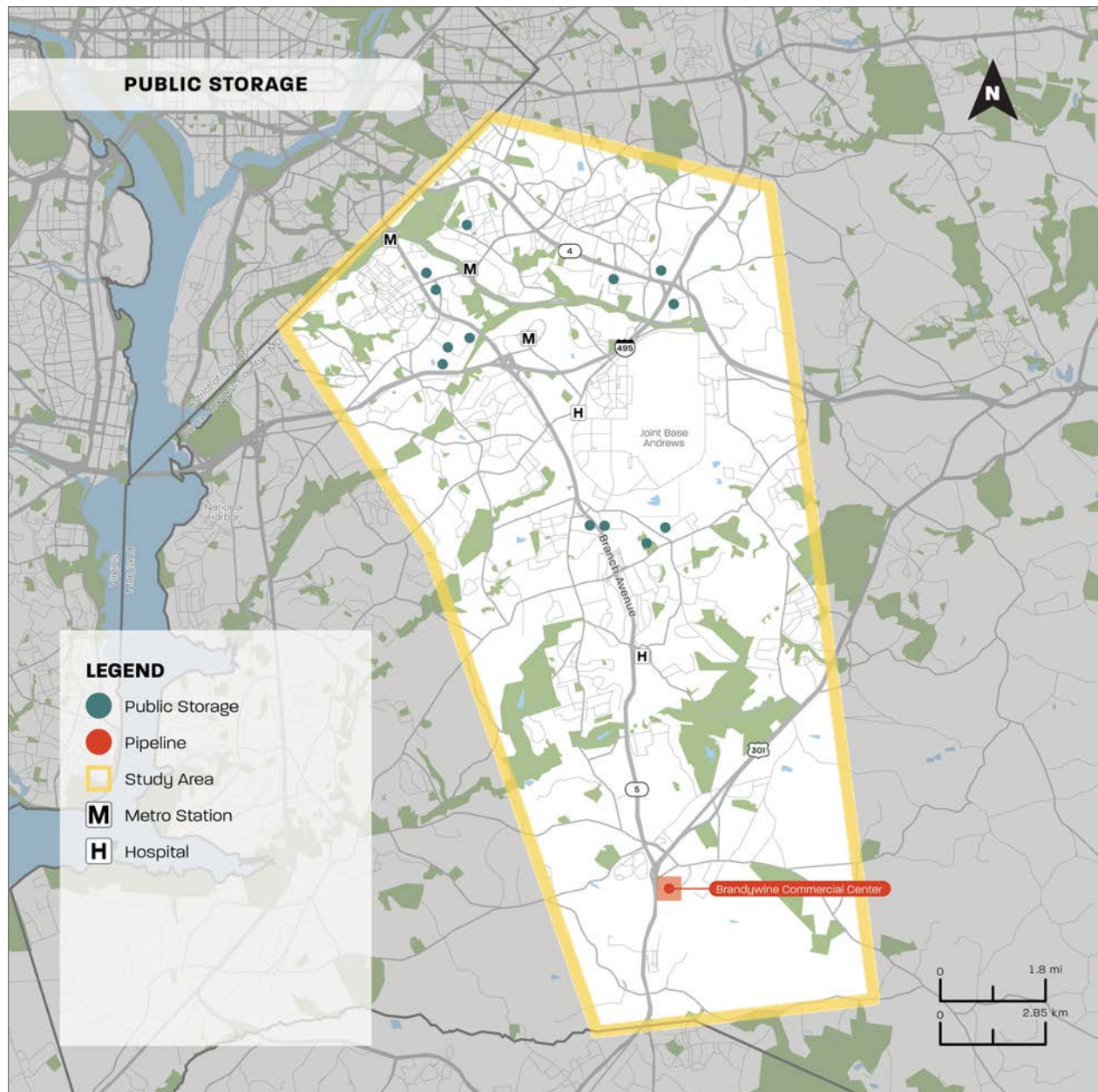
The Branch Avenue Corridor has a strong development pipeline. The most imminent project in the corridor is Woodyard Industrial Park, located in Clinton directly south of Joint Base Andrews. Slated for full buildout by mid-2023, this project consists of two distribution centers totaling 200,000 square feet and will include a self-storage component. The largest project in the pipeline is located directly behind Ryan Homes at Timothy Branch development, where industrial developer Elion Partners intends to develop up to 3.2 million square feet of industrial space. This project's preliminary plan was approved in 2020 and may take several years to complete but will add significant distribution space to the south of the market. There is also 324,000 square feet of industrial space planned within Westphalia, although the exact timeline or typology of that element of the project is unknown at this time. Projects of this magnitude will be more difficult to replicate in the north due to

a greater scarcity of open land directly accessible to major highways.

Industrial properties in the corridor have high occupancy, with very few spaces available for lease. The existing supply consists of smaller-scale properties, with limited large-scale distribution spaces available. This lack of available supply has spurred the extensive pipeline of industrial development in the area.

While the south is saturated with large distribution centers, areas closer to Washington, D.C., and accessible to major thoroughways represent an opportunity for small-scale, last-mile distribution. Although available land is far more constrained, the proximity to Washington, D.C., makes these sites desirable for a smaller-scale, last-mile distribution center.

“Industrial properties in the corridor have high occupancy, with very few spaces available for lease.”

Map 15. Public Storage Supply

BRANCH AVENUE PUBLIC STORAGE OPPORTUNITY

Self-storage space in the corridor tends to be in similar locations to industrial space within the corridor. However, there is also a strong inventory of self-storage space in the north. There are numerous Public Storage and CubeSmart locations, but also several independent operators. As Westphalia continues to buildout and bring higher-income households to the area, those households will create additional demand for self-storage space in the north. Self-storage space in the south is far less common; however, there is a large concentration of self-storage space in Waldorf. There is currently a 1,140-unit self-storage facility planned for development adjacent to the Ryan Homes at Timothy Branch. As additional homes are added in Brandywine, there may be additional demand for self-storage, but this is unlikely to be within the next five years due to the planned facility.

4. 5. Culture, Arts, and Entertainment

Performing arts centers and live music venues have the potential to attract a consequential amount of associated retail demand. Arts venues draw regional customers that often patronize retail establishments in the area, typically food and beverage.

Performing arts venues and concert halls also have the advantage of attracting a customer base that is coveted by a wide variety of retailers, including educated, employed, and affluent customers. Live music venues have the potential to positively impact the conception of a commercial district.

Entertainment uses like cinemas, bowling alleys, billiards halls, sports and gaming facilities, skating rinks, and similar venues can provide an anchoring function for a retail center. These types of uses serve as an additional draw to a site and help a center stand out over the competition. Like MGM National Harbor, entertainment venues with a national brand can pull potential customers to an area on a wider regional basis compared to locally known operators.

EXPERIENTIAL RETAIL

Although e-commerce has grown to take up 12.9 percent of total U.S. retail sales, consumers will seek experiences that cannot be replicated digitally or at home. Sit-down dining, “eatertainment” concepts are becoming increasingly popular. Since 2019, customer traffic to such concepts has increased 22 percent.⁴³

Goods-based businesses will continue to pursue a more productive omni-channel model with reduced store count. Property owners should work to accommodate perennial uses like outdoor dining and family-friendly programming.

BRANCH AVENUE LANDSCAPE

Existing entertainment venues in the Branch Avenue Corridor are limited. National Harbor is widely recognized as a destination, and its location near Branch Avenue makes it difficult for another large-scale entertainment venue to exist within the corridor itself. However, there are also relatively few small-scale, neighborhood-oriented entertainment venues in the area. There are two movie theaters at opposite ends of the corridor, one in the Marlow Heights Shopping Center in the north and one in Brandywine Crossing in the south. Except for a roller rink at the Isiah 58 Center, recreation-oriented businesses within



SOURCE: M-NOPPO

Xscape Theaters Brandywine 14 is one of two small-scale entertainment venues near Branch Avenue.

the corridor are rare. As additional residential homes are developed, the need for additional entertainment options will increase. This will be particularly important in Westphalia in the north, and Brandywine in the south as Ryan Homes at Timothy Branch continues to build out.

The addition of 9,800 homes to the corridor will require additional entertainment and recreational options to compete with neighboring National Harbor or Washington, D.C., for new resident entertainment spending.

⁴³ “Retail Real Estate’s Top Trends in 2022: Demand for Mall Space Surges and Experience Returns,” JLL, June 9, 2022, <https://www.us.jll.com/en/views/retail-REs-top-trends-in-2022>.



SOURCE: M-NOPPO

Food incubators, commercial kitchens, and farm-related businesses provide a unique opportunity to build health, economic prosperity, and environmental stewardship along Branch Avenue.

4. 6. Food Incubators – Commercial Kitchens and Ghost Kitchens

There is a unique opportunity to build health and wealth along Branch Avenue through the promotion of local food products and entrepreneurs. A strategy that supports the growth of food and farm-related businesses can support economic prosperity, environmental stewardship, and a healthful and accessible local food supply. Commercial kitchens and ghost kitchens can serve as incubators that promote entrepreneurship and help accelerate small business success. A kitchen incubator is a shared rental kitchen that also provides other services like business development training, marketing, and labeling.⁴⁴

Kitchen incubators enable entrepreneurs to reduce overhead costs by providing shared, flexible space and paired services to grow their businesses. Entrepreneurs can also benefit from educational and business development programs, marketing support, and operational training. Incubator concepts are most successful when done in partnership with local agencies, corporate partners, nonprofit organizations, and institutional investors.

Food incubators come in different sizes, have different purposes, and appeal to different entrepreneurs with different concepts, including food truck operators, caterers, and independent delivery-only businesses.

Commercial kitchens are cooking spaces optimized for food preparation and delivery rather than on-site service. This use has traditionally been in industrial buildings; however, a more recent subtype of commercial kitchens—called ghost kitchens—has emerged. Ghost kitchens have become increasingly prevalent and are often located in diverse locations closer to their customers. Commercial kitchens tend to occupy larger spaces and serve affiliated restaurants or catering companies, whereas ghost kitchens are smaller scale and provide food delivery directly to consumers. Although they serve different audiences, both kitchen types can serve as an alternative use within existing industrial or retail spaces along Branch Avenue.

44 "What Are Food Incubators and Do They Create Viable Businesses? How the Tech-Inspired Model Translates to Kitchens," Eater, February 26, 2016, <https://www.eater.com/2016/2/26/11110808/food-incubator-accelerator-small-business>.



Although commercial kitchens have been a staple of the restaurant industry, the concept of ghost kitchens rapidly gained traction during the pandemic as the use of third-party food delivery increased. Initially projected to encompass 10 percent to 15 percent of the overall restaurant industry, CBRE now projects that ghost kitchens will grow to take up to 21 percent of the restaurant industry by 2025.⁴⁵ This explosive growth has been driven by the rise in popularity of food delivery apps, with 60 percent of consumers in the United States ordering food for pickup or delivery at least once per week.⁴⁶

Ghost kitchens can potentially fit into a variety of spaces provided they are properly vented for food preparation and can accommodate food waste disposal. They require smaller spaces than industrial commercial kitchens, needing as little as 200 square feet. Because they do not rely on foot traffic or in-person dining, ghost kitchens can fit into older retail spaces with lower visibility and minimal parking spaces. Typically, ghost kitchen operators are drawn to less expensive spaces because most overhead costs come from food delivery. Existing traditional restaurants can also convert into ghost kitchens to save on costs while operating out of the existing space.

45 "Ghost Kitchens are Becoming a Very Real Business," Quartz, July 16, 2021, <https://qz.com/2032957/ghost-kitchens-are-becoming-a-very-real-business>.

46 "What Is a Ghost Kitchen?: The Ultimate Guide for Your Restaurant," Cloudkitchens.com, June 15, 2023, <https://cloudkitchens.com/blog/ultimate-guide-to-ghost-kitchens>.



SOURCE: ISTOCKPHOTO.COM. PHOTO ID 1389857295.

Food incubators attract entrepreneurs of variable size and concept, including food truck operators, caterers, and independent delivery-only businesses.

Ghost kitchens can be creatively placed in differing locations, including alongside existing traditional restaurants and other retail. Major mall operators have begun to experiment with ghost kitchens inside food courts to deliver food to customers on-demand inside the mall itself or directly to their homes. Simon Property Group and Unibail-Rodamco-Westfield SE have partnered with ghost kitchen operator Kitchen United to test this strategy.⁴⁷ Mall and retail center operators are using this strategy to fill vacant space as well as attract customers to shop in-person. Shoppers can order food at designated kiosks within the mall and have it delivered to them while they shop, in designated lockers, or at home.⁴⁸

Although they can be placed in a variety of spaces, ghost kitchens, and larger commercial kitchens do have some site selection factors to consider. Despite minimal requirements for employee and customer parking, all commercial kitchen concepts rely heavily on delivery vehicle access. Traffic volume, parking layout, and road access are factors that influence the feasibility of operating a commercial kitchen. This may preclude a ghost kitchen from occupying space in certain properties. Because they serve nearby residents, ghost kitchens must be in areas that are close to their customers to minimize delivery expenses. Large-scale traditional commercial kitchens that supply food trucks or catering businesses prioritize proximity to major highway systems.

47 "Simon Launches Ghost Kitchen Venture With In-Mall Delivery," Bisnow, February 7, 2022, <https://www.bisnow.com/national/news/retail/simon-ghost-kitchen-concept-in-mall-delivery-kitchen-united-111776>.

48 "Reef Kitchens, Wendy's Strike Deal for 700 Ghost Kitchens," The Business Journals, August 12, 2021, <https://www.bizjournals.com/southflorida/news/2021/08/12/reef-kitchens-wendys-strike-ghost-kitchen-deal.html>.

Section 5

Zoning Summary



SOURCE: ISTOCKPHOTO.COM. PHOTO ID: 1476234451.

The County new Zoning Ordinance provides property owners and developers the flexibility to consider other sustainable land uses where retail is not thriving.

