# Commercial Market Analysis & Enhancement Strategy
## For Cleveland Park

Prepared for The Office of the Deputy Mayor
for Planning and Economic Development
Completed by Jon Stover & Associates
October 2016

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# TABLE OF CONTENTS

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# 01

# EXECUTIVE SUMMARY

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# EXECUTIVE SUMMARY
## PROJECT BACKGROUND & EXISTING RETAIL CONDITIONS

### Study Purpose

The following report details the findings of a market analysis and business enhancement strategy to help the Office of the Deputy Mayor for Planning and Economic Development (DMPED), the Cleveland Park Business Association (CPBA), Cleveland Park business owners and property owners, and other Cleveland Park stakeholders assess economic conditions along the corridor, understand recent and projected trends, and develop strategies for creating a vibrant and sustainable retail atmosphere that serves the community.

Recommendations pertain to city agencies as well as actions the Cleveland Park Business Association can undertake to address existing concerns and strengthen the customer base. The primary purpose of this market analysis is to identify business development opportunities that bolster economic viability while preserving the current businesses ecosystem.

### Corridor Location

The Cleveland Park retail corridor stretches 3 blocks along Connecticut Avenue from Porter Street NW to Macomb Street. The Cleveland Park Metro Station is located in the most northern block of the commercial district. The Smithsonian Zoo is located south of the commercial corridor.



**The Cleveland Park commercial core spans three blocks along Connecticut Avenue NW**
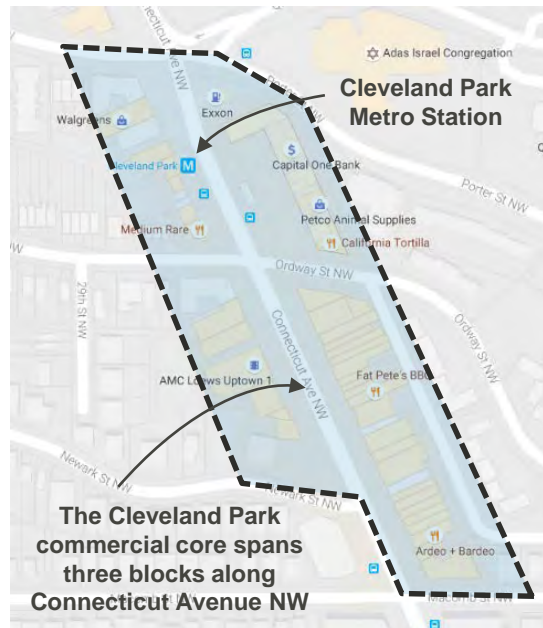
### Retail Conditions

Cleveland Park has 58 retail businesses: predominantly restaurants and local-serving goods and services. While some DC neighborhoods experienced large influxes of both residential and retail uses since 2012, Cleveland Park has seen little change. The average retail rent in DC has spiked in recent years while rents in Cleveland Park have actually declined.



**Average NNN Lease Rate (In $/SF/Year)**

Source: CoStar

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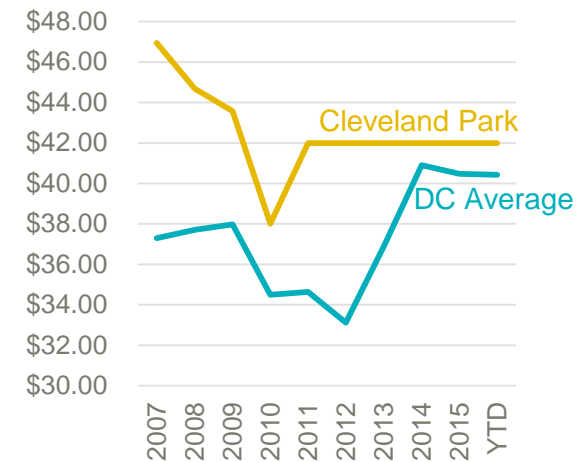
# EXECUTIVE SUMMARY
## BUSINESS NEEDS AND RETAIL ENHANCEMENT OPPORTUNITIES
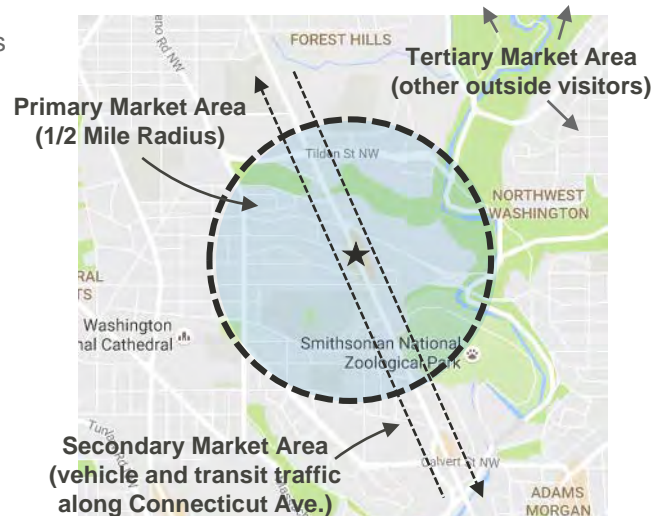
**A Declining Customer Base**

Cleveland Park is a healthy retail cluster: it has a defined identity as an eclectic neighborhood-serving mix of restaurants and neighborhood goods and services with low vacancy and little turnover. By contrast, numerous other neighborhoods in DC – such as Mount Pleasant, 14th Street, Shaw, H Street, and others – have grown dramatically since recovering from the recession. These neighborhoods have become city-wide destinations providing increased competition for Cleveland Park. In fact, two-thirds of neighborhood business owners polled reported a decline in customer traffic.

**Change in Customer Traffic**
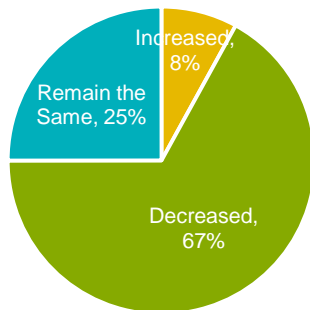
Increased, 8%

Remain the Same, 25%

Decreased, 67%

Competition comes not only in the form of emerging retail destinations, but also with online retailers or with businesses who have more successfully integrated online marketing tactics. As a result, a large number of businesses report that they are losing customers.

Limited neighborhood population growth coupled with a small local retail gap indicates that most new customers will come from outside of the neighborhood.

Primary Market Area (1/2 Mile Radius)

Tertiary Market Area (other outside visitors)

Secondary Market Area (vehicle and transit traffic along Connecticut Ave.)

**Retail Enhancement Opportunities**

**Building off of the findings of this analysis, four primary opportunities are identified to help Cleveland Park businesses adapt to its changing competitive context and help attract additional customers:**

*Opportunity 1*: Grow and strengthen the Cleveland Park Business Association to foster stronger collaboration and help constituents adapt to changing conditions and address their core needs.

*Opportunity 2*: Retain and expand Cleveland Park's customer base in its primary market area (local residents within a half-mile of the retail core).

*Opportunity 3*: Capture a larger share of the existing vehicular and transit commuters along Connecticut Avenue.

