



RCLCO



Prince George's  
County Competitive  
Retail Market Strategic  
Action Plan



**M-NCPPC, The Maryland-National Capital Park and Planning Commission  
Prince George's County Planning Department**

*June 6, 2017*

# AGENDA

- Project Goals and Objectives
- Retail Market Findings
- Key Opportunities
- Strategic Action Plan Overview
- Marketing Strategy



## GOALS AND OBJECTIVES

---



*Prince George’s County Retail Market Strategic Action Plan is the culmination of the Competitive Retail Market Analysis.*

**Phase 1**



- Retail Market Analysis, Consumer Segmentation, Performance Outlook
- Kickoff and Team Coordination
- Market Analysis
- Demand Analysis
- Market Segmentation and Psychographics
- Retail Market Performance Outlook
  
- Retail Opportunity Analysis
- High-End/Luxury Retail Consumer Marketability Analysis
- Case Study Analysis
- Redevelopment and Reuse Analysis

**Phase 2**



- Five-Year Strategic Action Plan
- Identify Goals
- Policy and Strategy Recommendations
  
- Marketing Strategy
- Targeted Outreach
- Marketing and Branding
  
- Presentation of Findings

The Competitive Retail Market Strategic Action Plan presents ***implementation strategies*** to help the County ***capitalize on opportunities*** to improve the retail landscape through:

- Diversification
- Development/Redevelopment
- Contraction
- Transformation of Targeted Retail/Commercial Centers into Alternative Uses or Vibrant Mixed Use Centers

## KEY RETAIL MARKET FINDINGS

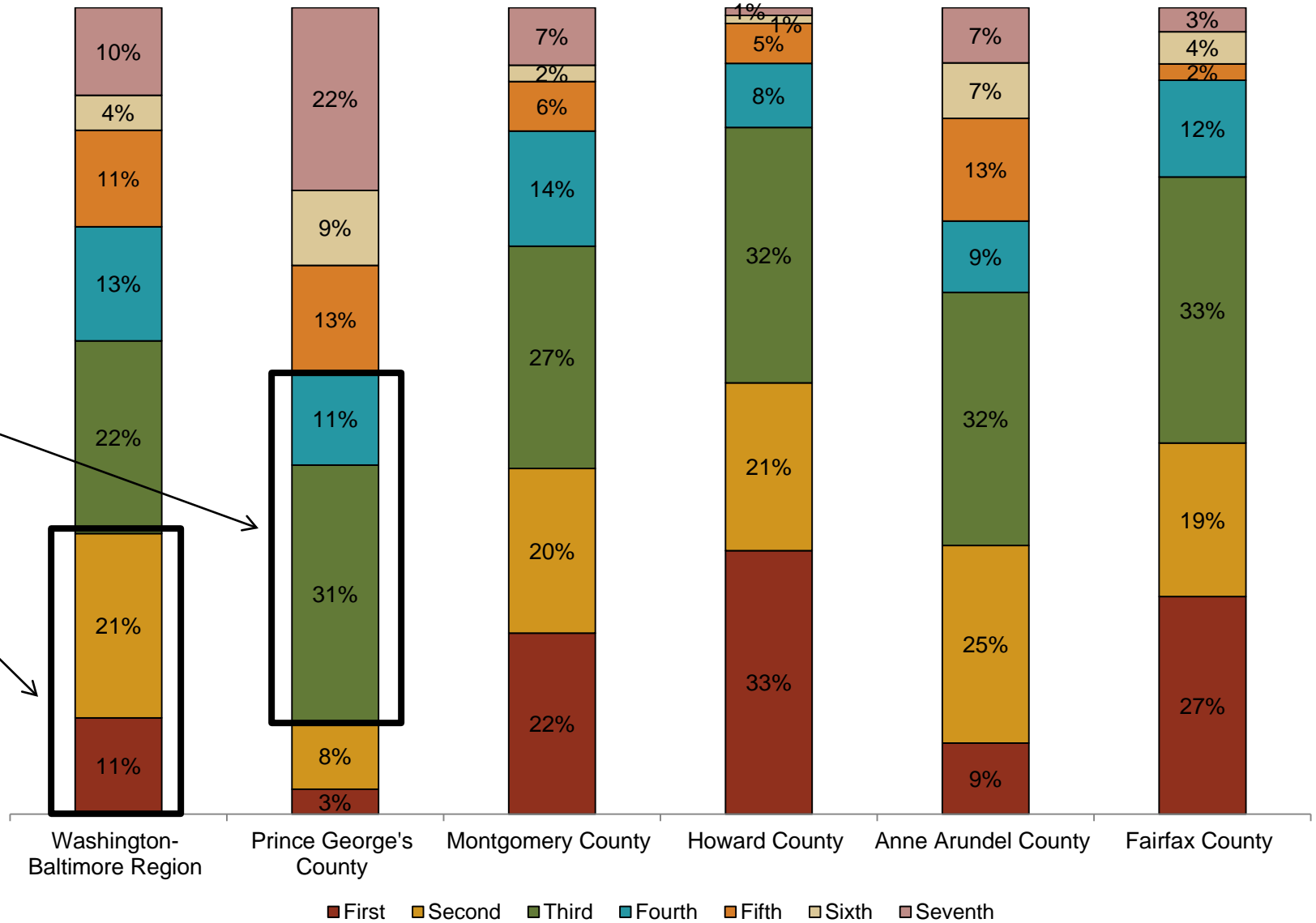
---



# REGION EXTREMELY AFFLUENT BUT COUNTY HAS STRONG UNDERSERVED MIDDLE

Prince George's top 30-40% of consumers likely underserved by available retail in County