A REVIEW OF THE County's recently amended Zoning Ordinance was undertaken to further envision the potential for right-sizing retail and overall transformation of commercial corridors such as Branch Avenue. This analysis focuses on Transit-Oriented/Activity Center and Nonresidential Base zones along the Branch Avenue Corridor, where residential, commercial, and mixed-use redevelopment is encouraged.

In general, the new Zoning Ordinance gives more flexibility than the previous Zoning Ordinance. The new ordinance provides the regulatory components needed for commercial property owners and developers to consider a more sustainable future less reliant on retail with more permitted land uses and by-right development types, quantities, and densities.

This is especially true in areas near transit as well as areas that are currently occupied by auto-oriented shopping centers and other commercial uses. Residential density in these areas has increased and parking minimums have decreased. The revised regulatory environment is conducive to, but not solely responsible for, justifying the cost of improvements or redevelopment. This realization is especially useful to existing commercial properties that are currently comfortably profitable, as lack of investment and improvements will continue to limit their ability to attract both customers and tenants as the market grows more competitive.

5.1. General Plan Alignment

As of April 1, 2022, Prince George's County enacted a new Zoning Ordinance as a key component of *Plan Prince George's 2035 Approved General Plan* (Plan 2035), the County's current General Plan. Plan 2035 has several goals which tie into the improvement of corridors in Prince George's County, such as Branch Avenue. These goals are found below, along with insight into how the Zoning Ordinance fulfills each goal:

Land Use

Future growth focused on transit-oriented, mixed-use centers that capitalize on planned infrastructure investments. With the new Zoning Ordinance, commercial corridors may accommodate future growth by transitioning from an auto-oriented, retail shopping center typology to higher-density, mixed-use developments incorporating a variety of residential options.

Economic Prosperity

Creating a competitive economy that grows the tax base and provides a diversity of well-paying jobs. The new Zoning Ordinance enables redevelopment along commercial corridors, such as Branch Avenue, with a more balanced land use mix, creating more opportunity for Prince George's County to compete regionally for retail tenants while introducing more and potentially different job choices.

Transportation and Mobility

Create a safe, affordable, and efficient multimodal transportation network. The new Zoning Ordinance enables more concentrated development, including higher-density housing, near existing and proposed regional and local transportation systems, including Metro, the Purple Line, and alternatives that will emerge from the *Southern Maryland Rapid Transit Study*. Diverse mobility options may be provided or expanded or reinforced, leading to overall network efficiency.

Natural Environment

Preserve and restore natural and built ecosystems to strengthen resilience to climate change and facilitate economic development. Incentivized zoning along developed corridors increases the potential for redevelopment, reducing development pressure on greenfield sites and natural systems. Additional open space required in new development along these corridors will contribute to the overall open space network and ecosystem, resulting in increased environmental resilience.

Housing and Neighborhoods

Provide a variety of housing options to attract and retain residents and strengthen and promote prosperity. The new Zoning Ordinance introduces a greater range of residential options along key corridors like Branch Avenue. This offers residents more housing options at varying levels of affordability and increased access to jobs, retail options, and other daily needs.

Community Heritage, Culture, and Design

Create walkable places that reflect the character of the community and create a sense of place that celebrates the old while embracing new investment. The new Zoning Ordinance requires new development along corridors to incorporate time-honored human-scale design features that facilitate an enduring sense of place, attracting new residents and businesses.

Healthy Communities

Create communities that promote active lifestyles and provide access to healthy food. The new Zoning Ordinance encourages mixed-use development with required open space and connectivity along existing corridors, creating greater opportunities for exercise among future residents and employees. In addition, flexible regulations assist upgraded building stock in competing for healthier grocery and restaurant options.

Public Facilities

Enhance the quality of life by placing education, public safety, and other infrastructure facilities in strategic areas. Enablement of different uses and intensities of existing retail areas along important corridors such as Branch Avenue present opportunities to reimagine how and where public facilities best serve the existing and future community.

5.2. The Zoning Ordinance At-A-Glance

An update to the Zoning Ordinance, initially adopted by the County Council in 2018, was identified as the first stage in the General Plan's renewal effort. The County concluded that the previous Zoning Ordinance was overly complicated, ineffective, and not reflective of the current vision of Plan 2035. As a response, the new Zoning Ordinance was created to be more intuitive than the older version. Key improvements include:

- Reduction of the overall number of zone categories from 74 to 43 in a conscious attempt to streamline the development approval process
- Incentivization of revitalization and mixed-use development
- Consolidated permitted by-right, special exception, and non-permitted uses from about 1,200 uses to 230 uses
- Elimination of design-oriented overlay zones due to their complexity

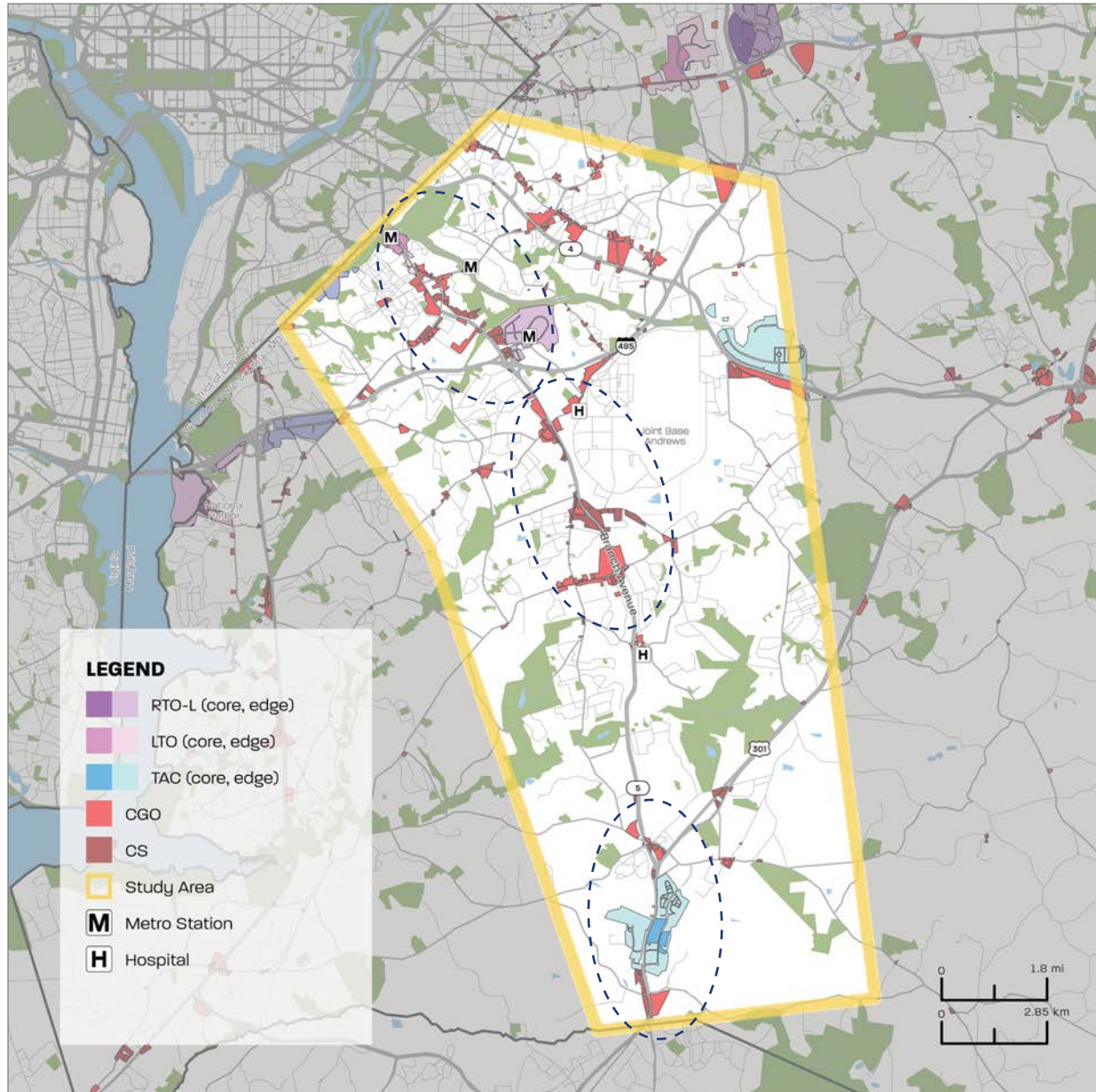
Applicants have until April 2024 to apply using the former Zoning Ordinance. Anyone with an existing development approval that remains valid may continue to utilize the former ordinance or may transition to the new one.

5.3. Zoning Ordinance Zones

How does the new Zoning Ordinance apply to the auto-oriented, predominantly retail corridors that exist throughout the County? Findings from the 2013 *Central Branch Avenue Corridor Revitalization Plan* show that the Branch Avenue Corridor is over-retailed and that there will be successful economic development only when there is balance between retail and retail drivers. This balance is achieved through appropriate ratios of available square feet; but to achieve full success, there also must be proximity and adequate connectivity between retail and its users. Recognizing that Prince George's County (and much of the rest of the country) is over-retailed, this balance can be restored by providing housing as a development alternative. The following new zone types are typically found along commercial corridors such as Branch Avenue.

Transit-Oriented/Activity Center and Nonresidential Base Zones

Map 16. Branch Avenue Corridor Transit-Oriented/Activity Center and Nonresidential Base Zones



5.4. Transit-Oriented/Activity Center Base Zones

These zones are intended to concentrate a majority of the County's planned growth and employment around transit stops. Such concentration would ideally incorporate a higher urban walkability standard and provide additional connectivity to the surrounding established community. Previously, the County used design-oriented overlay zones to facilitate transit-oriented development (TOD) in targeted growth locations. However, these overlay zones were overly complicated and hindered, rather than supported, development and investment.

The new Zoning Ordinance offers new zone classifications aimed at concentrating development to maximize use and density around access to transportation. Transit-Oriented zones such as the LTO (Local Transit-Oriented) and RTO (Regional Transit-Oriented) zones focus on bus and rail transit, whereas Activity Center zones such as the NAC (Neighborhood Activity Center) and TAC (Town Activity Center) zones focus development density on auto access routes. The TAC, LTO, and RTO zones incorporate core and edge sub-zones. The core of a zone refers to the central, most dense part of the center, surrounded or abutted by an edge area that transitions from the core to the surrounding community.

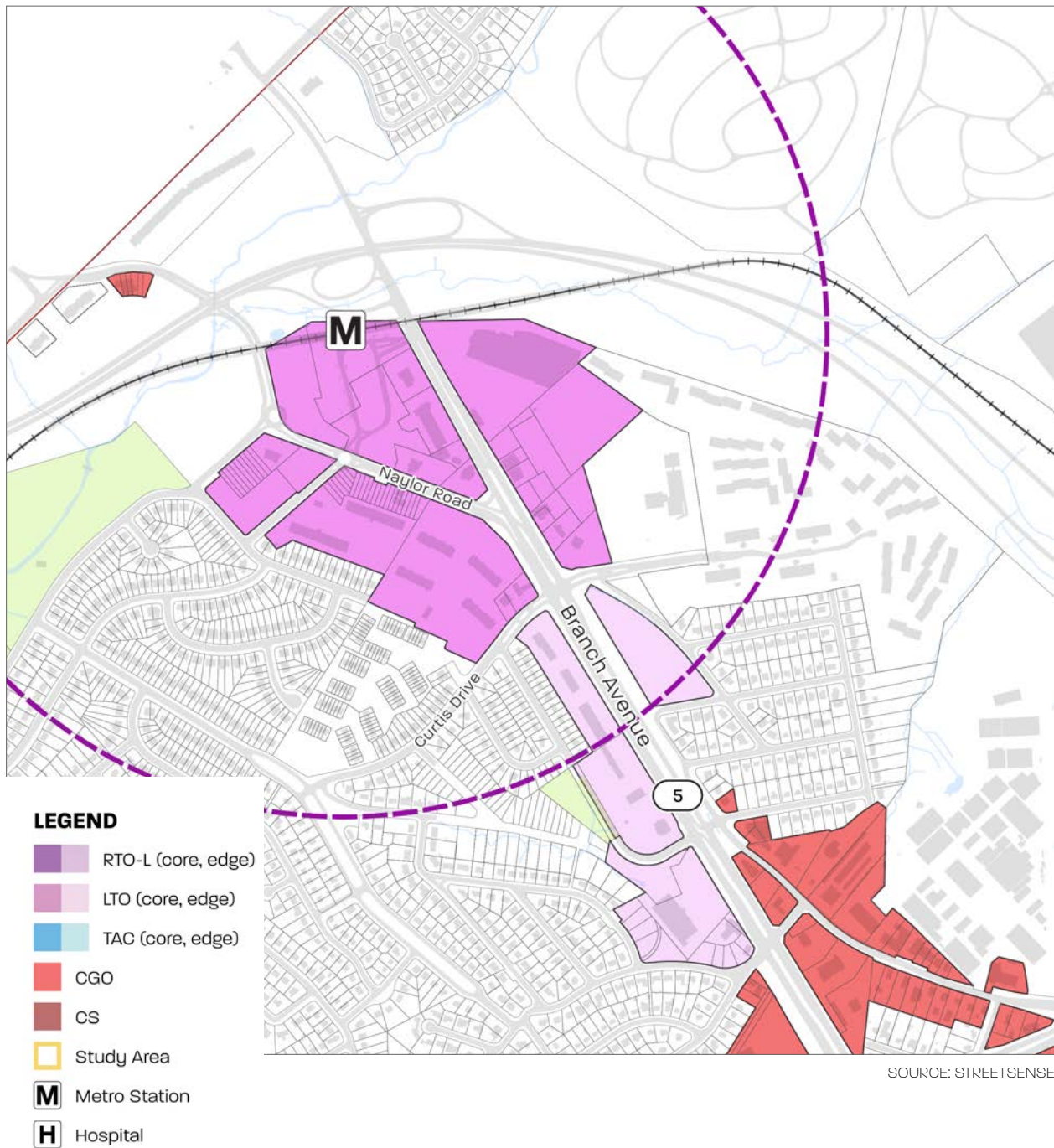
The four Transit-Oriented/Activity Center Base Zones are illustrated and further described on the following pages.