*Opportunity 4*: Attract more visitors from outside neighborhoods, including (a) DC and Maryland residents looking to shop or dine and (b) visitors to the nearby National Zoo.

# EXECUTIVE SUMMARY
## RECOMMENDATIONS: RETAIL ENHANCEMENT STRATEGIES

| | Opportunity 1 | Opportunity 2 | Opportunity 3 | Opportunity 4 |
|---|---|---|---|---|
| **Types of Retail Enhancement Opportunities** | **Grow and Strengthen the Cleveland Park Business Association** | **Continue to Attract and Serve Local Residents**<br><br>(Primary Market Area) | **Capture a Larger Share of Connecticut Ave Commuters**<br><br>(Secondary Market Area) | **Attract More Visitors from Outside Neighborhoods**<br><br>(Tertiary Market Area) |
| **Retail Enhancement Strategies** | **Increase the participation in, and capacity of, CPBA.**<br>o Grow membership base by emphasizing benefits of joining CPBA.<br>o Provide guidance and training to CPBA to help implement these planning efforts and enhance organizational experience and capacity.<br>o Develop a work plan that identifies program objectives and an operating framework.<br>**Emphasize local business collaboration.**<br>o Develop business-to-business synergies to attract more customers through marketing and joint promotions.<br>**Develop a strategic partnership to help businesses apply for and utilize small business technical assistance.**<br>o Form a strategic partnership with an entity to help businesses apply for technical assistance.<br>o Prioritize SBTA toward businesses.<br>o Help develop an evaluation framework | **Capture additional local resident spending by capturing untapped spending potential.**<br>o Communicate existing retail opportunity gaps within Cleveland Park's retail niche (restaurant and NG&S businesses) to local property owners and brokers.<br>o New businesses with a particularly strong opportunity include specialty food stores, limited-service restaurants, food catering businesses, and florists.<br>o Partner with Cleveland Park multifamily residential buildings for promotion.<br>**Enhance corridor walkability.**<br>o Leverage the ongoing DDOT initiative and work with DMPED to provide support for streetscaping and sidewalk improvements.<br>o Create a pilot program for pedestrianizing the service lane for enhanced walkability and placemaking. | **Capture a larger portion of the existing vehicular commuters to Cleveland Park businesses.**<br>o Consider undertaking a parking assessment to evaluate parking conditions and identify parking improvement opportunities.<br>o Consider partnering with the US Post Office to better utilize their parking lot.<br>o Integrate parking recommendations with the ongoing DDOT initiative.<br>o Attract commuter traffic with improved signage and visual appeal via streetscape improvement.<br>**Capture a larger portion of the existing transit commuters to Cleveland Park businesses.**<br>o Consider launching a marketing campaign that targets bus and Metro commuters. Coordinate effort with a city-wide marketing campaign (see next page).<br>o Coordinate commuter attraction efforts with Van Ness, Woodley Park, and possibly Tenleytown. | **Draw more visitors from the National Zoo.**<br>o Work with the National Zoo and with Woodley Park stakeholders to attract more zoo visitors to the commercial districts.<br>o Erect signage and wayfinding measures to communicate Cleveland Park's proximity and food and shopping options.<br>o Assess the opportunity to implement a shuttle that connects visitors from the CP and WP Metro stops to and from the Zoo.<br>**Draw more residents from other DC and MD neighborhoods.**<br>o Engage possible partners/ funders for a marketing campaign to attract visitors and shoppers from other neighborhoods.<br>o Apply for grants including the NeighborWorks America Neighborhood Marketing Program.<br>o Conduct placemaking and branding improvements such as signage, banners, and benches/plantings.<br>o Consider opportunities to convert the access road into a public open space.<br>o Coordinate efforts with other Red Line retail nodes. |

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# 02
# PROJECT BACKGROUND

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# STUDY PARTICIPANTS

**Office of the Deputy Mayor for Planning & Economic Development**

The Office of the Deputy Mayor for Planning and Economic Development (DMPED) executes the Mayor's economic development strategy. DMPED also overseas the DC's Great Streets. Visit www.dmped.dc.gov to learn more.

**Jon Stover & Associates**

Jon Stover & Associates (JS&A) specializes in economic analysis, retail revitalization, and helping public, private, and nonprofit organizations collaborate to meet economic development objectives. JS&A has helped a wide range of clients implement plans and programs that have successfully enhanced urban neighborhoods and corridors. Visit www.jonstoverandassociates.com to learn more.

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# WHAT IS "RETAIL"?

When selecting a site for a store or restaurant, a knowledgeable entrepreneur undertakes a systematic analysis. How might a retailer eyeing Washington, DC, choose among its neighborhoods (submarkets) and then hone in on a particular storefront? Although every retailer evaluates sites differently, retail categories have common requirements for an ideal location.

In general, fresh produce stands, pharmacies, florists, dry cleaners and nail salons (Neighborhood Goods & Service category -- NG&S) have similar demands. So do restaurants, cafes, bars and coffee shops (Food & Beverage category -- F&B) and stores selling luggage, electronics, apparel and books (General Merchandise,

Apparel, Furnishings, and Other category -- GAFO). The bottom line, of course, is whether enough customers will spend enough money to make their business a success.

**For the purposes of this study, retail generally includes the following land uses:**

- *General merchandise, accessories, furniture, and other merchandise (GAFO)*

- *Neighborhood goods and services (NG&S)*

- *Food and beverage establishments (F&B)*

This study accounts for the following other land uses, but does not define them within the retail category:

- Civic uses such as churches, art space, or nonprofits

- Residential uses such as apartments or condominiums

- Office space

- Industrial space

# DATA SOURCES & COMPARISON RETAIL NEIGHBORHOODS

This analysis relies on data provided by the Cleveland Park Business Association, the Washington, DC Economic Partnership, ESRI, CoStar, WalkScore.com, a large variety of local planning and visioning documents, local real estate blogs such as CurbedDC and UrbanTurf, and in-person site visits. Retail metrics and evaluation criteria correspond with the DC Office of Planning Vibrant Retail Streets Tool Kit.

A handful of other DC retail neighborhoods are used as a frame of reference throughout this analyses: Van Ness, Tenleytown, Mount Pleasant, and Woodley Park. These neighborhoods were selected because of their close proximity to Cleveland Park and similar retail characteristics.
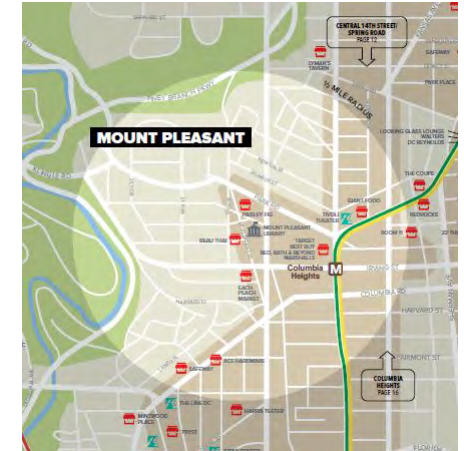
# 03

## EXISTING CONDITIONS

*What are the real estate market conditions within Cleveland Park that affect the opportunity for successful retail development?*



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# ABOUT THE CLEVELAND PARK NEIGHBORHOOD