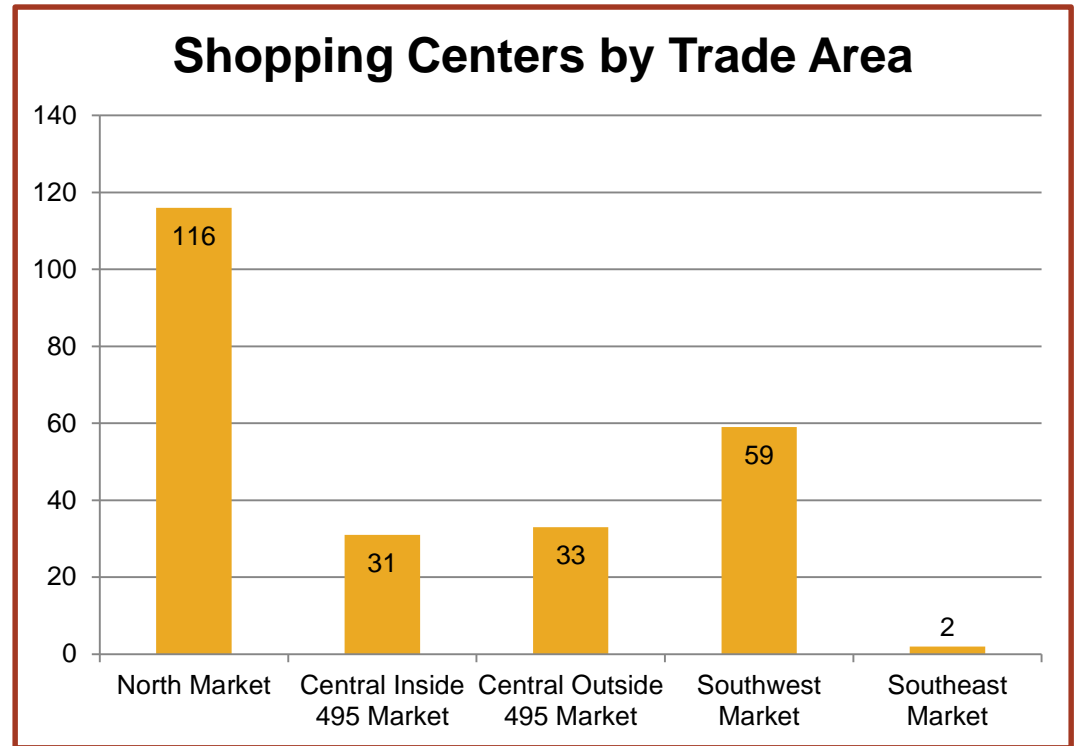
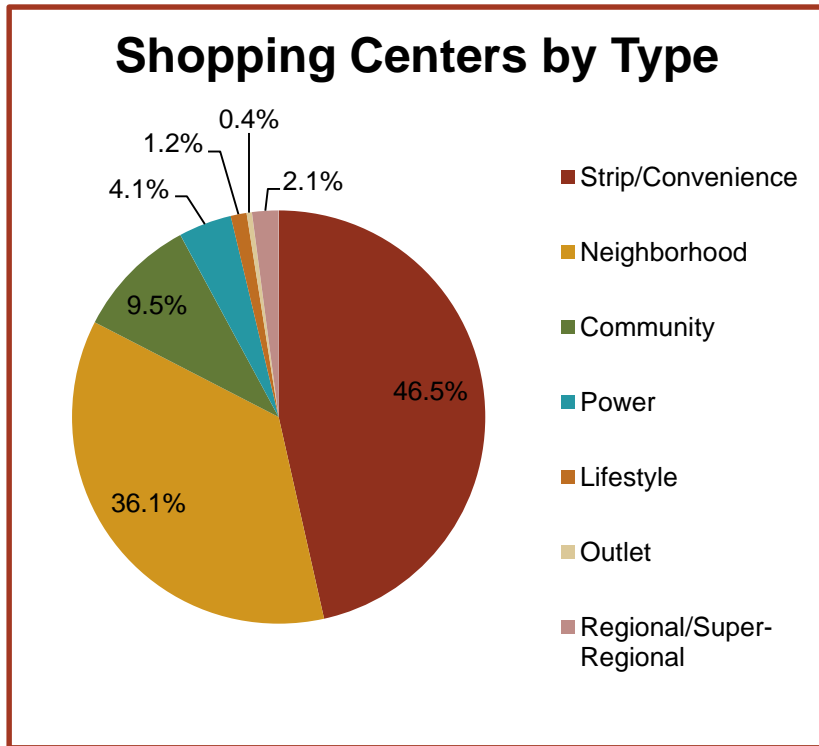
Region and nearby counties have 30-40% of consumers in top spending tiers; County only has 11%



# OVERVIEW OF COUNTY RETAIL INVENTORY

Surveyed 241 Shopping Centers & 10 Main Streets for:

- Quality of Tenants, Building, Vacancy, Surrounding Land Uses, and Other Qualitative and Quantitative Factors.