Map 17. Branch Avenue Metro and Surrounding Area



RTO (REGIONAL TRANSIT-ORIENTED)

The RTO base zone includes two variants: one intended for the densest level of baseline development in the County (the RTO-H Zone) and one for lower-intensity, but still regional, development intensity (the RTO-L Zone). RTO is assigned to the County's highest-priority development areas, with most located at regional rail transit stations.

Map 18. Naylor Road Metro and Surrounding Area**LTO (LOCAL TRANSIT-ORIENTED)**

The LTO Zone provides for moderate-intensity, mixed-use development at transit centers and other priority locations that have been designated as local centers by Plan 2035 and subsequent area master plans or sector plans. Walkability and bikeability are important components of connecting these areas to the regional transportation network.

Map 19. Brandywine and Surrounding Area



TAC (TOWN ACTIVITY CENTER)

The TAC Zone is intended to provide moderate, graduated-intensity, auto-accessible, mixed-use centers serving larger areas of surrounding neighborhoods. This zone is typically located along major auto-oriented highways and arterials.



SOURCE: M-NOPPO

Of the four transit-oriented/activity center base zones, the Neighborhood Activity Center zone experiences the lowest intensity.

NAC (NEIGHBORHOOD ACTIVITY CENTER)

The NAC Zone is the lowest-intensity of the Transit-Oriented/Activity Center Base Zones. It is meant to be locally-serving and mixed-use in character. The NAC Zone is largely not Metro-adjacent – only one of the County’s 15 Metro stations is zoned NAC – and is not divided between core and edge areas. The Branch Avenue Corridor does not have any NAC designations, as much of the corridor is regionally serving and, therefore, of larger form and scale than the NAC zone encourages.

Branch Avenue includes the zones described above, except for the NAC zone, but only in areas between the County boundary with Washington, D.C., and the Capital Beltway in the north and the Brandywine area in the south. All other existing commercial centers along the corridor are designated as Nonresidential Base Zones.

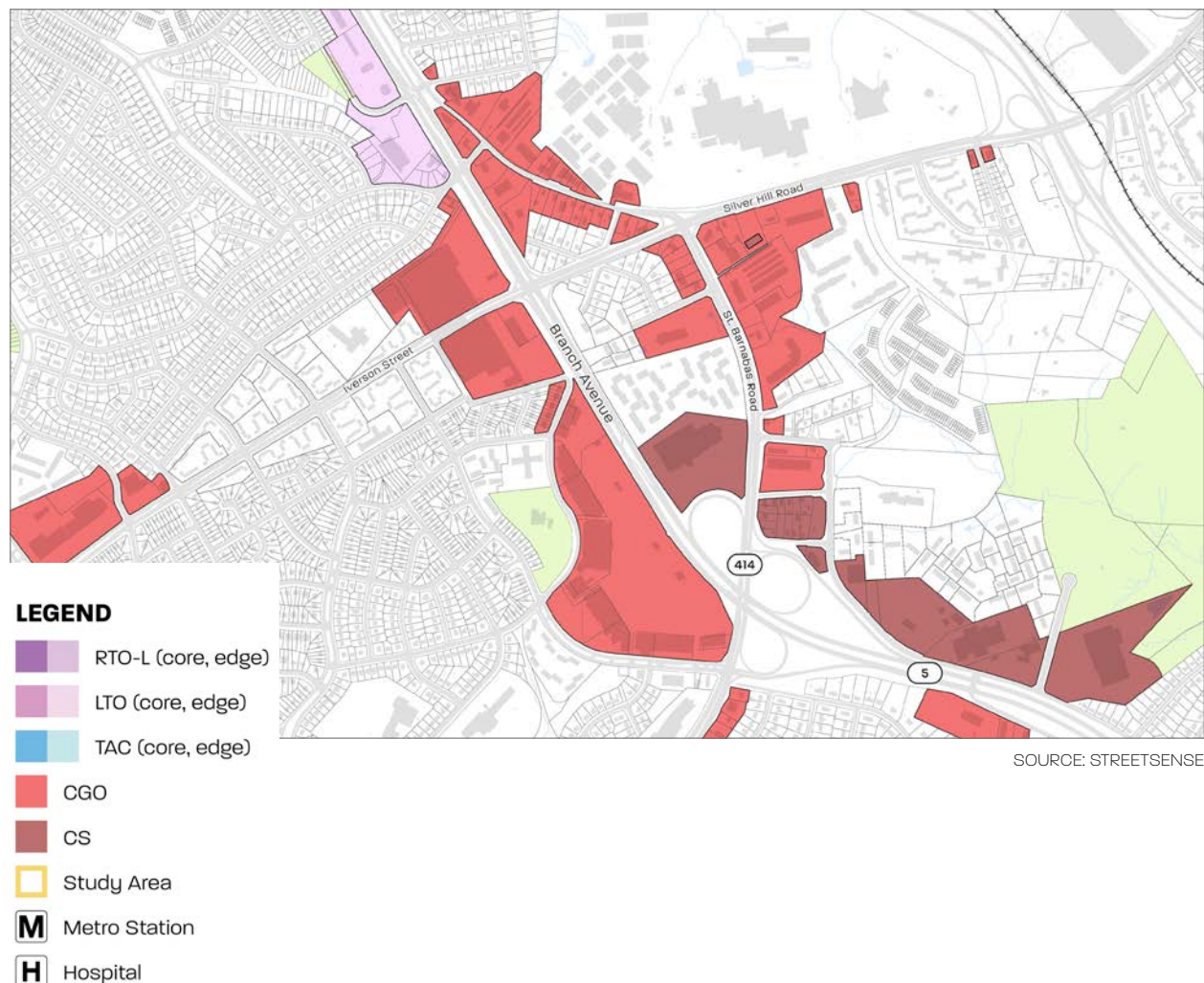
5.5. Nonresidential Base Zones

The Nonresidential Base Zones—designed around retail, office, services, and industrial uses—provide a full range of employment-driven land uses needed for economic growth. Nonresidential Base Zones are designed to promote sustainable development, maintain suitable environments for more intensive uses, and integrate new infill development. The three Commercial Nonresidential Base Zones are illustrated below.

Most importantly, the Commercial zones include residential as a permitted use, allowing for a full range of mixed-use options along extensive, formerly retail-exclusive corridors of Prince George's County. These new base zones remove some regulatory barriers to the redevelopment of existing shopping centers and provide more flexibility in land use to respond to market demand.

CGO (Commercial, General, and Office)

Map 20. Iverson Mall, Marlow Heights and Surrounding Area



The inclusion of residential as a permitted use along commercial corridors matches with the goals of the 2013 Central Branch Avenue Corridor Revitalization Plan, which recognized the reality that Branch Avenue was over-retailed and called for rezoning of several targeted areas along Branch Avenue from the Branch Avenue Metro Station to the MedStar Southern Maryland Hospital Center. When that plan was written, there were no existing mixed-use zoning designations or commercial zoning designations that allowed by-right residential uses in line with the need for the development types envisioned by the plan.

In addition, the existing commercial zoning designations did not differentiate between the scale of buildings or the types of commercial uses appropriate for different areas. New Nonresidential Base Zones, specifically the CGO (Commercial, General, and Office), CS (Commercial, Service), and CN (Commercial, Neighborhood), allow for the revitalization of corridors through the introduction of a balanced mix of uses. Therefore, demand and construction costs likely will drive the type and scale of future redevelopment.

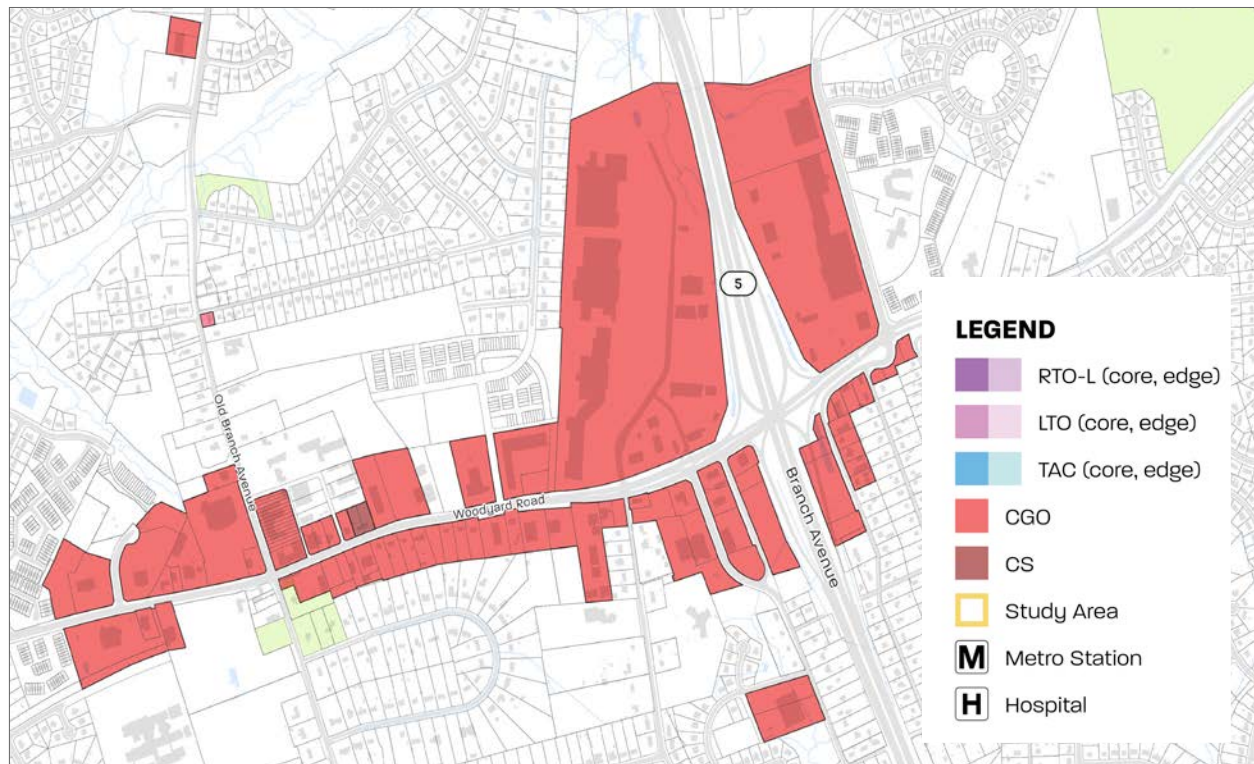
Map 21. Camp Springs and Surrounding Area



THE CGO ZONE replaces the former C-S-C (Commercial Shopping Center) and C-O (Commercial Office) zones to allow for greater diversity of permitted uses, transitioning away from the auto-oriented strip center or suburban office park to provide a more diverse range of land uses, including various types of residential development. Many sizable shopping centers along commercial corridors, such as Iverson Mall, Marlow Heights, and Woodyard Crossing, are zoned CGO, allowing large parcels to

be redeveloped into denser, mixed-use environments pending demand. Smaller commercial sites along the corridor zoned CGO may be difficult to redevelop into mixed-use, but it is possible that a modest full-residential product or new commercial construction is achievable with lot consolidation to three or more acres. Where consolidation is not achievable, other revitalization strategies for improvement outside of redevelopment could be more appropriate.

Map 22. Woodyard Crossing and Surrounding Area



SOURCE: STREETSENSE

CS (Commercial, Service)

Map 23. Coventry Way and Surrounding Area



SOURCE: STREETSENSE

The CS Zone replaces the former C-M (Commercial Miscellaneous) Zone and provides auto-oriented commercial services along with the opportunity for multifamily and live-work residential uses. Although increased density within the CS Zone along the corridor would be preferable where possible, many of these properties are small and developing a meaningful project would require significant land assembly.

CN (Commercial, Neighborhood)

The CN Zone is a new zone for the County that is designed to create and enhance community-centric retail and traditional main streets. This zone is not yet common within the County since it is newly created and has been available for use in only a few planning efforts.

5.6. Zoning Ordinance Permitted Uses

The Prince George's County Zoning Ordinance has expanded the categories of uses permitted in zones along commercial corridors such as Branch Avenue. This means there are opportunities to introduce land uses that are not typically seen in a traditional retail context. This may result in a mix of uses that harmonize into distinct places with distinct offerings. Right-sizing retail and attracting higher-quality retail will depend on the introduction of residential uses, as this will justify the market and make it less risky for nonresidential tenants to consider the County's

commercial corridors for their next location. As previously mentioned, a variety of housing types, including multifamily residential, are permitted by-right in Transit-Oriented/Activity Center Base Zones and Nonresidential Base Zones. The following non-traditional land uses have market potential in the Branch Avenue Corridor and are permitted in the previously mentioned Transit-Oriented/Activity Center Base Zones and Nonresidential Base Zones unless otherwise noted.

RESIDENTIAL

Assisted Living

While not permitted in the CN Zone, assisted living facilities are permitted in the CGO, CS, and all Transit-Oriented/Activity Center Base Zones. Providing assisted living facilities along corridors can help diversify the population base and residents can benefit from easy access to transit. Adult day care centers are also permitted in Nonresidential Base Zones.

Artist Residential Studios

Incorporating these uses along commercial corridors could be an opportunity to advance local artists and support the cultural life of Prince George's County. The developments, accommodated in a mixed-use context, are typically owned by a nonprofit that restricts occupancy and use to artists and their families. Incorporation of local artists and arts groups along the corridors may provide additional "place vision" potential to properties others may overlook.

FOOD AND BEVERAGE

Urban Agriculture

This category relates to the cultivation of fruits, vegetables, flowers, and ornamental plants, as well as some limited animal activities. Potential urban agriculture opportunities along these commercial corridors could be indoor-based and could include hydroponics, horticulture, and aquaculture businesses that provide products for local groceries and food establishments. Not included in this land use category is medical cannabis grower or processor and nursery and garden centers, both of which are prohibited in pertinent base zones along the Branch Avenue Corridor.