"A mix of high-income families and professional singles calls this urban oasis home. Others from around the region are attracted to Cleveland Park for its historic movie house, a visit to the National Z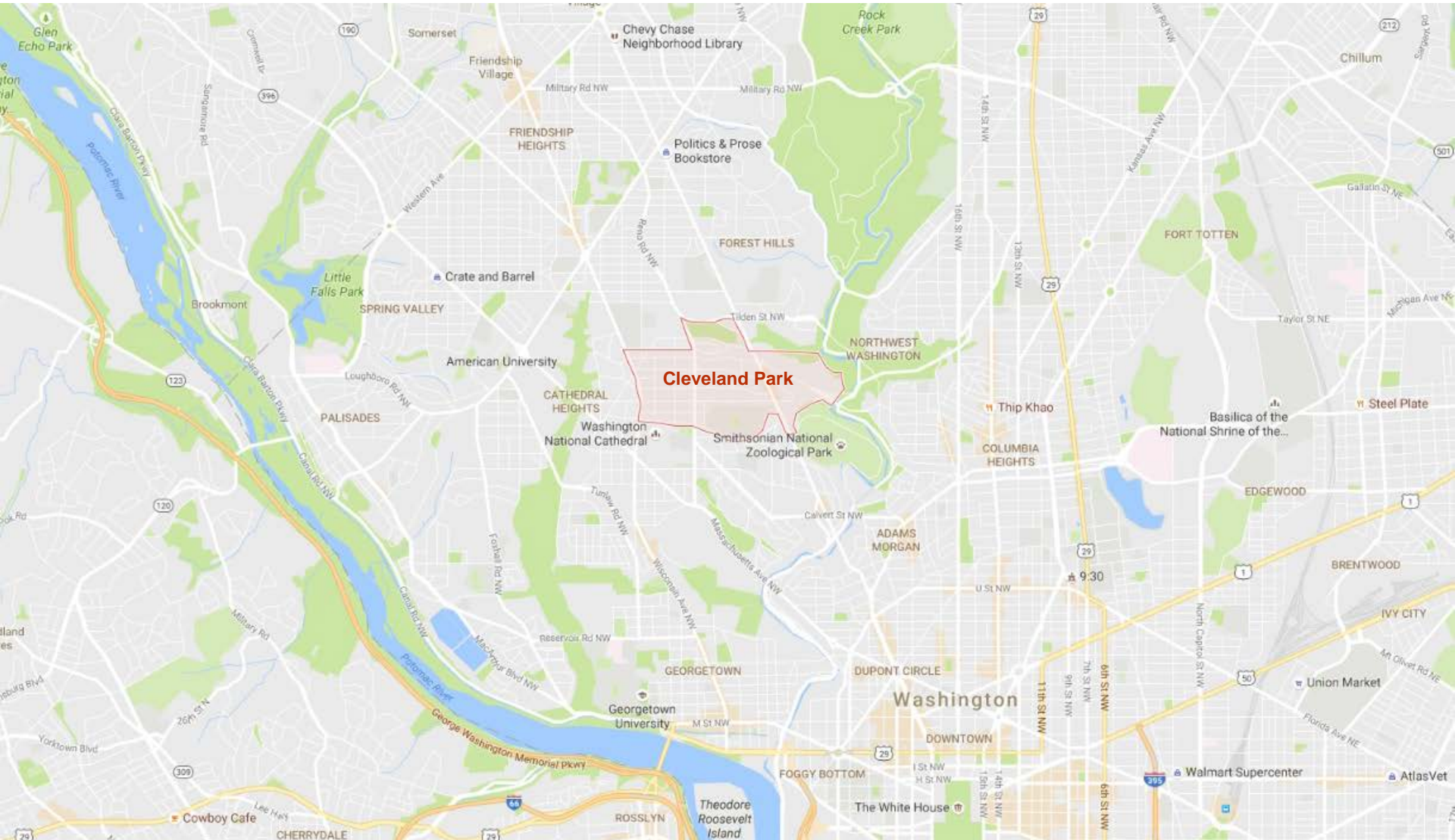oo or dinner in one of several unique, dining establishments along Connecticut Avenue. Cleveland Park's location is ideal for businesses and professionals seeking a touch of tranquility."
- Washington DC Economic Partnership

Cleveland Park is a predominately residential neighborhood nestled in Ward 3, defined as a neighborhood filled with historic homes and lush open spaces. These characteristics appeal to the "gracefully aging segment of its population" with residents remaining in Cleveland Park as they grow older.

The neighborhood features conserved property with both the Rosedale Conservancy, a three-acre park on Newark Street, and Tregaron Conservancy, a recreational space for Cleveland Park residents.

Filled with a robust selection of historic architecture, the stylistic properties in this neighborhood range from Queen Anne Victorian, Georgian, Wardman townhomes, traditional foursquares, and even a home designed by I.M. Pei.

The commercial district of Cleveland Park stretches along Cleveland Avenue and consists of signature restaurants, an organic market, several gift stores and other eclectic establishments. Arguably, most notably, The Uptown Theater, attracts many to the neighborhood to this historic single-screen movie theater. As a community anchor, the new $18.6 million Cleveland Park Library is anticipated to open in 2017 serving not only as a library but also a community meeting space.

Streetscape improvements have been a consistent topic of interest in Cleveland Park, especially after the flooding that occurred in the Cleveland Park Metro Station in the summer of 2016. Plans addressing parking, beautification, and drainage have been a particular focus for the commercial district.

# NEIGHBORHOOD DEMOGRAPHICS

The District of Columbia has experienced significant population growth since 2000, largely due to the influx of the young professional demographic which has caused the district to become, on average, wealthier and younger with smaller families. Neighborhoods experiencing this surge in population and spending capacity have attracted large numbers of new businesses – after all, retail follows residential. Cleveland Park has attracted some growth, especially closest to the commercial core of the neighborhood, but also is retaining significant population with residents aging in place. The neighborhood's high median household income is significantly higher than the DC average, indicating substantial spending capacity to bolster the local businesses. However, with little nearby development, the population growth rate has lagged behind the DC average.

## Population

4,840 (1/4 Mile)
9,355 (1/2 Mile)
29,945 (1 Mile)

■ 1/4 Mile  ■ 1/2 Mile  ■ 1 Mile
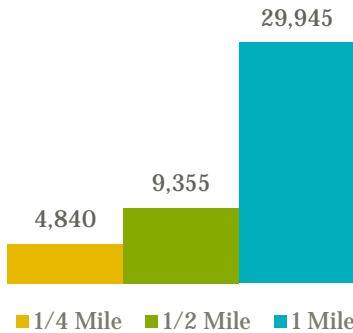
*Almost 5,000 people live within a quarter-mile of Cleveland Park's retail core.*

## Population Growth Rate (2010-2016)

9.9% (1/4 Mile)
8.9% (1/2 Mile)
7.0% (1 Mile)
9.5% (DC Average)