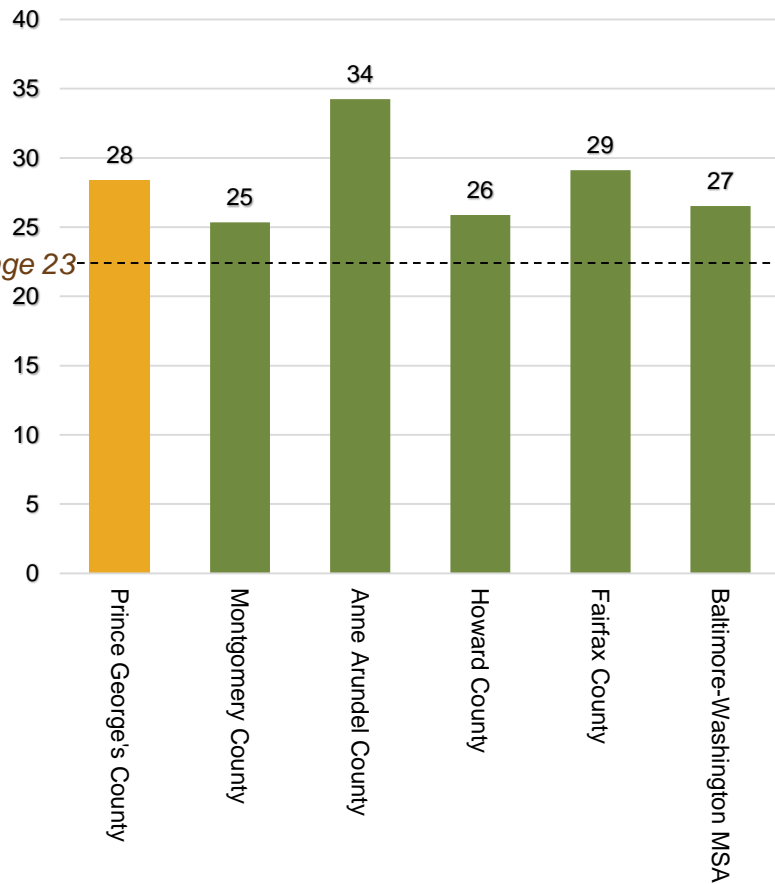




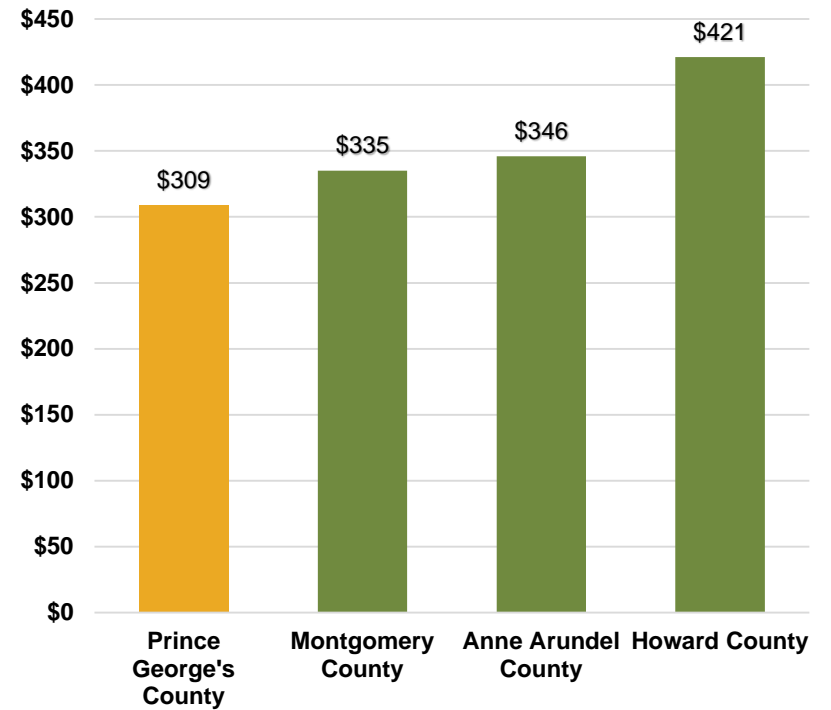
# COUNTY RETAIL ISSUES PERTAIN TO QUALITY OF RETAIL MORE SO THAN QUANTITY OF RETAIL

*Quantity and sales actually on or close to par with other local jurisdictions, but. . .*

Retail Square Feet per Person

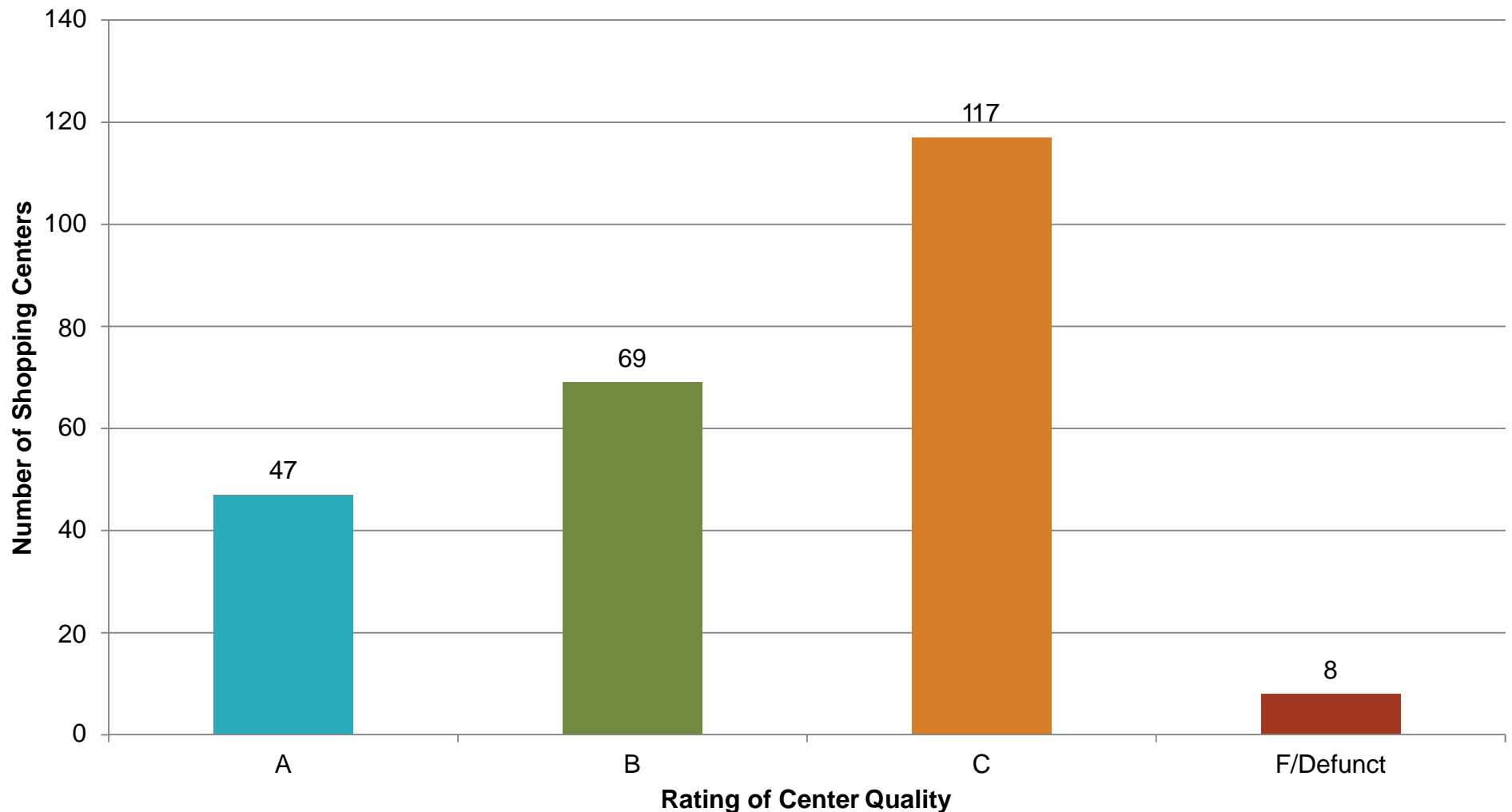


Retail Sales per Square Foot of Retail



# ALMOST 50% OF CENTERS NEED SIGNIFICANT REPAIR VERY FEW ARE COMPLETELY VACANT OR RUN DOWN

*Shopping center distribution by center quality doesn't align with spending power.*