Artisan Food and Beverage

Small-scale alcohol production facilities such as micro-breweries are permitted in Transit-Oriented/Activity Center Base Zones and Nonresidential Base Zones. In addition to providing space for home-brewed and distributed beverages, this use has increased in popularity and would contribute to the types of in-demand experiential dining that are becoming increasingly common.

Shared Commercial Kitchens

Another hybrid use that is gaining traction in residential contexts is the shared commercial kitchen, or 'ghost kitchen,' which is permitted in all pertinent zones. These uses provide establishments the opportunity to serve food via deliveries only. These kitchens allow entrepreneurs to start a restaurant business without the significant costs of full-service, provided there is proper infrastructure for operations, food waste disposal, and room for delivery vehicles. Shared commercial kitchens are an opportune interim use for former retail space or existing restaurants needing a smaller footprint.



SOURCE: M-NCPPC

The County new Zoning Ordinance allows for a broad range of permitting categories, including urban agriculture.

ENTERTAINMENT AND CULTURAL

Recreation/Entertainment Uses

Entertainment establishment uses are allowed by-right. This includes venues where live and recorded entertainment with food and beverage consumption may occur. Such uses are allowed in all Transit-Oriented/Activity Center Base Zones and the CGO Zone. Nightclubs are allowed by-right in all Transit-Oriented/Activity Center Base Zones, except for the NAC zone, where they are allowed with the approval of a special exception. They are also allowed by special exception in the CGO and CS zones.

Indoor recreation facility uses, ranging from arcades to aquatics and skating, are permitted by-right in all pertinent zones. However, these uses in an outdoor setting are only allowed by-right in the CGO and CS zones and the lower-intensity edge zones within the Transit-Oriented/Activity Center Base Zones.

Arts and Artisanal Production Uses

Incorporating non-traditional, retail-oriented anchors and uses such as art galleries, makerspaces, and studios for music, dance, yoga, martial arts, and body art could diversify commercial corridors along Branch Avenue while aiding in the establishment of place identity and destination.

HEALTH CARE

Health Care Uses

In all pertinent zones, hospitals, medical and dental offices, and laboratory uses are permitted, allowing a potential expansion of health care services along commercial corridors. A “health campus”—a mix of medical, residential, and commercial uses—is permitted in the CS Zone, although it requires a special exception in the CGO Zone. The future of ground floor commercial space could be a prime opportunity for medical offices, considering many have proven they can operate out of retail-sized footprints. With a high demand for medical offices, permitting this use by-right is a positive move toward right-sizing retail along the corridor.

Animal Care Uses

While not typical health care use, animal care uses are an example of a response to an influx of residential development and are potentially relevant to the area given the residential pipeline. These uses are permitted or require a special exception in the Nonresidential Base Zones.

INDUSTRIAL

Distribution Warehouse

Last-mile logistics are likely accommodated in this use category, which is only allowed by-right in the TAC Edge Zone. Although areas south of the Capital Beltway are currently saturated with new industrial distribution warehouses, they are among the only areas along the corridor that allow this use by-right in a Commercial zone.

HOSPITALITY

Hotel or Motel

With replacement demand for existing hotels and motels increasing, this use is a welcome addition to all Transit-Oriented/Activity Center Base Zones as well as the CS and CGO zones, considering most of the immediate demand is for economy and mid-scale hotels near Joint Base Andrews and the new MedStar Southern Maryland Hospital Center south of Woodyard Crossing.

5.7. Accessory Uses

The following accessory uses of note are permitted in Transit-Oriented/Activity Center Zones and Nonresidential Base Zones, unless otherwise noted, and could complement the principal uses listed above:

- bike share stations
- produce stands
- small-scale composting
- solar energy systems
- green roofs
- wind energy
- home occupations

Although medical cannabis dispensaries are allowed with a special exception in the CGO, LTO edge zone, and the RTO high and low edge zones, medical cannabis growing and processing is a restricted accessory use in all base zones despite being lawfully grown in the State of Maryland with proper licensure.



SOURCE: M-NOPPC

Bike share stations could complement principal land uses permitted in Transit-Oriented/Activity Center Zones and Nonresidential Base Zones.

5.8. Temporary Uses and Structures

Temporary uses and structures, including farmers' markets, food truck hubs, seasonal decorations sales, carnivals/fairs, and other special events are allowed temporarily with an approved temporary use permit in all Nonresidential and Transit-Oriented/Activity Center Base Zones. These temporary uses may serve to stabilize particular sites, especially those with large parking aprons, as redevelopment is considered.

5.9. Conclusion

The new Zoning Ordinance is a step in the right direction toward encouraging more walkable mixed-use environments through increased flexibility, simplification, and the introduction of by-right residential uses.

The flexibility that the Zoning Ordinance provides to developers will increase redevelopment and infill potential along these corridors and over time, new projects could aid in shifting the physical construct of the corridors. This transformation will largely depend on market demand.

An effective strategy going forward is to pay close attention to market demand and encourage development projects that leverage the different typologies available and the permitted uses that are consistent with demand. A sense of place will be very important to create distinction for new projects. These projects should be attuned to market demand, as should expectations of the redevelopment that may occur.



SOURCE: M-NOPPC

The County Zoning Ordinance's expansion allows accessory uses, such as produce stands, green roofs, and solar energy systems along the Branch Avenue corridor.

Section 6

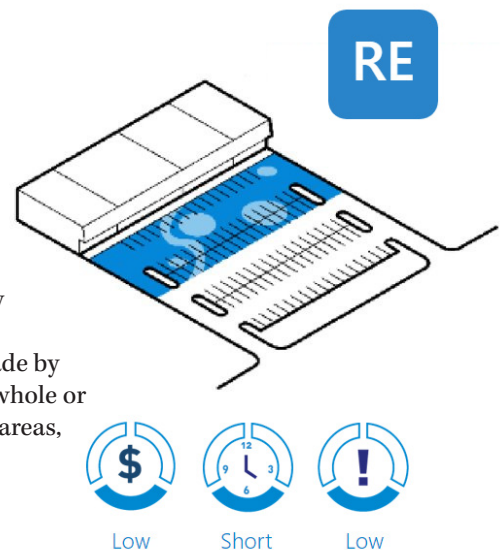
Revitalization Strategies

EXISTING RETAIL SPACE within the County may be suffering from vacancy, frequent tenant turnover, issues attracting new tenants that serve a different customer base, or any combination thereof. The revitalization strategies that follow describe ways in which stakeholders can reimagine retail assets to reduce uncertainty and achieve greater return on investment. Revitalization strategies are organized by level of cost, time, and risk. The amount of motivation or available resources may inform the type of revitalization strategy to be pursued. Reprogramming, for example, is at the lower end of the spectrum due to its quick, inexpensive, and low-risk intervention recommendations; redevelopment, however, is at the higher end of the spectrum and potentially involves multiple phases, large capital investment, and higher risk requiring a much higher level of return.

REPROGRAM

Reprogramming involves low-risk, cost-effective, and quick improvements to enhance a property's appearance and functionality. Reprogramming includes tactical urbanism interventions, including temporary events, murals and art installations, pop-up markets, food trucks, painting, and low-cost landscape improvements, such as movable planters, temporary structures, catenary lighting, signage, and wayfinding that support temporary events. Reprogramming includes only improvements made by specific tenants if coordinated to support the shopping center as a whole or improvements internal to tenants unless there are indoor common areas, such as a mall concourse.

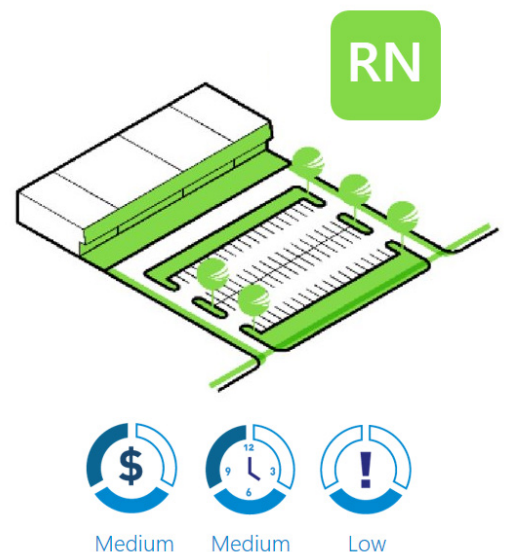
SOURCE: PRINCE GEORGE'S COUNTY AND STREETSENSE



RENOVATE

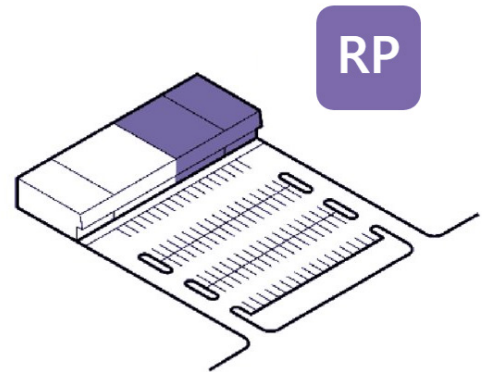
Renovations are minimal-risk improvements that are made to a site involving moderate investments to financially stabilize the asset and return it to baseline conditions for existing and future tenants. Improvements using this strategy could include adding landscaping, revamping a parking lot, or updates to signage and wayfinding.

SOURCE: PRINCE GEORGE'S COUNTY AND STREETSENSE



REPURPOSE

Repurposing is the reuse of existing structures and infrastructure for new uses, including non-retail uses in former retail spaces. Non-retail uses for consideration include, but may not be limited to, indoor urban agriculture (hydroponics, horticulture, and aquaculture), micro-breweries, ghost kitchens, artist/artisan makerspaces and galleries, entertainment, medical and health-related uses, and animal care. Typically a tenant-based intervention, repurposing requires a moderate investment to reconfigure interior spaces. This strategy comes at a moderate risk to owners and tenants, as a new tenant may impact the overall site.



Low



Short

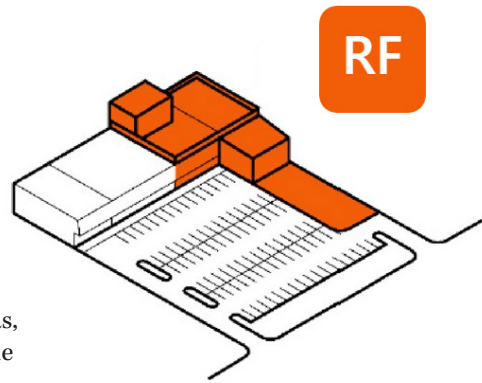


Medium

SOURCE: PRINCE GEORGE'S COUNTY AND STREETSENSE

RETROFIT

Retrofits are modifications to an existing site that require changes to the building envelope and site layout to accommodate new and different uses. Investing in a retrofit project is a higher risk and higher cost, but typically at a moderate time frame. Retrofits may involve demolition and multiple phases, along with rezoning or variance or other coordination with the county. Retrofits introduce additional land uses, infill of underdeveloped areas, reuse of parking lots, expansion of existing buildings, or changes to the site infrastructure.



High



Medium

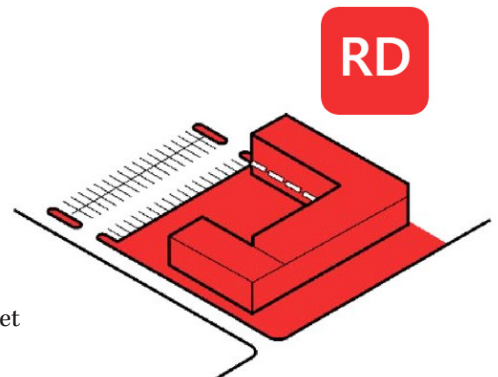


High

SOURCE: PRINCE GEORGE'S COUNTY AND STREETSENSE

REDEVELOP

Redevelopment projects are leveraged to assemble new properties and open spaces to accommodate new uses, buildings, and infrastructure and improve a site's economic productivity. A complete redevelopment project is the longest-term, most intense revitalization strategy. It carries the highest risk and highest cost and likely will require implementation over multiple phases. These projects are typically only undertaken when the market conditions are optimal, and coordination with the county is critical.



High



Long



High

SOURCE: PRINCE GEORGE'S COUNTY AND STREETSENSE

Section 7

Retail Typologies and
Case Studies

Not all revitalization strategies are appropriate for every type of retail space. Using the U.S. Shopping-Center Classifications as a base, the Consultant Team identified and defined nine distinct retail typologies commonly found in the County. Each retail typology includes a general size, trade area, number of tenants, common attributes, and likely revitalization strategies. In addition, a case study for each retail typology is presented that highlights applicable revitalization strategies. The assets in each case study are diverse in their original characteristics, what they were converted to, and the process by which the conversion took place. This diversity is important as the assets along the Branch Avenue Corridor and within the county range in age, quality, size, design, and functionality. While not direct analogs, the case studies are meant to provide a framework of possibilities when it comes to reimagining existing retail space.