■ 1/4 Mile  ■ 1/2 Mile  ■ 1 Mile  ■ DC Average
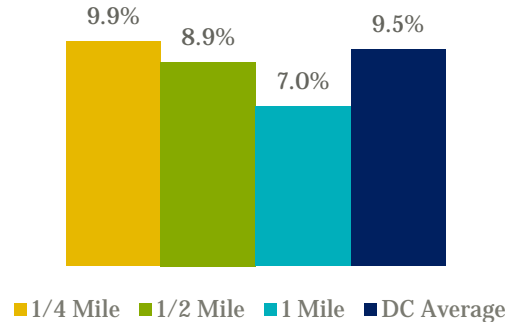
*The core of Cleveland Park is growing at the same rate as most of the other DC neighborhoods and is higher than surrounding area.*

## Median Household Income

$91,565 (1/4 Mile)
$100,253 (1/2 Mile)
$107,624 (1 Mile)
$69,588 (DC Average)

■ 1/4 Mile  ■ 1/2 Mile  ■ 1 Mile  ■ DC Average
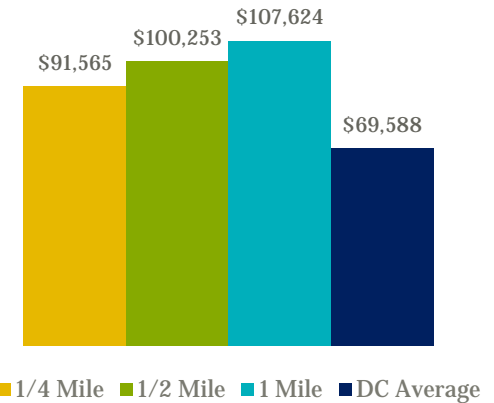
*Cleveland Park is wealthier than most of the other neighborhoods in DC with significantly higher levels of income.*

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# NEIGHBORHOOD DEMOGRAPHICS

"Cleveland Park is a neighborhood of historic homes, large trees and open spaces — features that have appealed to the gracefully aging segment of its population…One reason for the healthy population of older Cleveland Park residents is that the neighborhood appeals to a wide variety of age groups and so residents don't feel that they need to move."

- The Washington Post

Cleveland Park & Woodley Park Village is a recent community initiative with the mission of helping senior neighbors live safely and confidently in their home as they age in place. This nonprofit works with and supports residents of Cleveland Park and Woodley Park ranging in ages from 54 to 98.

### Age of Population (1/2 Mile)
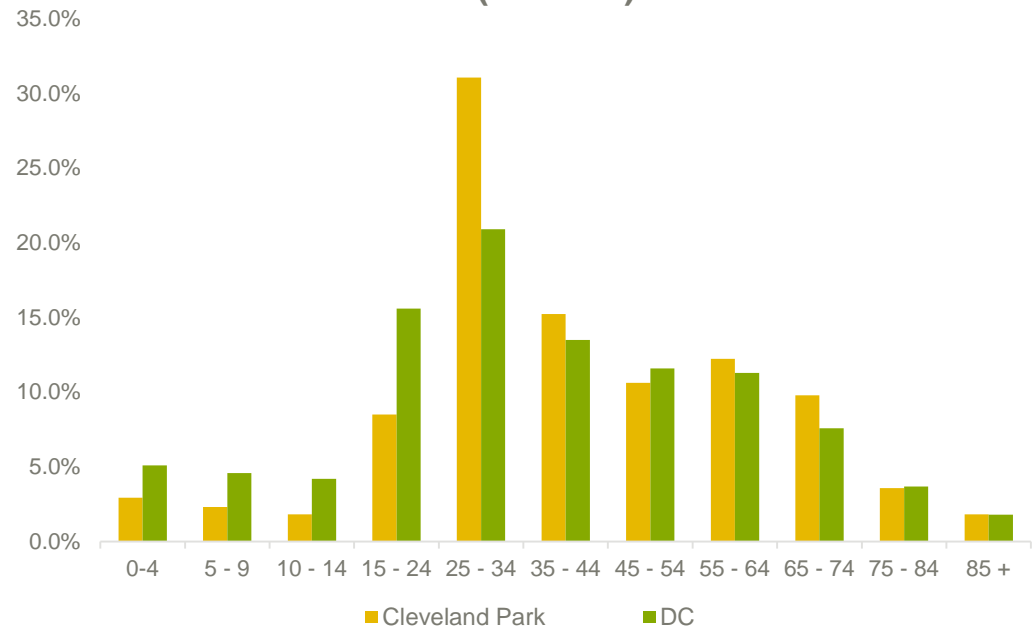


*Cleveland Park residents are older than DC on average with higher populations of residents between the ages of 55 and 74. There are significantly fewer children in the neighborhood. Yet, almost a third of Cleveland Park residents are 25-34 years old. Of the residents in the neighborhood, only 8% of the population of households have children. This is significantly lower than the rest of the District where over 20% of households have children. The age distribution of the population and limited number of households with children in Cleveland Park indicates high spending capacity within the neighborhood.*

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# WALKABILITY & AMENITIES

According to Walkscore.com, Cleveland Park is defined as "very walkable," scoring 84 out of a possible 100 based on proximity to neighborhood-serving amenities. Cleveland Park is ranked the 31st most walkable neighborhood in the District. Neighborhoods with similar walkability include Woodley Park and Cathedral – Wesley Heights. Comparatively, WalkScore reports a Walk Score of 77, a Transit Score of 71, and a Bike Score of 69 for Washington, DC.



Walk Score 84

*With a WalkSore of 84, most errands are accomplishable as a pedestrian. Pedestrians can walk to multiple restaurants, bars, or coffee shops in a short walk.*



Transit Score 66

*Cleveland Park has "good transit" with bus access, a Metro station, and about six car sharing programs.*



Bike Score 60

*Cleveland Park is "bikeable" with "some bike infrastructure". Capital Bikeshare is available in Cleveland Park with bike lanes.*

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# SAFETY

Cleveland Park has a significantly low crime rate for both personal and property crime – a characteristic both retailers and shoppers value in commercial areas. Low crime rates indicate that customers can walk around the area while feeling safe allowing them to spend longer amounts of time.

**Map of Area Property Crime**



**Map of Area Personal Crime**

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# ZONING

The commercial core of Cleveland Park is currently zoned as Neighborhood Mixed-Use Zone NC-3. This district is located within the Cleveland Park Historic District. The area zoned NC-3 fronts Connecticut Avenue, Macomb, Newark, Ordway, and Porter Streets NW as indicated in the graphic in the light blue.

The intent of the NC-3 district is to encourage compatibility of development within the historic context of the area while retaining existing housing stock. The district prioritizes creating places for pedestrian activity, safety, and consumer support for businesses in the area.