# NEW RETAIL CENTERS CANNIBALIZING TENANTS FROM OLDER CENTERS

Power Center  
Tenant

Regional Mall



**Beltway  
Plaza Mall**



In-Line  
Tenant

Anchor Tenant  
Space



**Fitness Center  
in Anchor  
Space**

Strip Center  
Tenant

Community  
Center



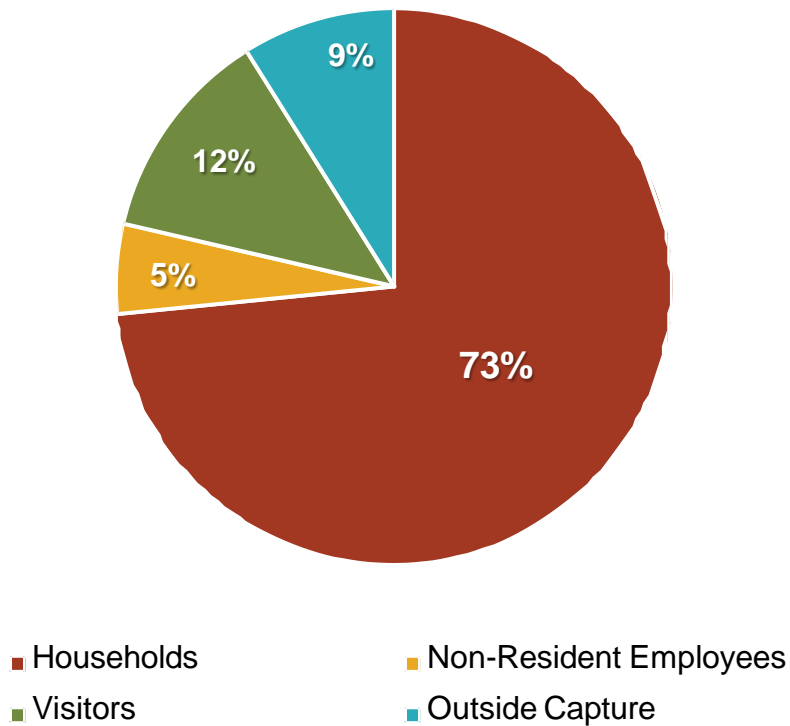
**Strip Tenants  
in Community  
Space**

# UNMET RETAIL DEMAND

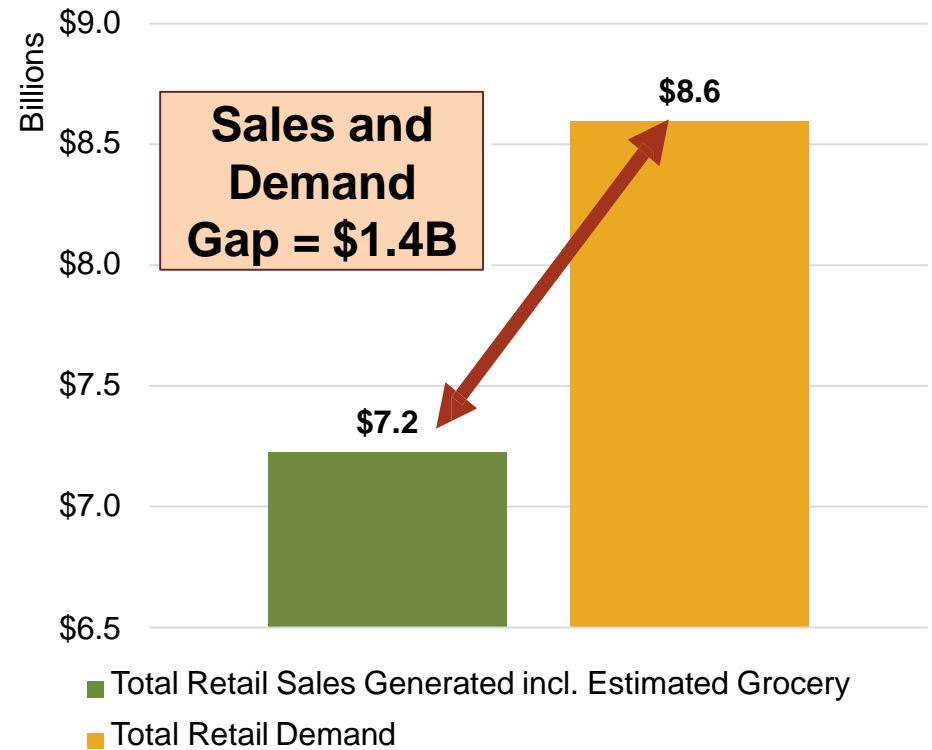
*By 2020: Demand will Support 24.1 million square feet*

*By 2025: Demand will Support 25.6 million square feet*

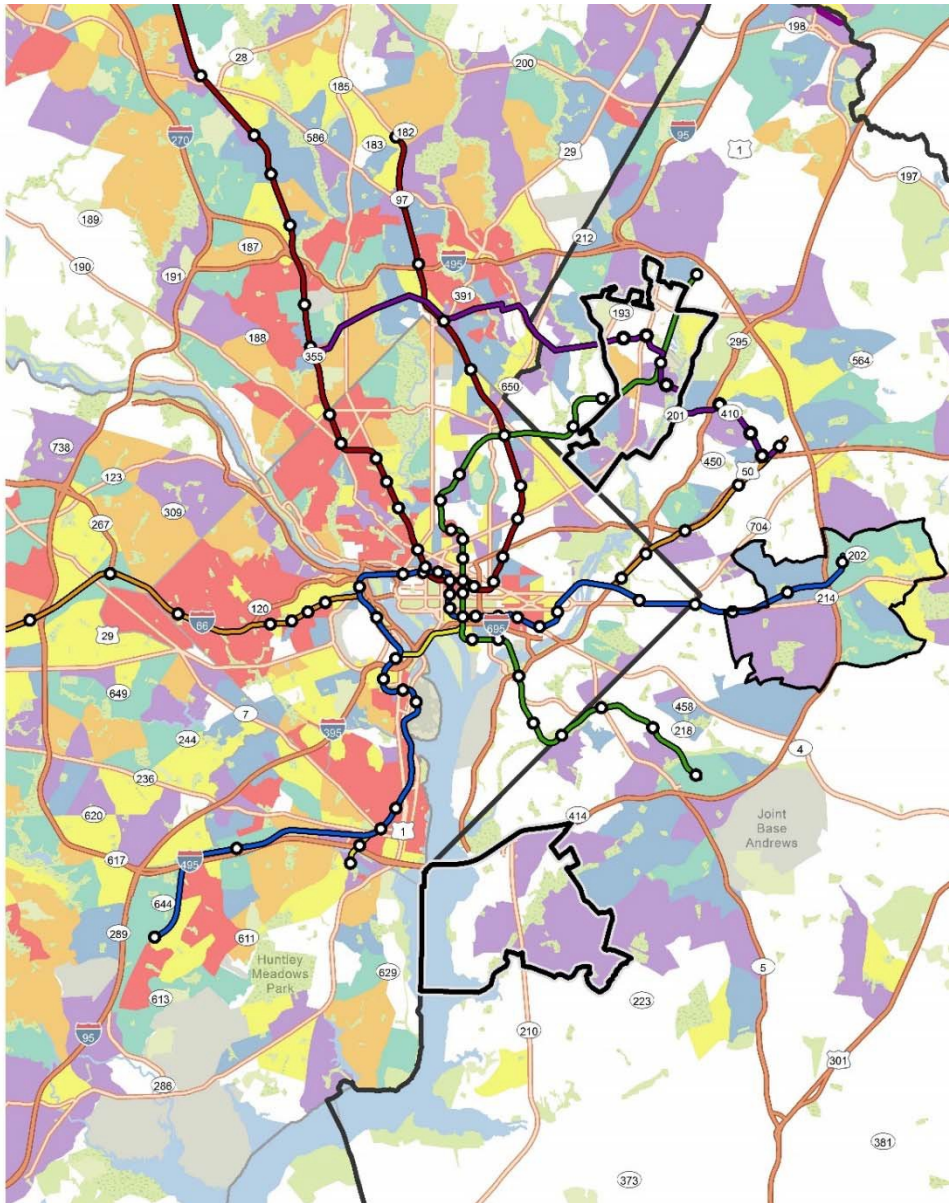
**Distribution of Demand by Consumer Market 2014**