Accessory Retail



SOURCE: STREETSENSE

ACCESSORY RETAIL	
GLA	Approximately 1,000 - 5,000 square feet
Trade Area	Approximately .25 - 2 miles
Number of Tenants	1+ tenant
Attributes	- Serves immediate market and attached building - Attached as an accessory to office or residential building or multi-tenant retail building - A narrow mix of goods and services
Revitalization Strategies	- Renovate - Repurpose



SOURCE: MAP DATA ©2022 GOOGLE

ACCESSORY RETAIL CASE STUDY	UMAMI BURGER LA
Location	Los Angeles, CA
Project Size	3,000 square feet of building space
Website	https://gobycitizens.com/umami-burger
Revitalization Strategy	Repurpose
Project Team	• Owner—SBE Entertainment Group • Leading Developer/Organization—Caruso (Developer of the Center) and SBE Entertainment Group • Lead Architect/Designer—Design Agency, Kanner architects
Project Funding	SBE Entertainment
Challenges Overcome	Equal exposure for all restaurants
Key Takeaways	• Before Umami Burger, the space was occupied by a Wonderland Bakery. Upon conversion, Umami Burger was located within a small standalone retail space • Today, Umami Burger and a variety of other restaurants occupy the small standalone retail space • Example of a large space for one use being repurposed to many smaller spaces within the same building footprint
Project Summary	After partnering with hospitality operator and ghost kitchen specialist SBE Entertainment, Umami Burger opened its flagship location at the Grove in Los Angeles in 2012. Upon opening, Umami Burger incorporated a clean design with a menu that featured the locally beloved Umami Burger staples that had gained considerable traction throughout Los Angeles. Umami Burger briefly closed and reopened in 2017 with a completely new design aesthetic as well as some notable changes to the menu, which distinguished it from competing burger establishments and allowed it to stand out as a versatile culinary destination. Umami Burger's menu update was prompted by a physical renovation that included the incorporation of other ghost kitchens for some of SBE Entertainment's additional concepts, including sushi concept Krispy Rice and Sam's Crispy Chicken. Since opening, Umami Burger has worked to create equitable exposure of its in-house eateries by adding signage, listing the other eateries on its menus, and encouraging hosts/hostesses to mention it to ensure app-based food delivery services find the correct establishment easily.

Small Standalone Retail



SOURCE: STREETSENSE

SMALL STANDALONE RETAIL	
GLA	Approximately 1,000-8,000 square feet per tenant
Trade Area	Approximately .25-2 miles (unless part of larger center)
Number of Tenants	1-3 tenants
Attributes	• Typically composed of a small retail box on a single lot • Also considered pad retail, typically an outboard or as a component of larger shopping center • Located along commercial corridors in proximity to larger shopping center types
Revitalization Strategies	• Renovate • Repurpose



CDC FARM AND FISHERY

SOURCE: FACEBOOK.COM/CDCFARMFISHERY/PHOTOS/592313464211872



SOURCE: MAP DATA ©2022 GOOGLE

SMALL STANDALONE RETAIL CASE STUDY	CDC FARM AND FISHERY
Location	Various Locations
Project Size	6,000 square feet of building space
Website	https://www.smartcitiesdive.com/ex/sustainablecitiescollective/detroit-aquaponics-business-combines-high-tech-ag-social-justice-mission/287976/
Revitalization Strategies	• Reprogram • Repurpose
Project Team	• Owner—Central Detroit Christian (CDC) • Leading Developer/Organization—CDC • Lead Architect/ Designer—CDC • Project Funding—Kroger/Kitchen United Partnership
Challenges Overcome	• Establishment of cost-effective hydroponic operations • Safety and practicality of new use • Permitting
Key Takeaways	• It was originally a liquor store within a small standalone retail space • It is now an indoor tilapia and plant farm within a small standalone retail space • Central Detroit Christian, a nonprofit with strong roots in culinary practices and development, purchased and repurposed the site for urban agriculture use that has spurred a niche local industry • Close coordination with planning agencies secured a special use permit under Detroit's urban agriculture initiatives
Project Summary	Central Detroit Christian (CDC) is a faith-based development nonprofit with strong roots in food-centric development initiatives, including a local produce market and a soul food restaurant. When they purchased an old liquor store in 2012, they were hoping to create a laundromat. However, that was not an option due to the weight of the machinery. Building off their culinary roots, the team investigated water-based food-growing solutions and stumbled upon hydroponics. One of the first hurdles that the CDC had to overcome was zoning and permitting challenges. Given that it is the first aquaponics operation in the city of Detroit, CDC worked closely with the city and planning commission and was awarded a special use land permit authorized under the city's new Urban Agricultural Ordinance. Since its inception in 2013, the CDC Farm and Fishery has inspired other hydroponic farming operations throughout the area, begun providing goods to local grocers and restaurants, and has empowered employees to enter a new line of work despite the niche nature of the field.

Large Standalone Retail



SOURCE: STREETSENSE

LARGE STANDALONE RETAIL		
GLA	Approximately 10,00-100,000 square feet	
Trade Area	Approximately 2-4 miles	
Number of Tenants	1-3 anchors	
Attributes	• Composed of a single lot • Tenanted by an anchor or sub-anchor • May include non-conforming retail uses such as car dealerships	
Revitalization Strategies	• Reprogram • Renovate • Repurpose	• Retrofit • Redevelop



SOURCE: [HTTPS://WWW.SHERMANPHOENIX.COM](https://www.shermanphoenix.com). PHOTO COURTESY OF THE SHERMAN PHOENIX MANAGEMENT TEAM.

LARGE STANDALONE RETAIL CASE STUDY	SHERMAN PHOENIX MARKETPLACE
Location	Milwaukee, WI
Project Size	20,000 square feet of building space
Website	https://www.shermanphoenix.com/vision
Revitalization Strategies	• Reprogram • Renovate • Repurpose • Retrofit
Project Team	• Owner—Fix Development and JoAnne Johnson Sabir • Leading Developer/Organization—Fix Development and JoAnne Johnson Sabir • Lead Architect/ Designer—Fix Development and JoAnne Johnson Sabir
Project Funding	• Fundraising from donors and investors • Wisconsin Economic Development grant funding • Federal grants
Challenges Overcome	• Public perception • Funding • COVID-19 • Building damage
Key Takeaways	• Large standalone retail space originally occupied by a bank • Large standalone retail space will be used as a business incubator space in the future • Included a public-private response to community need for gathering space and neighborhood regeneration after recent civil unrest • Serves as a hub for marginalized entrepreneurs in the area • Investors given opportunity to become part owners
Project Summary	Local developer Julie Kaufman and local cafe owner Joanne Sabir identified the BMO Harris Bank building in 2016 as a site of opportunity for the Sherman Park community. The building was set on fire due to civil unrest following a fatal police shooting and sustained significant damage. Following the incident, community members discussed the need for a communal space, and through public and private collaboration, Sherman Phoenix was chosen for development. Complete rehabilitation of the building was needed to make it a functional and welcoming space. Much like the discussions for the project vision, funding for the Sherman Phoenix rehabilitation was collaborative, comprised of funds from a collection of local philanthropists, business owners, community development corporations, and the government. Investors were given a unique opportunity to become part owners of the building. The space first opened in 2018. However, after more than a year of successful entrepreneurship, commerce, and events, it closed temporarily due to COVID-19. The pandemic hit the Sherman Phoenix especially hard due to its focus on small businesses. In June 2021, it reopened for the first time since the COVID-19 pandemic and has successfully continued as a hub of opportunity for marginalized entrepreneurs in the area.

CONVENIENCE CENTER



SOURCE: STREETSENSE

CONVENIENCE CENTER		
GLA	Approximately 10,000-30,000 square feet	
Trade Area	Approximately 1 mile	
Number of Tenants	3 - 10 tenants	
Attributes	• Often front along arterials, acting as gateways to residential communities • Offer an array of goods and services geared toward daily needs • Retrofit is difficult given the small size of the structure and redevelopment is usually difficult and not recommended for sites smaller than three acres	
Revitalization Strategies:	• Reprogram • Renovate	• Repurpose • Redevelop



LA PLACITO CINCO

SOURCE: MAP DATA © 2022 GOOGLE

CONVENIENCE CENTER CASE STUDY: LA PLACITO CINCO

Location	Santa Ana, CA
Project Size	2.33 acres
Website	https://www.laplacitacincoliving.com
Revitalization Strategies	• Renovate • Repurpose • Redevelop
Project Team	• Owner—Community Development Partners • Leading Developer/Organization—Community Development Partners • Lead Architect/Designer—City Fabrick TCA
Project Funding	• 9 percent LIHTC (Low-Income Housing Tax Credit) equity from R4 Capital • \$6 million from the city of Santa Ana's Low- and Moderate-Income Housing Asset Fund and Inclusionary Housing Fund • Construction financing from Citibank and long-term debt from Freddie Mac • Wells Fargo Business rebrand grant
Challenges Overcome	• Economically challenged area • Sensitivities to existing community beloved retail • Outdated zoning constraints • Challenges in creating a financing package that supported both affordable housing and retail • Phasing the construction so as not to disrupt existing retail • Auto-oriented environment
Key Takeaways	• Site was originally a retail convenience center anchored by a gas station • Site now includes 51 affordable apartments units with retail and community space • Existing retail tenants were maintained in new construction through creative redevelopment phasing • Created a workaround for out-of-date zoning and, along with the city, created a finance package that prioritized affordable housing and retail

Project Summary

Completed in 2021 by Community Development Partners, La Placita Cinco, or “the little square,” was one of the first new developments and large investments into the city of Santa Ana in over 50 years. With the proposed Santa Ana rail car public transportation initiative, the city has been pushing to create transit-oriented housing solutions that are affordable for existing Santa Ana residents and make the area walkable and exciting. It was important to incorporate a retail component in the new development to create a walkable environment. Because the community was a valued priority of the developer, it was especially important to maintain existing retail tenants in the redeveloped building. Due to the lack of recent development in the area, one of the challenges faced by the development team was the existence of out-of-date zoning codes. The team was also faced with challenges in creating a funding package and staging construction in a way that did not disrupt existing retail operations. A finance package was developed with the city that prioritized both affordable housing and retail. Maintaining a relatively flexible construction schedule, La Placita Cinco was successfully completed with a host of residential amenities, such as a walking path, outdoor gym, and garden, as well as new commercial amenities, such as farmers markets, pop-up spaces, and an urban farm. Importantly, it included the existing diverse array of retail tenants, including a salon, a butcher, a bakery, and a laundromat.

Multistory Convenience Center



SOURCE: STREETSENSE

Multistory Convenience Center		
GLA	Approximately 20,000-60,000 square feet	
Trade Area	Approximately 1 mile	
Number of Tenants	0-1 sub-anchors; typically 6-20 tenants	
Attributes	- Convenience center with a second floor incorporated to maximize leasable area on a small lot - Upper floor typically leased to personal services/office tenants and generally has higher vacancy rates - Usually, redevelopment is difficult and not recommended for sites smaller than three acres	
Revitalization Strategies	- Reprogram - Renovate - Repurpose	- Retrofit - Redevelop



plazaPOPS

SOURCE: MAP DATA ©2022 GOOGLE

MULTISTORY CONVENIENCE CENTER CASE STUDY: plazaPOPS	
Location	Multiple locations throughout Canada
Project Size	Varies in size depending on location
Website	https://plazapops.ca/
Revitalization Strategy	Reprogram
Project Team	- Owner—Various convenience and neighborhood center owners - Leading Developer/Organization—plazaPOPS - Lead Architect/ Designer—plazaPOPS/local designers and artists
Project Funding	- Federal development agency funding - Public works-related grants - The City of Toronto - Park People—https://parkpeople.ca/
Challenges Overcome	Oversupply of parking
Key Takeaways	- Programed pop-ups and gathering spaces in underutilized parking lots of Multistory Convenience Centers, Neighborhood Centers, and Convenience Centers - Successful low-cost interventions enabling longer customer stay and spending at businesses within retail centers
Project Summary	Inspired by a local student's graduate thesis on the lack of public streetscape improvement programs in the city of Toronto, plazaPOPS incorporates low-cost improvements that expand the purpose and function of strip retail centers and neighborhood centers. Unlike many public works programs, plazaPOPS was designed to be a low-cost means of creating a valuable activation that is high impact yet flexible in permanence. Daniel Rotsztain, whose student thesis inspired plazaPOPS, is now one of the organization's leaders. As part of his thesis, he created a guide to walk property owners through an analysis of their assets and help them decide whether establishing a plazaPOPS would be right for them. As plazaPOPS originated from a research project, its funding is sourced from a variety of grants, federal funding programs, and the city. While currently local to Canada, the value of the plazaPOPS program lies in its ability to be customized for any city and the specific needs of a given center. For example, for centers that include cafés and other fast-casual eateries, plazaPOPS may lean heavily into providing extra seating and curating an environment that feels like a park. For more service-based centers, plazaPOPS may include more recreational activities or a collection of art installations to keep people interested while they are waiting at a laundromat or for a family member at a hair salon. While each activation can be easily recognized by its plazaPOPS logo, local artists, distinct community needs, and existing tenants help to mold both the look and feel of the approachable, yet unique pop-up parks and sitting areas.

NEIGHBORHOOD CENTER



SOURCE: STREETSENSE

NEIGHBORHOOD CENTER		
GLA	Approximately 30,000 - 125,000 square feet	
Trade Area	3 miles	
Number of Tenants	1+ anchor tenant; 5-20 tenants + pads	
Attributes	• Anchored by supermarket or discount department store • Usually configured in a strip of single-loaded inline retail in the shape of a bar, "L" or "U" • Often incorporate standalone retail pads	
Revitalization Strategies	• Reprogram • Renovate • Repurpose	• Retrofit • Redevelop



NORTHWOOD PLAZA - BEFORE REDEVELOPMENT



NORTHWOOD PLAZA - AFTER REDEVELOPMENT

SOURCE: MAP DATA ©2022 GOOGLE

NEIGHBORHOOD CENTER CASE STUDY: NORTHWOOD COMMONS

Location	Project Size	Website	Revitalization Strategy
Baltimore, MD	15.77 AC/120,000 square ft of building space	https://northwoodcommons.com	Redevelop
Project Team	- Owner—MCB Real Estate, MLR Partners, Northwood Shopping Center LLC - Leading Developer/Organization—MCB Real Estate, MLR Partners, Northwood Shopping Center LLC - Lead Architect/Designer—JP2 Architects		
Project Funding	- City and state-sponsored C.O.R.E. (Creating Opportunities for Renewal and Enterprise) funding - Private funding from developer - Financing by Harbor Bank - Opportunity Zone Investment		
Challenges Overcome	- Complicated past - Blighted structure - Navigating the relationship of adjacent institutions	- Auto-centric environment - Weak market environment - Zoning changes	
Key Takeaways	- Site originally was a Neighborhood Center - It is now a mixed-use Neighborhood Center - Site has historical significance to the community and distrust among stakeholders had to be overcome - Incorporates mix of residential and other uses desired in the community, a full-service grocery store, and university uses in a more intimate design - Redevelopment decisions spanned over 20 years and incorporated a robust funding package		

Project Summary

Northwood Commons in Baltimore is a recently opened 120,000 square feet retail destination adjacent to Morgan State University. Northwood Commons has been a staple in the community since 1949. With its adjacency to Morgan State University, the largest historically black college or university in Maryland, much of the history at Northwood Commons is steeped in the civil rights movement, such as Read's Drugstore, the site of one of the first successful sit-in protests in the country. Violent civil unrest plagued the center since the 1970s, culminating in the 2008 murder of a local council member outside of one of the bars. From there, the likeability of the center within the community continued to deteriorate. Due to the present-day and historical challenges Northwood Commons faced, there was a strong distrust among the key development stakeholders (the city, the school, and the site owner). As such, redevelopment discussions spanned over 20 years.