Buildings in the NC-3 district are limited to 40' which equates to approximately four stories. The retail district in Cleveland Heights is adequately zoned given neighborhood support for limited height in order to retain the corridor's retail character.
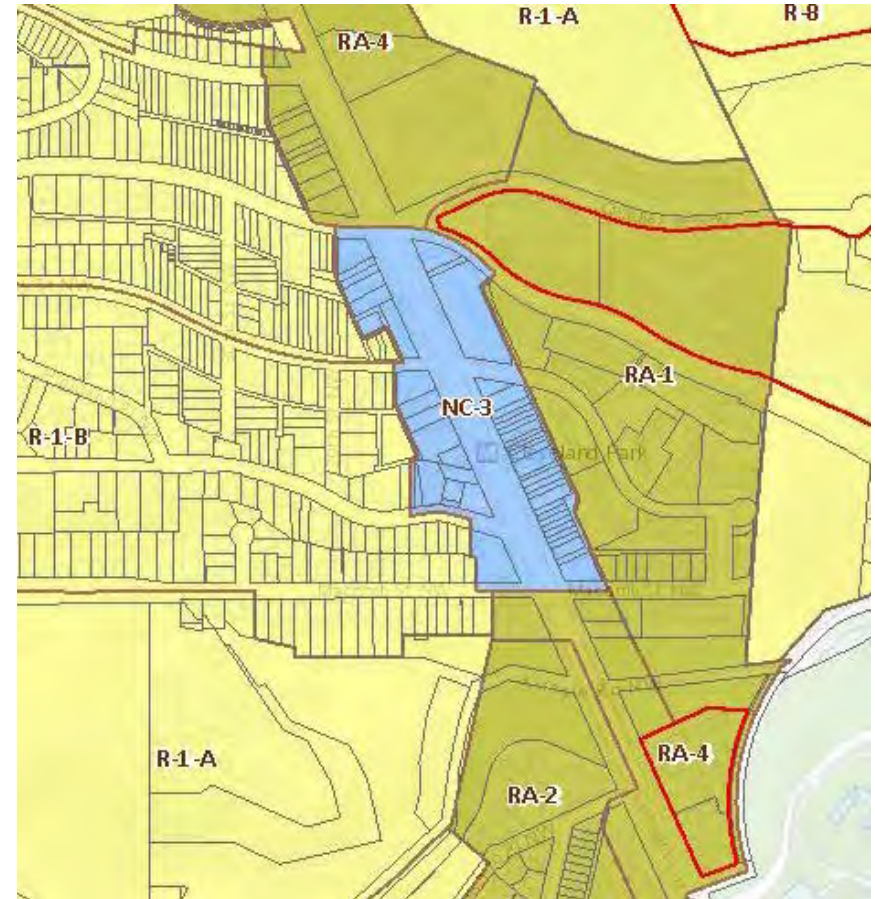
# CULTURAL & COMMUNITY ANCHOR:
## THE SMITHSONIAN NATIONAL ZOO

The Smithsonian's National Zoo & Conservation Biology Institute is a critical cultural attraction located just south of Cleveland Park, positioned between Woodley Park to the south and Cleveland Park to the north. Metro riders to the Zoo typically get off at Woodley Park as this stop is denoted at the station as Woodley Park-Zoo. However, as noted on the Zoo's website, "while equidistant from both Metro stops, the walk is uphill from the Woodley Park stop and flat from the Cleveland Park stop." With over 2.2 million visitors at the Zoo last year, leveraging Cleveland Park's close location can substantially impact the number of consumers in the neighborhood and drastically impact the viability of retail in Cleveland Park.

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Source: Smithsonian's National Zoo *& Conservation Biology Institute; WDCEP

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# 04
## RETAIL ANALYSIS

*What are the current retail conditions in Cleveland Park? How do these conditions limit or support the opportunity for retail development within the area?*

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# RETAIL CORRIDOR DETAIL



**Cleveland Park Metro Station**

**Cleveland Park Commercial Core Connecticut Avenue**

*The Cleveland Park retail corridor stretches 3 blocks along Connecticut Avenue from Porter Street NW to Macomb Street. The Cleveland Park Metro Station is located in the most northern block of the commercial district. The Smithsonian Zoo is located south of the commercial corridor.*

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# REGIONAL RETAIL CONTEXT
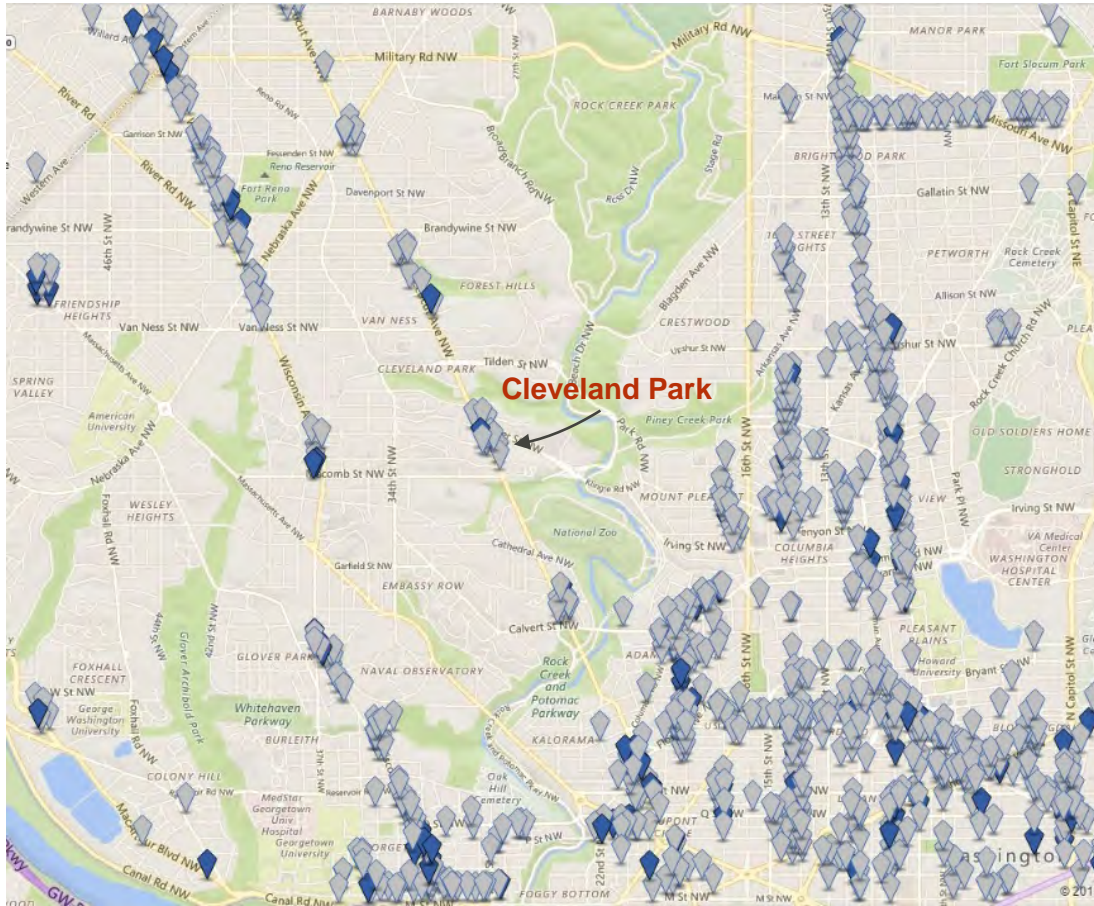


Regionally, Cleveland Park is located in northwestern Washington, DC. This area to the west of Rock Creek Park features small, neighborhood pockets of clustered retail. The nearest competitive retail corridors include the commercial districts at Tenleytown, Van Ness, and the retail at Friendship Heights.