**Gap Between Existing Retail and Supply 2014**



## LOCATION MARKETABILITY



- Median Income
- Household Density
- Education Levels



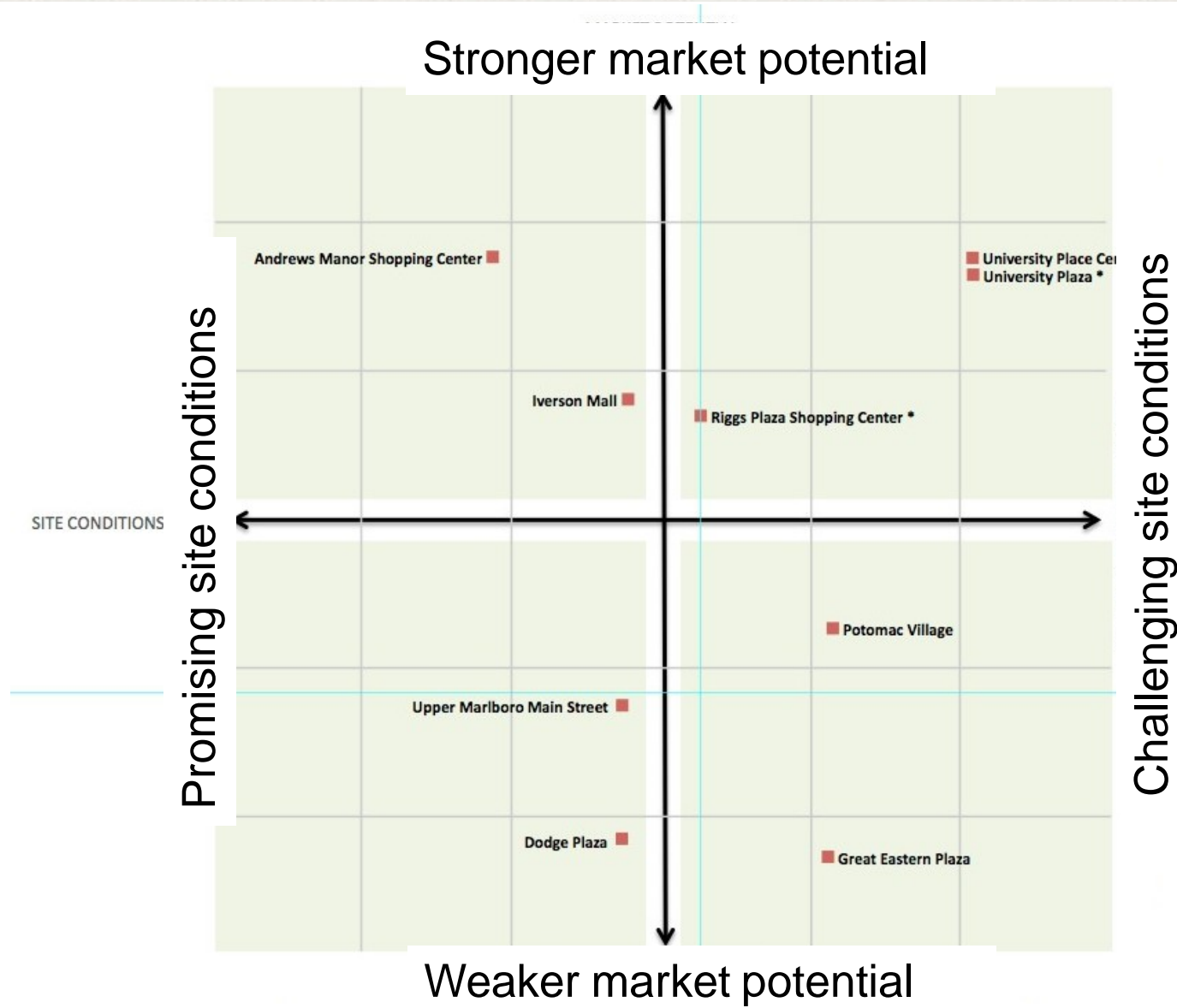
### Criteria

| Qualification             | Median Income | Density | Education % |
|---------------------------|---------------|---------|-------------|
| Most Favorable Conditions | \$100,000     | 5,000   | 60%         |
| Favorable, Lower Density  | \$100,000     | 2,000   | 60%         |
| Average Conditions        | \$75,000      | 2,000   | 40%         |
| Average, Lower Density    | \$75,000      | 1,500   | 30%         |
| Average, Lowest Density   | \$75,000      | 1,000   | 30%         |
| Below Average Conditions  | \$60,000      | 400     | 30%         |

# SEVEN CASE STUDIES SHOW REUSE AND REDEVELOPMENT POSSIBILITIES

## Case Studies

- Iverson Mall
- Dodge Plaza
- Riggs Plaza Shopping Center
- University Place
- University Plaza West
- Great Eastern Plaza
- Andrews Manor
- Upper Marlboro Main Street
- Potomac Village



## KEY OPPORTUNITIES & STRATEGIC ACTION PLAN

---





## Key Components

- 6 key Strategic Actions
- 26 Sub-actions
- Retail Redevelopment Tools
- Incentives
- Best Practices





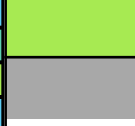

## Strategic Actions and Sub-actions

- Phasing Over 5-year Timeframe
- Key Lead Agency and Partners
- Cost and Impact Metrics