Fortunately, through the introduction of additional development partners, a strong foundation of economic and emotional support from the city and state, and countless honest conversations between the developers and Morgan State University, construction began in 2018. Due to the blighted nature of the existing structures and scale of the project, a variety of funding sources were used, including state and city combination funding packages, Opportunity Zone funding, and investment from the largest black-owned bank in the state of Maryland and the private development team. In addition to funding, the development team addressed concerns around zoning and site construction, including parking shortages and increased traffic congestion, and sought zoning changes that allowed for the new mixed-use nature of the site. Relationships with Morgan State University were strengthened by the development process through efforts such as relocating the campus Barnes & Noble store to the new center and constructing a new public safety building for the university on site. Lastly, a carefully selected tenant mix addressed many aspects of the Northwood community, such as demographics, socioeconomic, and long-standing challenges, such as the area's status as a food desert. The development team took steps toward repairing the owners' relationship with the community and created a community-serving destination.



SOURCE: ISTOCKPHOTO.COM. PHOTO ID: 607269028.

NEIGHBORHOOD CENTER CASE STUDY: BROOKLYN PARK BUSINESS INCUBATOR	
Location	Brooklyn Park, MN
Project Size	Currently still under development, but reportedly 27,000 square feet of building space
Website	https://www.brooklynpark.org/businesses/small-business-center/
Revitalization Strategies	• Reprogram • Repurpose • Redevelop
Project Team	• Owner—Brooklyn Park's Economic Development Authority • Leading Developer/Organization—Brooklyn Parks Economic Development Authority • Lead Architect/Designer—Design by Melo
Project Funding	• Purchased by the city's Economic Development Authority for \$7.3 million • \$1 million in federal funding • Metropolitan Council of Minnesota • General grant funding • Tax increment financing
Challenges Overcome	• Deciding whether to lease versus sell • Securing funding for the project and upfront financing • Relocating existing tenants
Key Takeaways	• The site was originally a traditional Neighborhood Center • The site currently includes a business incubator within Neighborhood Center • Site purchased and redeveloped by the local Economic Development Authority • Incorporates several public funding sources to ensure needed upfront costs did not derail the project
Project Summary In 2021, the Economic Development Authority of Brooklyn Park, Minnesota, received approval to purchase the Northwind Shopping Plaza for \$7.3 million. The decision was years in the making and began when Brooklyn Park received a \$100,000 grant to create places that were focused on business advancement. While new construction was an option, the city council was instructed to seek out existing vacant space that could be repurposed. The old Northwind Shopping Plaza was identified by a collection of city-selected real estate experts as a prime location for a new business incubator center for a variety of factors, including its existing and future vacancies and proximity to a planned light rail station. In the early stages of the redevelopment process, there was a combination of roadblocks to tackle. Before the site was sold, the community contemplated the benefits of leasing the existing vacancies versus selling the whole site, eventually deciding to sell the site. In addition, the center had a local volleyball club operating out of it that was unable to renew its lease due to the incoming incubator center. As a result, the city had to pay relocation fees for the club. Lastly, based on the development agreement, the city would run due diligence after paying a reimbursable \$80,000 upfront to the owner. While the city was permitted to receive a refund if they did not decide to go through with purchasing the site, it was estimated that they would spend approximately \$45,000 in upfront administrative costs. These costs, in addition to the rehabilitation costs and the public-sponsored nature of the project, meant that a diverse funding package would be necessary to ensure its completion. Fortunately, this was made possible through a collection of direct city investment, grant funding, Metropolitan Council assistance, and \$1 million in federal funding as a part of a \$1.5 trillion nationwide Omnibus Appropriations Funding Package.	



GROW DESOTO

SOURCE: [HTTPS://WWW.GROWDESOTO.ORG](https://www.growdesoto.org). PHOTO COURTESY OF OPTIONS REAL ESTATE.**NEIGHBORHOOD CENTER CASE STUDY: GROW DESOTO**

Location	Desoto, TX
Project Size	26,000 square feet of building space
Website	https://www.growdesoto.org/
Revitalization Strategy	• Reprogram • Repurpose • Retrofit
Project Team	• Owner—Options Real Estate • Leading Developer/Organization—Options Real Estate, ASH + Lime • Lead Architect/Designer—ASH + LIME
Project Funding	• City-Sponsored Public-Private Partnership
Challenges Overcome	• Sustaining small businesses • Weak market environment • Auto-centric environment • Zoning change
Key Takeaways	• The anchor store was originally an Ace Hardware within a Neighborhood Center • The former anchor store space currently serves as a business incubator within a Neighborhood Center • Local developer partnered with the city to repurpose a vacant anchor space • Makes use of unused surface parking space by incorporating food trucks • Incorporates on-site housing and programmed events after overcoming restrictive zoning requirements
Project Summary	In 2015, local developer Monte Anderson partnered with the mayor of DeSoto, TX, and the city's Economic Development Corporation to create the business incubator space, Grow Desoto Market Place. When Anderson purchased the building in 2016, it was operating in a mediocre capacity. A few local retailers were open, but the anchor was newly vacant. If left alone, the center would have been marginally stable in an economic sense, but far from outwardly beneficial to the community. Like Prince George's County, the makeup of DeSoto is largely African-American, car-centric, and suburban. Originally, Anderson intended to fill the vacancy with retail such as a Dollar General store. However, after further consideration and conversations with community members, he discovered that he could fill a need in the market with an exciting, community-accessible destination that supported neighborhood business owners. An important aspect of Grow DeSoto's development approach is that it is modest in nature, prioritizing thoughtful incremental changes early on, such as interior design enhancements, and repurposing the underutilized parking lot with food trucks. In later phases, Anderson incorporated on-site housing for business owners and later held a Shark Tank-style pitch event to attract more entrepreneurs to put down roots at Grow DeSoto Market Place. Despite the approachable development timeline, Grow Desoto continued to have challenges. Desoto is still a weak market environment due to its car-centric nature and because of harsh recessions in the 70s and 80s. In addition, a variety of zoning changes were needed, including reducing parking requirements and allowing for on-site food trailers, residential uses, and additional retail uses. Fortunately, these changes were navigated due to the strong partnership between the mayor, the city of Desoto, and the developer.



NEIGHBORHOOD CENTER CASE STUDY: KROGER GHOST KITCHEN	
Location	Various Locations
Project Size	N/A
Website	www.grocerydive.com/news/kroger-takes-the-next-step-in-testing-ghost-kitchens/616879/
Revitalization Strategy	Repurpose
Project Team	• Owner—Kroger, Kitchen United, or ClusterTruck (depending on the market), the actual food vendors • Leading Developer/Organization—Kroger, Kitchen United, or ClusterTruck (depending on the market), the actual food vendors • Lead Architect/Designer—Kroger, Kitchen United or ClusterTruck
Project Funding	Kroger/Kitchen United Partnership
Challenges Overcome	• Operator logistics • Bringing a new product to the market
Key Takeaways	• Various Kroger locations with a ghost kitchen, primarily within Neighborhood Centers • Partnership between operators to repurpose a small portion of an existing retail space • Model supporting small, local restaurants



SOURCE: ISTOCKPHOTO.COM. PHOTO ID: 1335879247.

NEIGHBORHOOD CENTER CASE STUDY: KROGER GHOST KITCHEN

Project Summary

Following Walmart’s ghost kitchen partnership, Kroger brands began to craft in-house ghost kitchens in their Ralphs and Kroger stores. Their first venture into the ghost kitchen space took place in downtown Indianapolis and Metro Ohio with the operator ClusterTruck. However, more recently, Kroger has been exploring a partnership with national ghost kitchen operator Kitchen United to bring a completely new ghost kitchen experience that is different from its predecessor ClusterTruck and competitive with Walmart. Instead of providing Kroger-branded goods, Kitchen United has partnered with local restaurants to provide meals or custom orders from a variety of restaurants. Customers order their meals through an app or a Kitchen United kiosk, kitchen staff prepare the meals on site, and third-party providers deliver the meals. Not only does this system make Kroger and Ralph’s markets more versatile, but it empowers local eateries and merchants to stay in business, especially when unable to financially support their own storefronts.

LARGE NEIGHBORHOOD CENTER



SOURCE: STREETSENSE

LARGE NEIGHBORHOOD CENTER		
GLA	Approximately 125,000-400,000 square feet	
Trade Area	Approximately 3-6 miles	
Number of Tenants	2+ anchors; 15-40 tenants + pads	
Attributes	- Slightly larger than neighborhood centers - Greater diversity of anchor types - Typically includes a greater number of anchors and sub-anchors	
Revitalization Strategies	- Reprogram - Renovate - Repurpose	- Retrofit - Redevelop



BELTWAY PLAZA

SOURCE: COURTESY OF THE BELTWAY PLAZA MANAGEMENT/DEVELOPMENT TEAM.

LARGE NEIGHBORHOOD CENTER CASE STUDY: BELTWAY PLAZA	
Location	Greenbelt, MD
Project Size	60 acres, 900,000 square feet of building space
Website	www.beltwayplazamall.com/
Revitalization Strategies	• Renovate • Retrofit • Redevelop
Project Team	• Owner: Quantum Companies • Leading Developer/Organization—Quantum Companies, Rodgers Consulting, Atapco Properties, and Dolben • Lead Architect/Designer—Martin Architectural
Project Funding	Under consideration as development is ongoing
Challenges Overcome	• Existing tenants • Community perception • Need for affordable housing • Environmental concerns • Parking concerns
Key Takeaways	• The site was originally an enclosed shopping mall • In the future, the site will be a mixed-use destination complete with retail, multifamily, transit stops, and public recreation and event space • Evolved over 50 years with thoughtful retrofits and redevelopment • Partnerships between the city, development team, and local organizations formed to address aesthetic and environmental concerns proactively
Project Summary	Upon completion, Beltway Plaza will be a 60-acre mixed-use destination that will serve as the new heart of the Greenbelt community. While not yet built, the development team has received approval for their Conceptual SWM Plan and has filed both a conceptual site plan and a hydraulic planning analysis with the necessary entities. As it stands today, Beltway Plaza is a mall with a variety of local retailers and national service-providing tenants. Due to its long-running history in the community, there are many concerns about the ability of the new developer and owners to find a place for existing retailers within the new development. Also of concern is the level of potential disruption to their business operations during the construction process. Beyond the needs of existing retailers, it is important to the county that the new development accounts for the diverse needs of the residents in Greenbelt by providing a mix of both affordable and market-rate housing options. From an infrastructural standpoint, local activists have concerns over the impact that the construction of a long-phased project could have on the environment, specifically regarding litter and energy consumption from machinery. This site currently has no below-grade parking, which causes concern for the overall site aesthetics. To address these concerns, the city, development team, and local organizations such as the Urban Land Institute have worked to create strategic partnerships, studies, and task forces to ensure concerns are addressed and do not delay progress of this impactful development

POWER CENTER



SOURCE: STREETSENSE

POWER CENTER		
GLA	Approximately 250,000-600,000+ square feet	
Trade Area	Approximately 5-10 miles	
Number of Tenants	3+ anchors and sub-anchors; minimal inline tenants other than pad sites	
Attributes	• “Category Killers”—anchor and sub-anchor-sized stores that contain a large quantity of goods offered at low prices • Mass market to upscale national chain stores, typically in a sub-anchor format • Pad retail typically found along the road frontage	
Revitalization Strategies	• Reprogram • Renovate • Repurpose	• Retrofit • Redevelop



HUNT VALLEY TOWNE CENTER

SOURCE: MAP DATA ©2022 GOOGLE

POWER CENTER CASE STUDY: HUNT VALLEY TOWNE CENTER	
Location	Cockeysville, Maryland
Project Size	950,000 square feet, 68.8 acres; redevelopment parcel for phase 1 was 13.75 acres
Website	https://new.avaloncommunities.com/maryland/hunt-valley-apartments/avalon-hunt-valley/
Revitalization Strategies	• Retrofit • Redevelop
Project Team	• Owner: Greenberg Gibbons • Leading Developer/ Organization—Greenberg Gibbons and AvalonBay for the multifamily portion • Lead Architect/ Designer: Martin Architectural and AvalonBay
Project Funding	Private funding partnership with Greenberg Gibbons and Seritage Growth properties
Challenges Overcome	• Vacancy • Underperforming existing tenancy
Key Takeaways	• The site was originally an indoor shopping mall • The future site will be a Power Center with multifamily • Redeveloped in n 2004 into a Power Center featuring a pedestrian street with inline retailers • Multifamily residential introduced in underperforming surface parking lots in 2016 • Future phases will include senior living
Project Summary	After being listed with a collection of retail assets considered to be “dead malls,” Greenberg Gibbons acquired Hunt Valley Towne Center with a vision of giving the asset a second life. Much of the existing retail was underperforming or vacant. However, the surrounding demographics combined with the nearby light rail stop made Hunt Valley Towne Center a prime candidate for redevelopment into a wholistic lifestyle destination. Phase one of the latest project, led by Greenberg Gibbons and Seritage Growth Properties, kicked off in 2019 with a \$150 million dollar renovation of a 13.75-acre parcel on the property. This initial phase included some retail-centric adjustments, but the main modification was a multifamily retrofit in partnership with AvalonBay to build more than 300 upscale apartment units with various community amenities ranging from a fitness center to co-working spaces and a dog park. The units were partially constructed as a wraparound to the existing retail, and additional phase one retail enhancements included a new Wegmans and 30,000 square feet of ground floor retail. As it stands today, the apartments are fully constructed, and phase two of the residential component, 178 units of senior living, is underway.