The retail context changes dramatically closer to downtown DC with a large increase in retail supply. These larger concentrations of destination retail are especially prevalent in Downtown DC to the southeast and Georgetown directly south.

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# COMPETITIVE RETAIL CLUSTERS
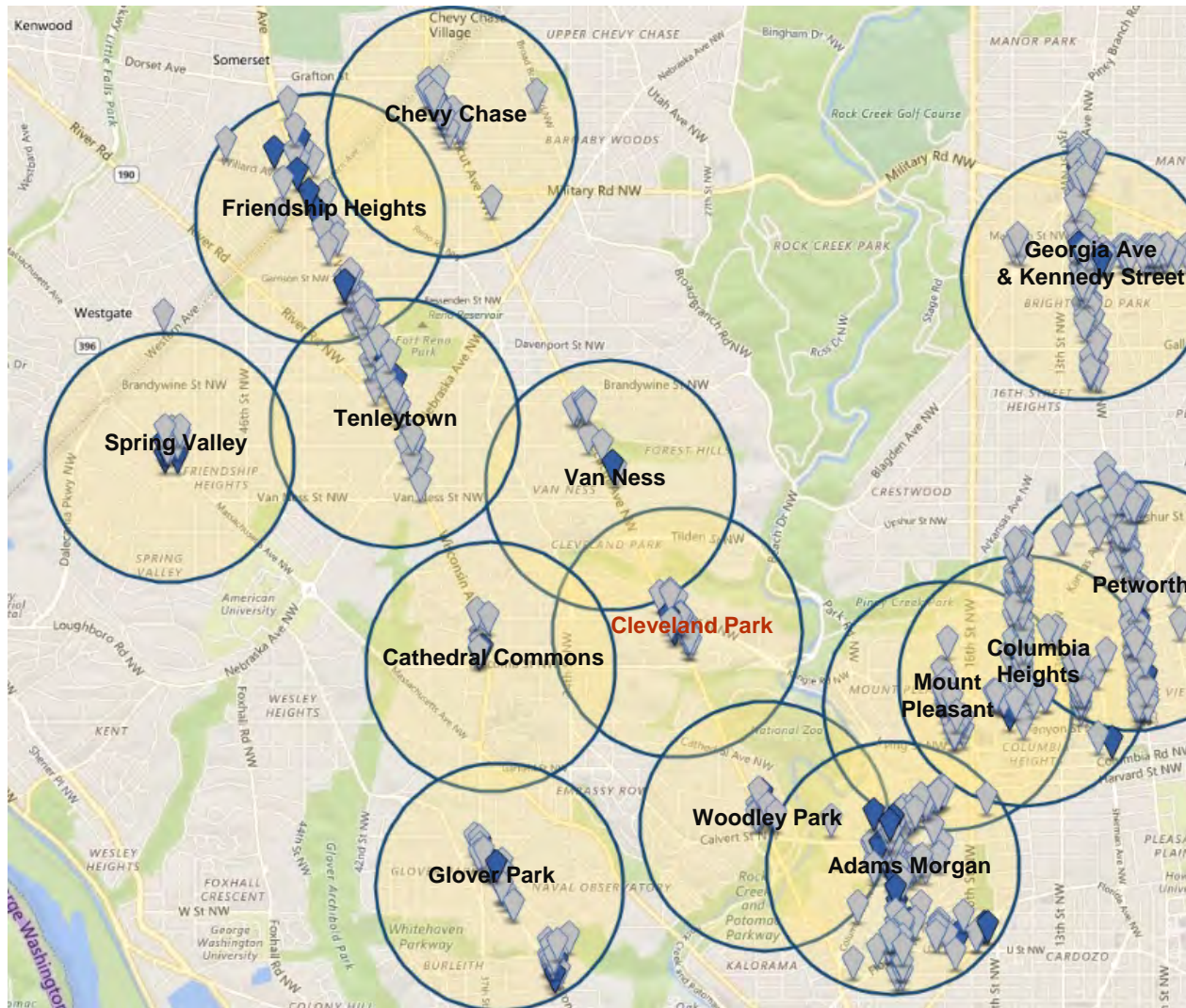


The map to the left depicts existing retail clusters with a half-mile radius, indicating their local-serving population. Cleveland Park borders Van Ness, Cathedral Commons, and Woodley Park with each area having their own pocket of commercial activity.

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# MARKET AREAS: PRIMARY, SECONDARY, AND TERTIARY
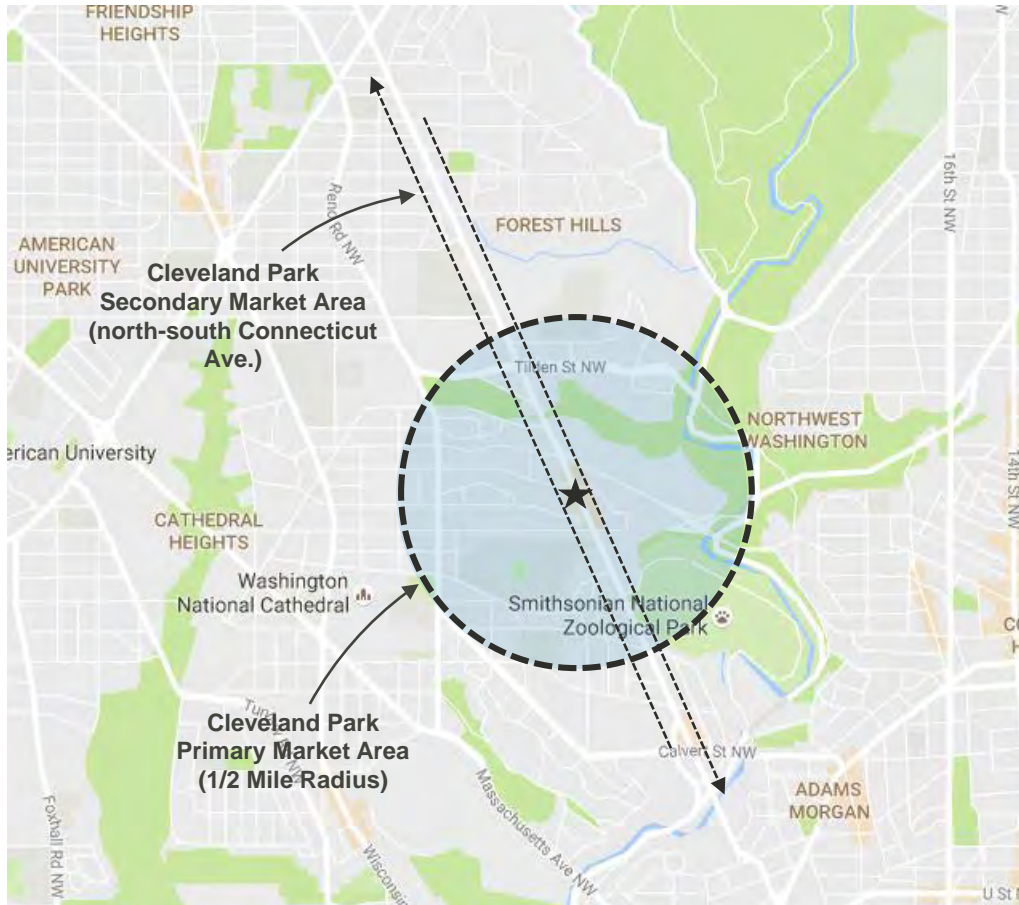


A primary market area (PMA) is the smallest boundary within which a clear plurality of customers reside. The PMA for Cleveland Park is it's local population (half-mile radius), which, according to business owner surveys, accounts for about 50% of the overall consumers in Cleveland Park.