# STRATEGIC ACTION PLAN OVERVIEW

| STRATEGIC ACTIONS |  | IMMEDIATE | YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 | YEAR 5 |
|-------------------|--|-----------|--------|--------|--------|--------|--------|
| 1.1               | Create and fill retail director position                           |           |        |        |        |        |        |
| 1.2               | Build strategic retail partnerships                                |           |        |        |        |        |        |
| 1.3               | Develop an interactive economic development toolbox                |           |        |        |        |        |        |
| 2.1               | Coordinate development policies, planning, and investments         |           |        |        |        |        |        |
| 2.2               | Focus on Areas with existing strong marketability                  |           |        |        |        |        |        |
| 2.3               | Coordinate land use with retail goals in zoning process            |           |        |        |        |        |        |
| 2.4               | Review high density zoning and locations                           |           |        |        |        |        |        |
| 2.5               | Leverage or request resources from regional agencies               |           |        |        |        |        |        |
| 2.6               | Evaluate and identify land uses that would Repurpose Retail        |           |        |        |        |        |        |
| 3                 | Designate target areas for high-quality retail attraction          |           |        |        |        |        |        |
| 3.1               | Evaluate target area vicinity                                      |           |        |        |        |        |        |
| 3.2               | Fund needed transportation improvements                            |           |        |        |        |        |        |
| 3.3               | Identify and fill gaps in organizations                            |           |        |        |        |        |        |
| 3.4               | Provide full support for existing small area plans in target areas |           |        |        |        |        |        |
| 4                 | Create long lasting, high value places over the long term          |           |        |        |        |        |        |
| 4.1               | Pursue high-end tenants.   |           |        |        |        |        |        |
| 4.2               | Streamline the entitlement process for high priority retail sites  |           |        |        |        |        |        |
| 4.3               | Develop and implement creative strategies                          |           |        |        |        |        |        |
| 4.4               | Capitalize on emerging growth areas                                |           |        |        |        |        |        |
| 4.5               | Address disparity between household density, incomes               |           |        |        |        |        |        |
| 5                 | Repurpose or redevelop weaker retail centers with other uses       |           |        |        |        |        |        |
| 5.1               | Assess low quality centers to identify for retail, repurposing     |           |        |        |        |        |        |
| 5.2               | Revitalize troubled centers  |           |        |        |        |        |        |
| 5.3               | Repurpose distressed or failing retail centers to non-retail       |           |        |        |        |        |        |
| 5.4               | Partner with property owners to facility redevelopment             |           |        |        |        |        |        |
| 6                 | Strengthen targeted trade areas with other uses                    |           |        |        |        |        |        |
| 6.1               | Identify and support needs in markets                              |           |        |        |        |        |        |
| 6.2               | Monitor neighborhoods surrounding stable centers                   |           |        |        |        |        |        |
| 6.3               | Stimulate local business development to building tenant base       |           |        |        |        |        |        |
| 6.4               | Build on the County's healthy and stable centers and corridors     |           |        |        |        |        |        |

| Legend  |   |
|---|---|
| <b>Lead Agency</b>  |   |
|    | Economic Development Corporation (EDC)<br>[Includes Office of the County Executive] |
|    | Retail Implementation Director (Retail Director)                                    |
|    | Prince George's County Council (CC)   |
|   | M-NCPPC Prince George's County Planning Department (Planning)                       |
|   | Redevelopment Authority (RA)  |
|  | Department of Public Works and Transportation (DPW&T)                               |
| <b>Co-Leads or Partners</b>   |   |
|   | Prince George's County Office of the County Executive (CEX)                         |
|   | Department of Permitting, Inspections and Enforcement (DPIE)                        |
|   | Municipalities  |
|   | Prince George's County MD Conference & Visitors Bureau (PGCVB)                      |
|   | Prince George's County Department of Housing and Community Development (DHCD)       |

# KEY OPPORTUNITIES

---





***Prince George's County has Unmet Demand for Higher Quality Retail and a Strong Middle Class Underserved by Existing Retail.***

- **Prioritize Investments** to optimize high-end retail attraction.

***Overall Surplus Of Retail Space With Low Marketability that is unlikely to attract tenants that residents desire.***

- **Repurpose or Redevelop Weaker Retail Centers** with other uses that could better serve the local market.

***Surplus of Space Perpetuates Market Conditions that Allow Tenants To Overreach in type of centers they occupy.***

- **Increase Spending Power** surrounding healthy and stable retail centers.



***Focus Retail Growth to Meet Underserved Consumer Demand while slowing the pattern of marginalization at older centers.***

- **Target Three to Four Areas for Retail Development** based on unique county attributes.

***Misalignment of Demographics, Density, and Priority Areas produces challenges in attracting higher quality retailers..***

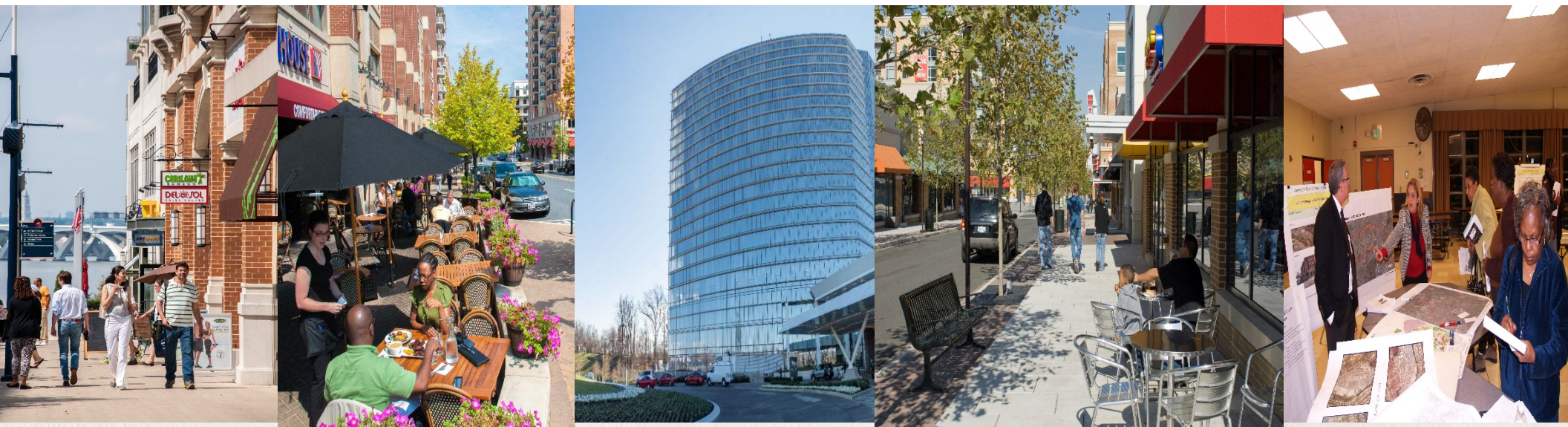
- **Align Retail Development Planning, Policy, and Investments with Marketability.**

***No One is “in charge” of Retail Success and Coordination within County.***

- **Empower Retail Business Development Champion** to expand knowledge and centralize available resources.