SHOPPING MALL



SOURCE: STREETSENSE

SHOPPING MALL		
GLA	Approximately 200,000-800,000 square feet	
Trade Area	3-15 miles	
Number of Tenants	2+ anchors; 30-80 tenants, occasionally including pads	
Attributes	- Typically composed of department store anchors flanked by wings of enclosed inline retail - Usually tenanted by mass market national chain stores but have been re-tenanted by discount stores and local businesses in underperforming markets - With correct market conditions, many dying malls have been retrofitted, repurposed, or redeveloped	
Revitalization Strategies	- Reprogram - Renovate - Repurpose	- Retrofit - Redevelop

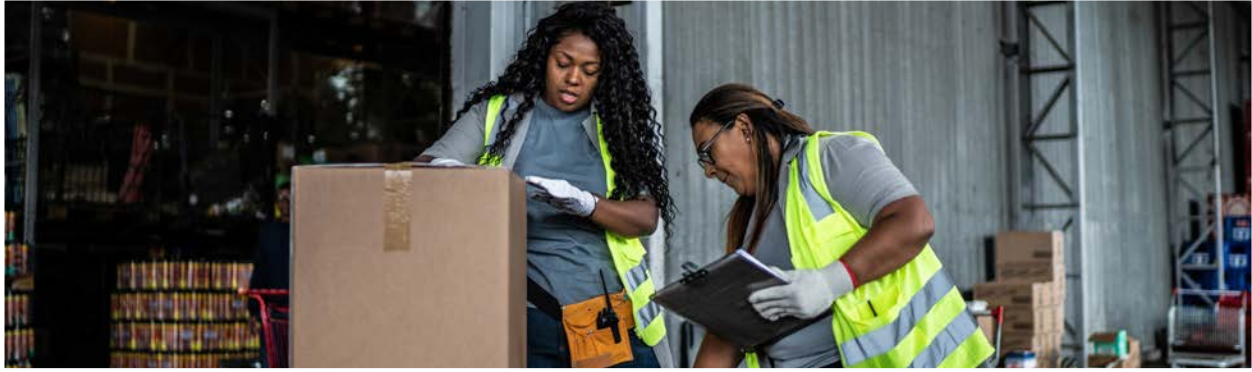


PLAZA FIESTA

SOURCE: [HTTPS://WWW.PLAZAFIESTA.NET](https://www.plazafiesta.net). PHOTO COURTESY OF THE PLAZA FIESTA DEVELOPMENT AND MANAGEMENT TEAM.

SHOPPING MALL CASE STUDY: PLAZA FIESTA

Location	Chamblee, GA
Project Size	350,000 square feet of building space
Website	https://plazafiesta.net/
Revitalization Strategies	• Reprogram • Renovate • Repurpose
Project Team	• Owner—Legaspi • Leading Developer/Organization—Legaspi • Lead Architect/Designer—Schroder Architects
Project Funding	Private funding through the developer
Challenges Overcome	• Socioeconomic and cultural community sensitivities • Existing security and safety concerns
Key Takeaways	• Originally a standard shopping mall, the asset is now exclusively Latinx market and community-serving • Provided familiar and authentic shopping opportunities and everyday services for the growing Latinx community
Project Summary	Completed in 2001 by the Legaspi Company, Plaza Fiesta represents a new level of awareness for the needs of the growing Latinx community in the Chamblee suburb of Atlanta. Between 1996 and 2000, Dekalb County, where Chamblee is located, saw a 230 percent increase in its Hispanic population. However, there were very few retail experiences or environments that catered to the unique cultural needs and wants of the community. To create a familiar environment, the Legaspi company thoughtfully considered the desired experience of the Latinx immigrants and discovered a need for a familiar and authentic-feeling environment that not only provided opportunities to shop for enjoyment, but one that provided everyday services such as cosmetics and health care. As such, Plaza Fiesta was redesigned to resemble a traditional shopping experience, complete with colorful murals and a plaza-like setup with a variety of open stalls throughout the space. Tenants include everything from small food markets to clothing shops and provide community members with everyday necessities like a barber and an orthodontist. A selection of existing retailers, such as Planet Fitness, were maintained to allow the center to continue serving as wide a range of community members and community needs as possible. Beyond tenancing changes, the Legaspi Company provides community-enhancing experiences that really solidify the authenticity of Plaza Fiesta, such as a farmers' market and live music every weekend. As a result of their attention to detail and pursuit of excellence in crafting such an authentic experience, Plaza Fiesta draws upward of four million visitors every year.



SOURCE: ISTOCKPHOTO.COM. PHOTO ID: 1405272685.

SHOPPING MALL CASE STUDY: POWER WAREHOUSE	
Location	Vineland, NJ
Project Size	80,000 square feet (box/entire mall is 915,000 square feet)
Website	https://chainstoreage.com/former-burlington-space-new-jersey-mall-become-fulfillment-center
Revitalization Strategy	Repurpose
Project Team	• Owner—Pennsylvania Real Estate Investment Trust (PREIT) • Leading Developer/Organization—Pennsylvania Real Estate Investment Trust (PREIT) • Lead Architect/Designer—Power Warehouse
Project Funding	Investment from the REIT
Challenges Overcome	Vacancy of the overall mall
Key Takeaways	• Space was originally an anchor store (Burlington Coat Factory) within a shopping mall • Anchor space is currently occupied by Power Warehouse (a battery distribution center) • Unique approach by mall owner to repurpose the existing asset with a large job-producing use
Project Summary	Cumberland Mall in Vineland, New Jersey, has continued to decline in performance over the years. Despite the mall's performance, mall owner PREIT chose to invest in the property to make it a productive community asset in lieu of selling it (something it has done with similar assets). The first step in the investment journey was to bring battery and power source manufacturer POWER to the vacant 80,000 square feet Burlington Coat Factory space to open a logistics center, Power Warehouse. While POWER was a nontraditional consumer-facing tenant for PREIT's portfolio, Power Warehouse has successfully brought jobs to the area, demonstrated by its expansion from 80,000 to 117,000 square feet of space in the mall. In addition, other spaces in the mall have been leased to tenants, such as Home Goods, which are projected to be more successful than their predecessors.



SOURCE: ISTOCKPHOTO.COM. PHOTO ID 1440048386.

SHOPPING MALL CASE STUDY: RALEIGH SPRINGS MALL	
Location	Memphis, TN
Project Size	918,217 square feet, 20 acres
Website	https://wreg.com/news/former-raleigh-springs-mall-transformed-into-raleigh-springs-civic-center/
Revitalization Strategies	Redevelop
Project Team	• Owner—The city of Memphis • Leading Developer/Organization—city of Memphis • Lead Architect/ Designer—city of Memphis
Project Funding	\$31.7 million in funding from the city
Challenges Overcome	• Public perception of the site prior to redevelopment • Ongoing construction of each phase
Key Takeaways	• Site was originally a shopping mall • The site is currently a civic center complete with library, skate park, police precinct, traffic precinct, community orchard, green space, and walking trail • A vacant eyesore in the community transformed into a community asset after it was purchased by the city
Project Summary	Raleigh Springs Mall in Memphis, Tennessee, had been vacant for years when the city of Memphis took control of the space. Historically, the mall had multiple private owners, including Simon Property Group. After demolition in 2016, construction officially began in 2018, and the new Raleigh Springs Civic Center opened in 2020. The site includes a skate park, a walking trail, a pond, and a lookout space over the pond. Community members were elated about the redevelopment of the Raleigh Springs mall site. The mall, both in its vacancy and its demolished state, was an eyesore to the community and was reported to decrease property values in the surrounding area. On the horizon is the completion of the new on-site library as well as a collection of surrounding infrastructure additions. The city plans to redevelop the entire 20 acres in the future.

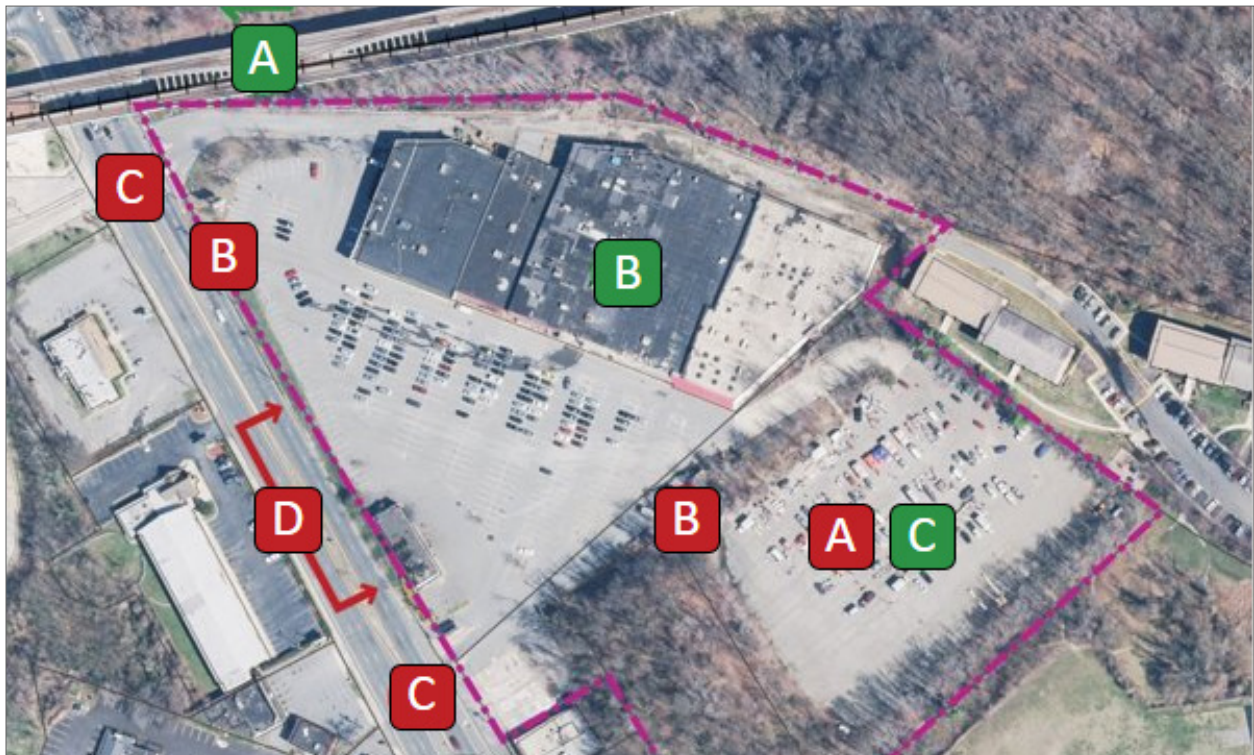
Section 8

Pilot Sites

REVITALIZATION REQUIRES BALANCING market, site, and regulatory opportunities and constraints. To offer inspiration, the Consultant Team developed various revitalization concepts for five privately-owned locations along the Branch Avenue Corridor. The initial concepts for

each site include a combination of low to medium-impact strategies: reprogram, renovate, repurpose, and retrofit. The second concept employs the redevelopment strategy and considers zoning and market opportunities. Each concept is meant only for inspiration and is not an actual development plan.

ISAIAH 58



SOURCE: STREETSENSE

Overview	
The 14.25-acre Isaiah 58 site is located off Branch Avenue, south of Suitland Parkway near the Naylor Road Metro Station.	
Opportunities	A. Proximity to Metro and Suitland Parkway B. Existing roller rink is a local landmark C. Existing vacant lot could see additional development
Constraints	A. Empty lot has minimal visibility and access B. Topography and elevation changes C. Limited pedestrian access from the Metro station D. Sparse sightlines from Branch Avenue

Low-Medium Impact Strategies

1. Paint mural: adds color and personality to the building, may be visible from Metro
2. Modernize building exterior: lighting, flat roof, covered walkway
3. Plant trees and add green space to the parking lot to break up asphalt; repave
4. Install modern signage to attract vehicular visitors
5. Improve intersection and better facilitate pedestrian access to Metro
6. Consider developing an empty lot



SOURCE: STREETSENSE

Long-Term Redevelopment Scenario

1. Multifamily Residential Wrap: Block 1: +350 units/=350 parking spaces
2. Multifamily Residential Wrap: Block 2: =250 units/=250 parking spaces
3. Retail—16,400 gross square feet/=80 parking spaces
4. Medical Office—=40,000 square feet/=80 parking spaces
5. Hotel—=120 units /=60 parking spaces



SOURCE: STREETSENSE

** Scenarios are based on what could be accomplished by-right – layouts and tabulations represent a mix of industry standards and the development standards found in the Zoning Ordinance. Scenarios are conceptual and are for illustrative purposes only.*

THE SHOPS AT IVERSON



SOURCE: STREENSENSE

Overview	
The 20.8-acre Shops at Iverson site is located off Branch Avenue at Iverson Street/Silver Hill Road.	
Opportunities	A. Located at a major intersection B. Site regarded as a local landmark C. Proximity to residential neighborhoods D. Decent visibility and access from Branch Avenue E. Placemaking opportunities in less functional areas of the parking lot
Constraints	A. Property owner lacks control over an important corner of the site B. Large parking lot not well occupied C. Area under parking garage and skybridge could benefit from better lighting D. Existing pad site may complicate phasing if redevelopment occurs