A second significant customer segment (secondary market area) are consumers who travel by car or by transit up and down Connecticut Avenue, many of whom are commuting to and from work Downtown. The secondary market area accounts for approximately 35% of the customers who frequent the retail corridor of Cleveland Park.

Lastly, the tertiary market area, accounting for approximately 15% of Cleveland Park customers, are other visitors that have purposefully travelled to the neighborhood from outside of the immediate area.

# RETAIL SUPPLY TRENDS

Many neighborhoods throughout Washington, DC have seen a surge in retail supply, land values, and rents. Conditions in Cleveland Park have remained stagnant: there has been little change in supply and rents have remained consistent at $42/sf since 2011.

Factors that typically lead to significant increase in retail rent and/or supply include:

1. Increase in local consumers: increased population, density, and spending power.

2. Increase in outside visitors: the area becomes a destination and draws more customers from outside of the neighborhood.

**Average NNN Lease Rate
(In $/SF/Year)**
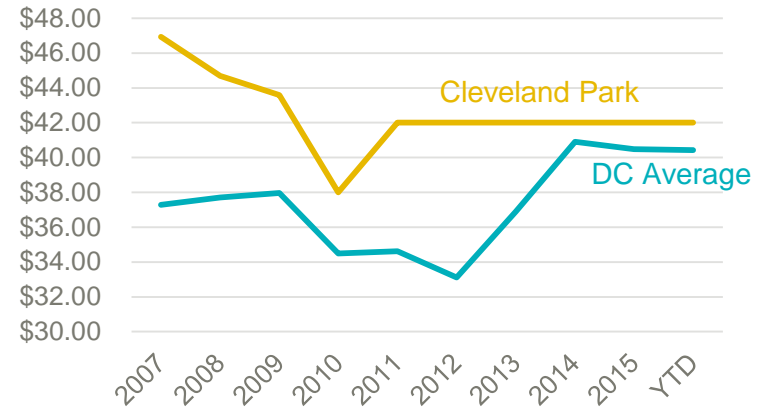


**Occupied Retail Space
(In Square Feet)**
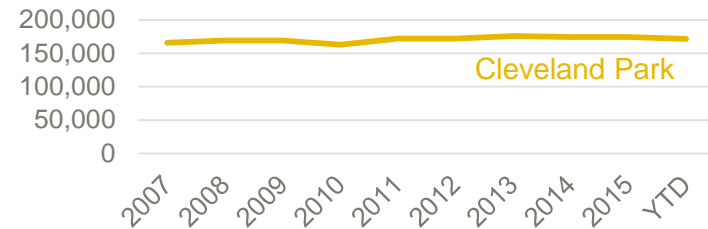


The average NNN lease rate in Cleveland Park has remained relatively consistent at $42 sf/year, and has even declined slightly since 2007. Comparatively, the DC average rent has increased over this period.

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# BUSINESS SUMMARY

## Number of Businesses By Type



| Business Type | Count |
|---|---|
| Real Estate | 14 |
| Other Service | 13 |
| Accommodation / Food Service | 13 |
| Food Service & Drinking Places | 12 |
| Unclassified | 12 |
| Retail Trade | 10 |
| Professional | 9 |
| Information | 8 |
| Finance | 5 |
| Arts & Entertainment | 4 |
| Health Care/Social Assistance | 4 |
| Administration | 4 |
| Public Administration | 3 |
| Central Bank | 3 |
| Misc Store Retail | 3 |
| Construction | 3 |
| Educational Services | 2 |
| Health/Personal Care | 2 |
| Transportation | 2 |
| Insurance | 2 |
| Accommodation | 1 |
| Legal Services | 1 |
| Securities | 1 |
| General Merchandise | 1 |
| Clothing & Accessories | 1 |
| Gas Stations | 1 |
| Food & Beverage Stores | 1 |
| Building Material/Garden Supply | 1 |
| Electronics | 1 |
| Furniture | 1 |
| Wholesale Trade | 1 |
| Manufacturing | 1 |

Cleveland Park is predominately served by food and beverage establishments as well as neighborhood goods and services. These types of retail define approximate 42% and 38% of retail business, respectfully. Limited GAFO retail exists within the commercial district with only 9 total establishments.



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# COMPARISON COMMERCIAL DISTRICTS

## Van Ness

" Van Ness is built on its legacy as an institutional center surrounded by beautiful neighborhoods blending seamlessly into Rock Creek Park. The residential areas along Connecticut Avenue are lined by historic, architecturally pleasing high-rise apartment buildings. Collectively, Van Ness is a bustling destination with a variety of neighborhood-oriented services."

## Mount Pleasant

" Multicultural and multilingual, Mount Pleasant is one of DC's most eclectic neighborhoods. Its main neighborhood serving corridor, Mount Pleasant Street, is the international flair and vibrancy of this community. With high-density housing close to DC's largest park, Rock Creek Park, a retail shopping corridor and easy access to downtown, Mount Pleasant provides a unique small town feel."

## Woodley Park

" This leafy zone in northwest DC offers access to Rock Creek Park, the National Zoo and historic hotels. Woodley Park was one of several uptown neighborhoods where 19th and early 20th-century Washingtonians escaped the summer heat. It still boasts historic architecture, including two grand hotels, plus the modern buzz of good restaurants with sidewalk cafes.

## Tenleytown

" The second oldest community in Washington, Tenleytown overlooks the city from its highest point, and blends a small town feel with a vibrant array of urban amenities along Wisconsin Avenue. Multi-generational and family-oriented, Tenleytown continues to be among DC's most sought after and stable communities."

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Text directly from WDCEP's Neighborhood Profile and Washington.org

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# COMPARISON COMMERCIAL DISTRICTS DEMOGRAPHICS

The neighborhoods near Cleveland Park – especially Van Ness and Woodley Park – are filled with residents of a very similar demographic. These neighborhoods are significantly wealthier than the DC average. Many of DC's neighborhoods that have seen a large surge in new residents in recent years have unsurprisingly also experienced a large influx of retail businesses. While the population around Cleveland Park has undergone a similar growth rate as the DC average over the past few years, the retail supply has remained consistent.