## Strategic Actions

---



# 1: EMPOWER RETAIL BUSINESS DEVELOPMENT CHAMPION

*Align County goals and objectives with retail marketability and create an extensive centralized knowledge of existing property dynamics that the County can leverage in its investments and decision making.*

| Action  | COST   | IMPACT |
|---|--------|--------|
| <b>Immediate</b>  |        |        |
| 1.1 Create and fill retail director position  | Medium | High   |
| <b>Year 1 (and Ongoing)</b>   |        |        |
| 1.2 Build strategic retail partnerships with key owners, managers, developers, tenants, and brokers | Low    | High   |
| <b>Year 2</b>   |        |        |
| 1.3 Develop an interactive economic development toolbox web tool                                    | Low    | Low    |

## 2: ALIGN RETAIL DEVELOPMENT PLANNING, POLICY AND INVESTMENTS

| Action  | COST | IMPACT |
|---|------|--------|
| <b>Year 1 (and Ongoing)</b>   |      |        |
| 2.1 Coordinate development policies, planning, and investments to enhance marketability for TOD and mixed-use | Low  | Medium |
| 2.2 Focus on areas with existing strong marketability   | Low  | Medium |
| 2.4 Review high-density zoning and locations  | Low  | Medium |
| <b>Year 2 (and Ongoing)</b>   |      |        |
| 2.3 Coordinate land use with retail goals in zoning process   | Low  | Medium |
| <b>Year 3 (and Ongoing)</b>   |      |        |
| 2.5 Leverage or request resources from regional agencies  | Low  | Medium |
| 2.6 Evaluate and identify land uses that would repurpose retail for non-retail uses                           | Low  | Medium |

### 3: DESIGNATE TARGET AREAS FOR HIGH-QUALITY RETAIL ATTRACTION

*Serve County’s changing consumer make-up and unmet demand for new, higher-quality retail*

| Action   | COST | IMPACT |
|--|------|--------|
| <b>Year 1</b>  |      |        |
| 3.1 Evaluate target area vicinity to ensure that general plan supports high-density housing and transportation | Low  | High   |
| <b>Year 2</b>  |      |        |
| 3.2 Fund needed transportation improvements to achieve a complete network                                      | Low  | High   |
| 3.3 Identify and fill gaps in organizations needed to create authentic places                                  | Low  | Medium |
| 3.4 Provide full support for existing small area plans in target areas   | Low  | Medium |



## 4: CREATE LONG LASTING, HIGH VALUE PLACES OVER THE LONG TERM

| Action  | COST   | IMPACT |
|---|--------|--------|
| <b>Year 1 (and Ongoing)</b>   |        |        |
| 4.1 Pursue high-end tenants, facilitate new development, create cohesive retail districts | Low    | Medium |
| 4.5 Address disparity between household density and high household incomes                | Medium | High   |
| <b>Year 2 (and Ongoing)</b>   |        |        |
| 4.2 Streamline the entitlement process for high-priority retail sites                     | Low    | Medium |
| 4.3 Develop and implement creative strategies to attract higher-quality retail            | Low    | Medium |
| <b>Year 3 (and Ongoing)</b>   |        |        |
| 4.4 Capitalize on emerging growth areas to encourage main street revitalization           | Low    | Medium |

## 5: REPURPOSE OR REDEVELOP WEAKER RETAIL CENTERS

*Redevelop, repurpose, and strengthen the surrounding markets for existing retail properties*

| Action  | COST   | IMPACT |
|---|--------|--------|
| <b>Year 1 (and Ongoing)</b>   |        |        |
| 5.1 Assess low-quality centers to identify for retail, repurposing, redevelopment | Low    | Medium |
| <b>Year 2 (and Ongoing)</b>   |        |        |
| 5.2 Revitalize troubled centers that can be improved and remain retail            | Medium | Low    |
| 5.3 Repurpose distressed or failing retail centers to non-retail or mixed-use     | Low    | Medium |
| 5.4 Partner with property owners to facilitate redevelopment                      | Low    | Medium |

## 6: CREATE LONG LASTING, HIGH VALUE PLACES

| Action  | COST | IMPACT |
|---|------|--------|
| <b>Year 1 (and Ongoing)</b>   |      |        |
| 6.1 Identify and support needs in markets surrounding healthy centers | Low  | Medium |
| 6.2 Monitor neighborhoods surrounding stable centers                  | Low  | Low    |
| 6.4 Build on the County’s healthy and stable centers and corridors    | Low  | High   |
| <b>Year 2 (and Ongoing)</b>   |      |        |
| 6.3 Stimulate local business development to building tenant base      | Low  | Medium |



- **Public Incentives**
- **Foundations**
- **Crowdfunding**
- **Co-ops**
- **Incentives for High-Priority Businesses**
- **Incentives for Rehabilitation of Older & Historic Buildings**
- **Disincentives for Vacant Property**