Low-Medium Impact Strategies

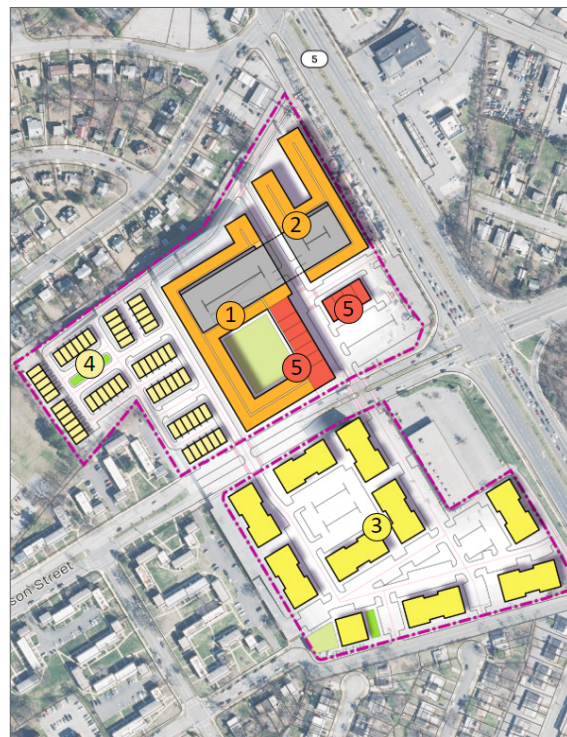
1. Reprogram/renovate skybridge, additional theming, and lighting
2. Expand the sidewalk, add tree buffer, lighting, outdoor seating, performance space, and traffic calming measures
3. Modernize building exterior: lighting, flat roof, covered walkway
4. Plant trees and add green space to the parking lot to break up asphalt; repave
5. Conceal or relocate the existing service area
6. Retrofit with new pad site (if redevelopment is expected to occur in 15-20 years)
7. Remove the existing parking structure and retrofit it for alternative use



SOURCE: STREETSENSE

Long-Term Redevelopment Scenario

1. Multifamily Residential Wrap: Block 1: +330 units/+500 parking spaces
2. Multifamily Residential Wrap: Block 2: +195 units/+295 parking spaces
3. Garden Apartments: +288 units (9x buildings)/ +432 parking spaces
4. Townhomes: +57 units
5. Retail: 24,000 gross square feet / +120 parking spaces



SOURCE: STREETSENSE

** Scenarios are based on what could be accomplished by-right – layouts and tabulations represent a mix of industry standards and the development standards found in the Zoning Ordinance. Scenarios are conceptual and are for illustrative purposes only.*

MARLOW HEIGHTS



SOURCE: STREENSENSE

Overview

The 37-acre Marlow Heights site is located off Branch Avenue between the Iverson Mall site and St. Barnabas Road.

Opportunities

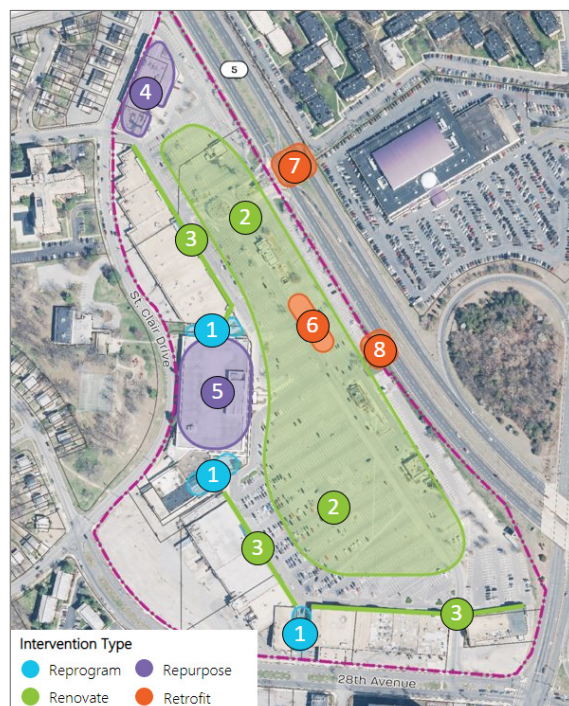
- A. Proximity to residential neighborhoods
- B. Good sightline from Branch Avenue
- C. Opportunities for placemaking at pedestrian ways
- D. Vacant Macy's could be repurposed or redeveloped
- E. Site has a cultural identity (i.e., signage)

Constraints

- A. Lacks connectivity to surrounding streets and neighborhoods; does not foster a sense of place
- B. Opportunity to improve the sense of safety
- C. Grade changes at Macy's building entrance
- D. Existing pad sites may complicate phasing for potential redevelopment
- E. Limited access to the site from Branch Avenue, there is the opportunity to develop better pedestrian crossing

Low-Medium Impact Strategies

1. Close off access and use for public space intervention, local businesses, ambient lighting, outdoor seating
2. Plant trees and add green space to the parking lot to break up asphalt, re-pave
3. Modernize building exterior: lighting, flat roof, covered walkway
4. Repurpose or renovate existing cinema multiplex
5. Re-tenant with temporary retail uses or completely remove use for public space intervention
6. Construct a new pad site (if redevelopment is expected to occur in 15-20 years)
7. Reconfigure the intersection to facilitate easier vehicular and pedestrian access from Branch Avenue
8. Consider an additional right in/right out intersections



SOURCE: STREETSENSE

Long-Term Redevelopment Scenario

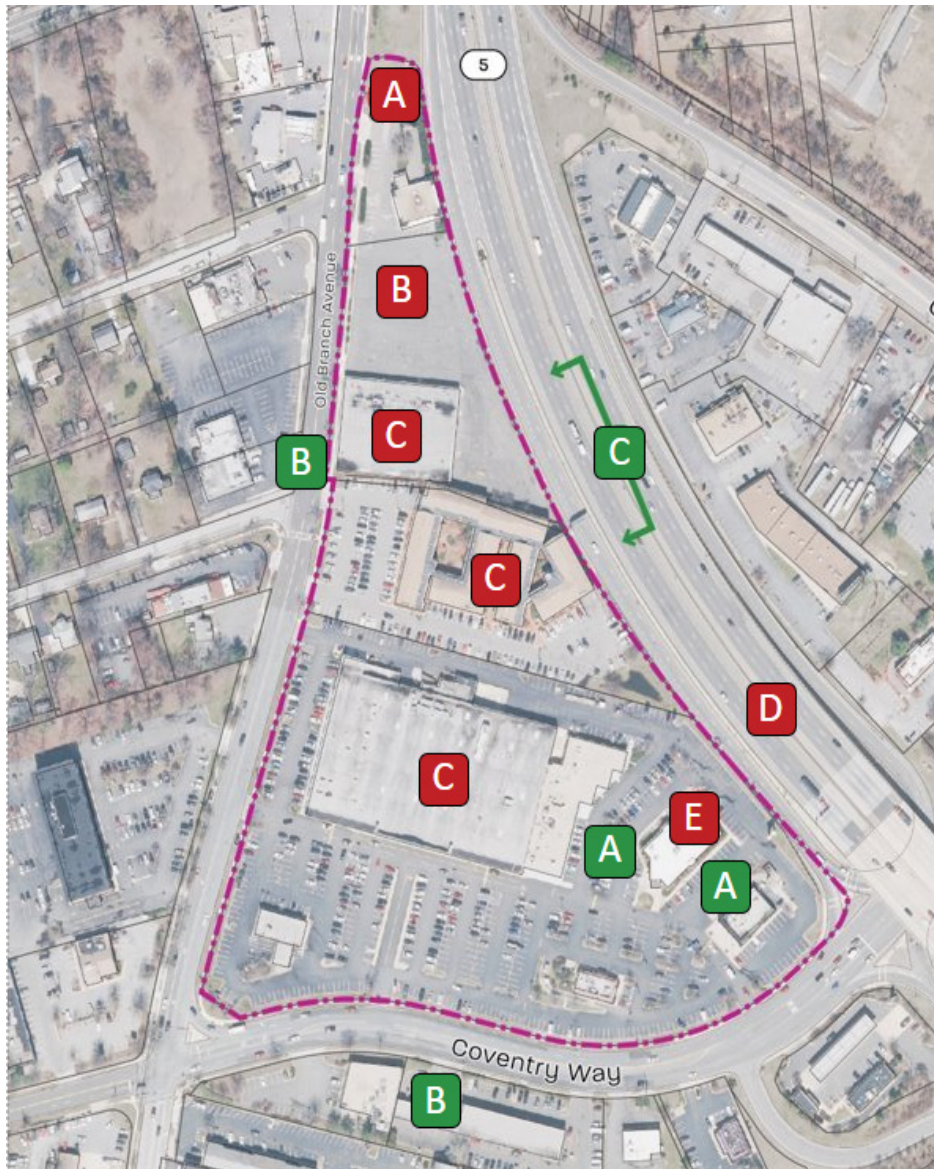
1. Garden Apartments: ± 350 units (11x buildings) / ± 530 parking spaces
2. Townhomes: 247 units
3. Retail: Grocery: $\pm 25,000$ gross square feet / ± 125 parking spaces
4. Retail: Inline Retail and Pads: $\pm 35,000$ gross square feet / ± 175 parking spaces



SOURCE: STREETSENSE

* Scenarios are based on what could be accomplished by-right – layouts and tabulations represent a mix of industry standards and the development standards found in the Zoning Ordinance. Scenarios are conceptual and are for illustrative purposes only.

COVENTRY PLAZA



SOURCE: STREENSENSE

Overview	
The 16.25-acre Coventry Plaza site is located off Branch Avenue and Old Branch Avenue north of Coventry Way.	
Opportunities	A. Spaces are configured to introduce public interventions B. Adequate visibility from Branch Avenue C. Opportunity to define the overall character of Old Branch Avenue/Coventry Way district
Constraints	A. Project area made up of several individual parcels, some with unideal configurations B. CS zoning on the northern portion of the site prohibits residential buildings. Rezoning to CGO recommended C. Multiple building types currently exist D. Branch Avenue becomes an elevated highway, making access difficult E. Existing pad sites may complicate phasing for potential redevelopment

Low-Medium Impact Strategies

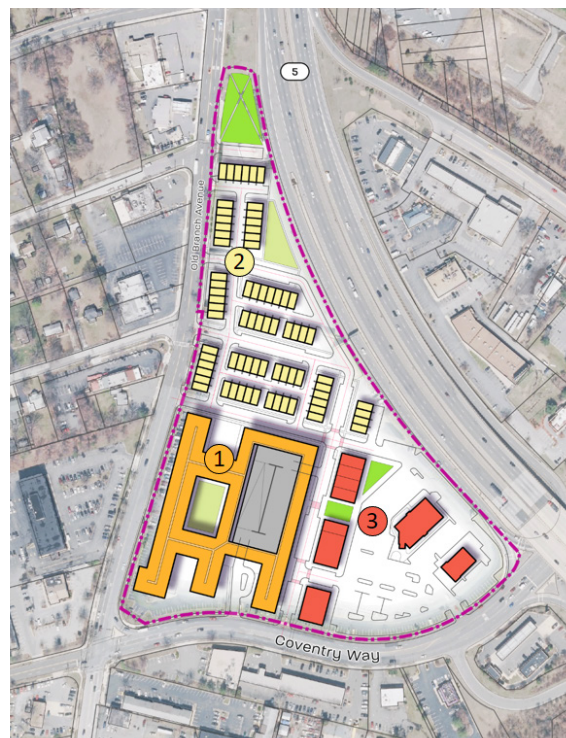
1. Create public space (outdoor seating/gathering space) to improve placemaking
2. Plant trees and add green space to the parking lot to break up asphalt, re-pave
3. Modernize building exteriors: lighting, flat roof, covered walkway
4. Install modern signage to attract vehicular visitors; introduce a wayfinding strategy



SOURCE: STREETSENSE

Long-Term Redevelopment Scenario*

1. Multifamily Residential Wrap: +370 units/+740 parking spaces
2. Townhomes: 74 units (Northern portion of the site would need to be rezoned to allow townhomes)
3. Retail: + 34,000 gross square feet/+170 spaces



SOURCE: STREETSENSE

* Scenarios are based on what could be accomplished by-right – layouts and tabulations represent a mix of industry standards and the development standards found in the Zoning Ordinance. Scenarios are conceptual and are for illustrative purposes only.

FORMER TOYS “R” US



SOURCE: STREENSENSE

Overview	
The 11-acre former Toys “R” Us site is located at the northern end of The Landing shopping center off Branch Avenue and Woodyard Road.	
Opportunities	A. Proximity to residential neighborhoods B. Wooded area to the north of the site C. Proximity to the shopping center D. Good visibility of Branch Avenue E. Opportunity to repurpose or re-tenant existing box
Constraints	A. Nearby streams and stormwater infrastructure may impact buildable area for redevelopment B. Limited vehicular access from Branch Avenue C. Proximity to existing, in-use serving and loading areas



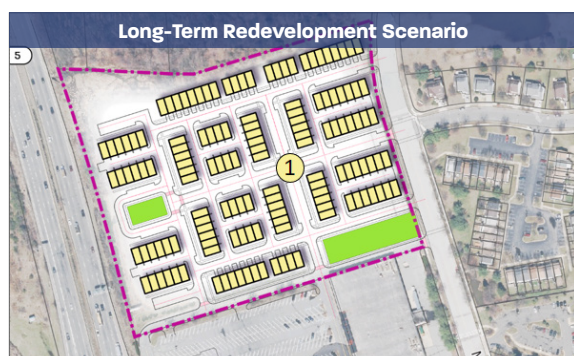
SOURCE: STREETSENSE

1. Modernize the building exterior, remove the previous branding
2. Plant trees and add green space to the parking lot to break up asphalt, re-pave
3. Update signage and wayfinding to improve visibility and site access
4. No retrofitting, repurposing, or re-tenanting of existing building



SOURCE: STREETSENSE

1. Paint mural: adds color and personality to the building
2. Expand the sidewalk, add lighting, outdoor seating/ gathering space
3. Modernize the building exterior, remove the previous branding
4. Plant trees and add green space to the parking lot to break up asphalt, re-pave
5. Retrofit/partially demolish the building to create inline retail or specialty food and beverage, or completely remove the building entirely for public space intervention (open space)



SOURCE: STREETSENSE

1. Townhouse: 57 units

Acknowledgments

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