# MARKETING STRATEGY HIGHLIGHTS

---





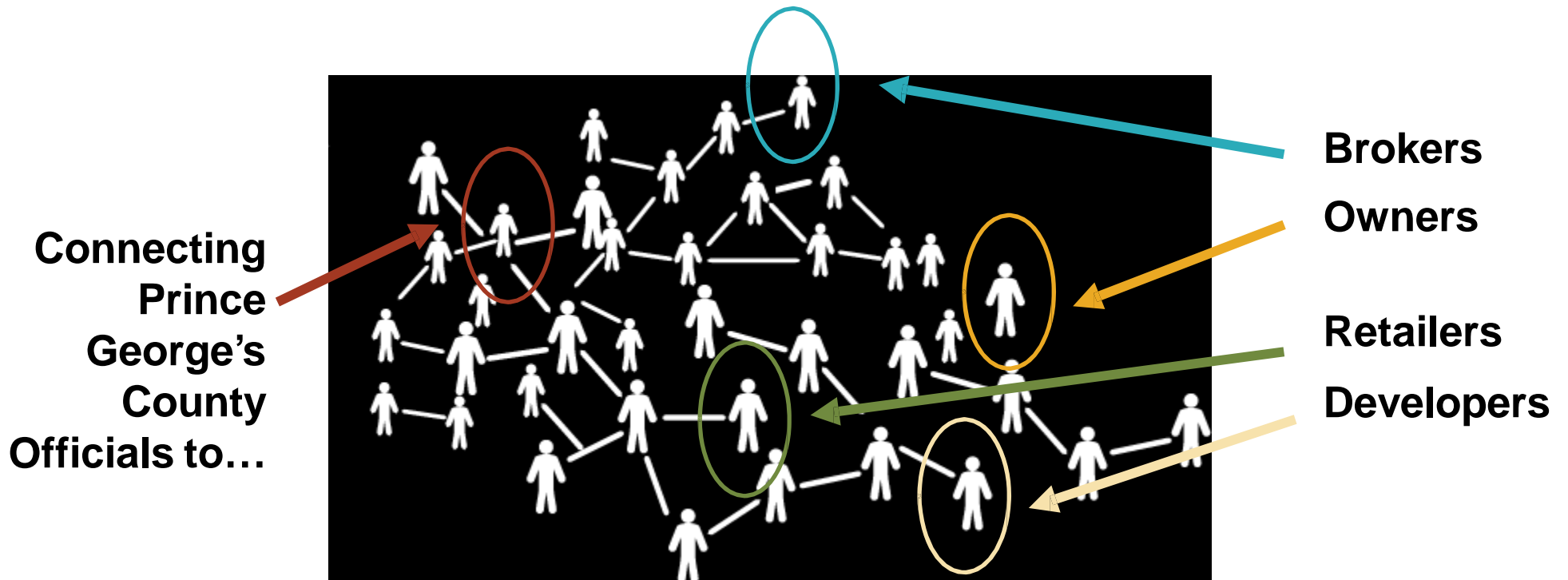
## *Purpose*

### ***Fully Realize the Benefits of the Retail Market Strategic Action Plan***

- **Leverage Existing County Marketing Efforts**
- **Promote All the Benefits and Opportunities of Doing Business in Prince George's County**
- **Tell a Clear, Data-driven Story about the County's Growth and the Success of Major Retailers that have Opened Here**
- **Target Highly Desirable Retailers in "Attainable Luxury" Category**

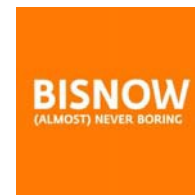
# 1. EXPAND OUTREACH & MESSAGE TO KEY STAKEHOLDERS

- **Understand Target Audiences**  
(Owners, Brokers, Developers, Retailers)
- **Identify Positioning and Competitive Landscape**
- **Articulate County Support and Opportunities**



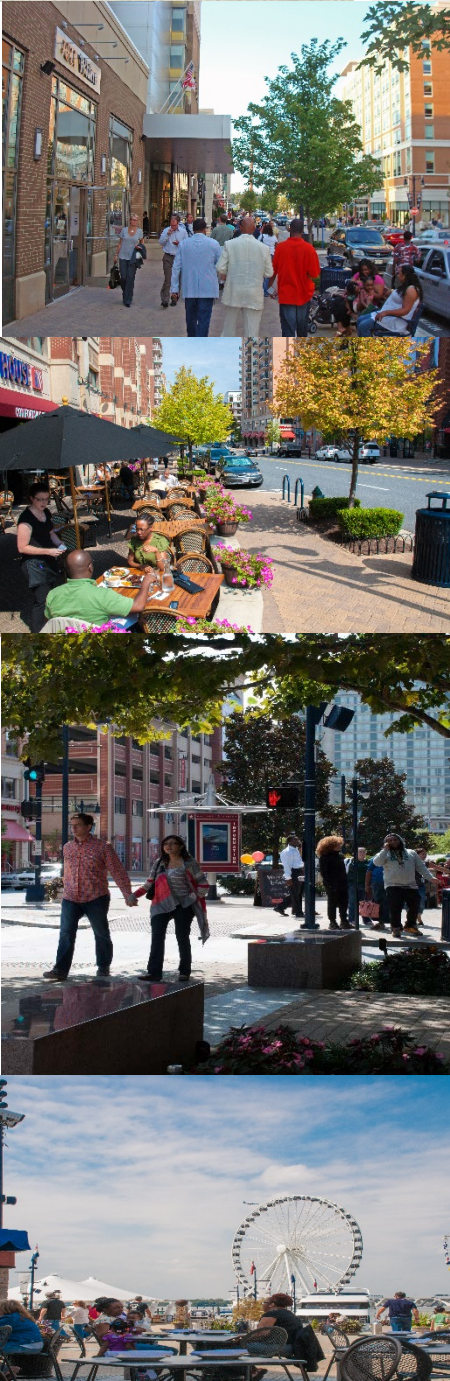
## 2. DEVELOP MARKETING AND PROMOTIONAL MATERIALS AND STRATEGIC PARTNERSHIPS

- **Produce Marketing Collateral**
- **Establish Distribution Plan to Amplify Message**
  - ✓ *Personalized Contact*
  - ✓ *Mass Communication*
  - ✓ *In-person Industry Events and Networking*
- **Engage In Promotions and Advertising**
- **Explore Joint Ventures and Partnerships**





### 3. EVALUATE MARKETING SUCCESS

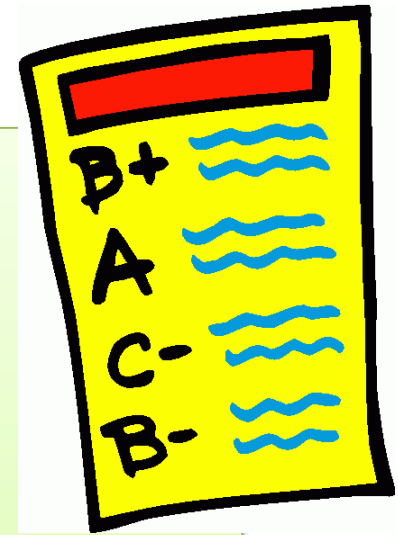


#### ➤ Establish Marketing Goals

- Event Attendance
- Phone Calls
- Email Newsletters
- Social Media, etc.

#### ➤ Review Marketing Results Annually

- Update Marketing Plan as Necessary



**Erin Talkington**, Vice President  
**Adam Ducker**, Managing Director  
**RCLCO**

7200 Wisconsin Ave Suite 1110  
Bethesda, MD 20814

(240) 396-2353    [etalkington@rclco.com](mailto:etalkington@rclco.com)  
(240) 644-0980    [aducker@rclco.com](mailto:aducker@rclco.com)