## Population (1/2 Mile Radius)

- Cleveland Park: 9,355
- Van Ness: 10,063
- Woodley Park: 12,401
- Tenleytown: 6,116
- Mount Pleasant: 34,034

## Population Growth Rate (2010-2016)

- Cleveland Park: 8.9%
- Van Ness: 4.5%
- Woodley Park: 9.8%
- Tenleytown: 5.2%
- Mount Pleasant: 7.2%
- DC Average: 9.5%

## Median Household Income

- Cleveland Park: $100
- Van Ness: $111
- Woodley Park: $109
- Tenleytown: $148
- Mount Pleasant: $73
- DC Average: $69

## Median Age

- Cleveland Park: 37
- Van Ness: 37
- Woodley Park: 35
- Tenleytown: 38
- Mount Pleasant: 33
- DC Average: 35

Legend: Cleveland Park | Van Ness | Woodley Park | Tenleytown | Mount Pleasant | DC Average

# EXISTING RETAIL CONDITIONS

Businesses in Cleveland Park are predominately small, locally-owned establishments that serve the surrounding neighborhood. By many standard retail evaluation metrics, Cleveland Park is a vibrant, healthy retail core. With 58 businesses, Cleveland Park has a significant cluster of retail activity with typical lease rates similar to many other DC neighborhoods. While the number of retail businesses in destination neighborhoods, such as Georgetown – a neighborhood branded for destination shopping as evident with over 400 businesses – most of Cleveland Park's retail supply is local-serving.

### Number of Retail Establishments

58, 31, 29, 72, 28, 54, 82
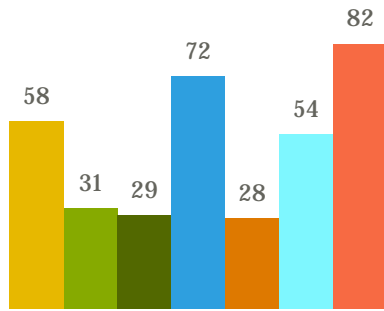
*Cleveland Park represents a significant amount of retail businesses when compared to similar neighborhoods. Destination retail neighborhoods significantly draw much larger agglomerations of retail businesses.*

### Average Retail Lease Rate ($/SF)

$42, $44, $50, $60, $32, $37, $54, $40
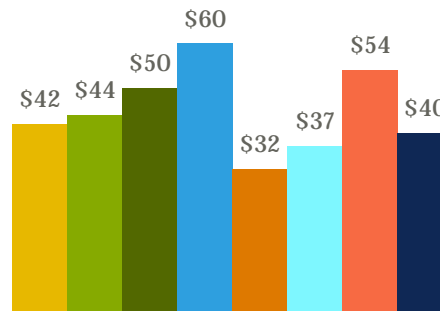
*Retail rents in Cleveland Park are healthy and on point with DC on average. Areas with more retail and destination neighborhoods capture significantly higher lease rates.*

### Retail Vacancy Rate

4%, 22%, 1%, 2%, 2%, 1%, 4%, 5%
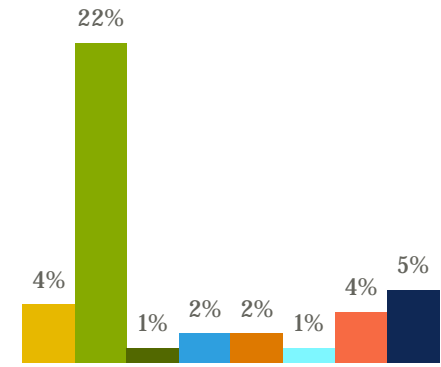
*Cleveland Park has relatively low retail vacancy, as does the majority of other neighborhoods in the area, with the exception of Van Ness. This indicates strong demand relative to the existing supply of retail space.*

Cleveland Park | Van Ness | Woodley Park | Tenleytown | Chevy Chase | Mount Pleasant | Friendship Heights | DC Average

# EXISTING OFFICE CONDITIONS

**Little new office development has occurred along this portion of Connecticut Avenue.** Surrounding neighborhoods in this area of the District similarly lack office use with the exception of Tenleytown and Friendship Heights. However, the minimal office spaces that are located along the Cleveland Park corridor demonstrate to be contributing to the core with healthy lease rates as well as minimal vacancy rates. Typically, low office uses means that there are fewer daytime visitors to the commercial area with less customers frequenting the businesses during the workday. Given this context, Cleveland Park should continue to emphasize retail establishments within their district and strategize for other opportunities to increase the number of customers frequenting businesses during the day.

### Number of Offices
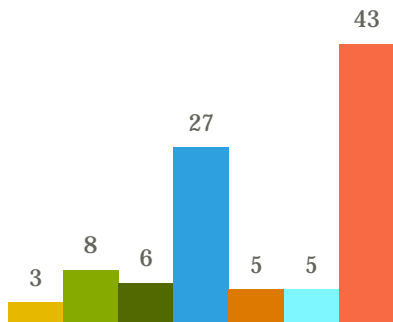


*Cleveland Park represents a very small selection of office space – with only three properties. Nearby areas similarly attract more retail than office.*

### Average Office Lease Rate ($/SF)
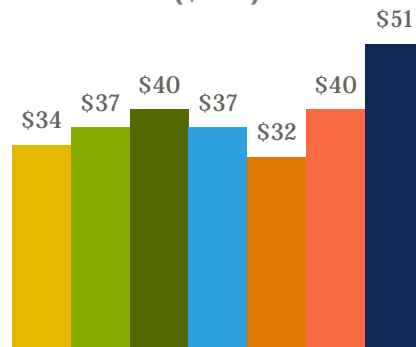


*Although office is not a predominate use in Cleveland Park, office leases at a similar rate as surrounding neighborhoods.*

### Office Vacancy Rate
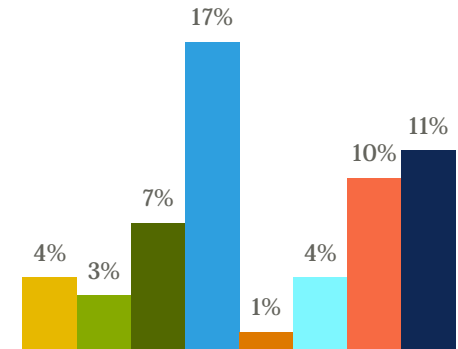


*Given the little office supply in Cleveland Park, the low vacancy rate demonstrates that the demand supports this limited supply.*

**Cleveland Park**    **Van Ness**    **Woodley Park**    **Tenleytown**    **Chevy Chase**    **Mount Pleasant**    **Friendship Heights**    **DC Average**

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# BUSINESS SUMMARY: TENLEYTOWN

In the recent years, Tenleytown has become a destination in the area, increasing their draw of consumers as evident with its high number of retail establishments. The neighborhood features similar amounts of all three types of retail with slightly more food and beverage establishments. Notably, of the comparison neighborhoods, Tenleytown represents a significant amount off GAFO retail.

## Number of Businesses By Type

| Type | Number |
|------|--------|
| Other Service | 21 |
| Health Care/Social Assistance | 17 |
| Food Service & Drinking Place | 16 |
| Accommodation/Food Service | 16 |
| Retail | 15 |
| Professional | 12 |
| Education Services | 11 |
| Real Estate | 10 |
| Construction | 7 |
| Unclassified | 7 |
| Bank | 6 |
| Public Administration | 6 |
| Arts/Entertainment | 5 |
| Administration | 4 |
| Information | 4 |
| Misc. Store Retailers | 4 |
| Legal Services | 3 |
| Sports/Hobbies | 3 |
| Furniture/Home Furnishing | 3 |
| Food & Beverage Stores | 2 |
| Automotive Repair | 2 |
| Electornics | 2 |
| Wholesale Trade | 2 |
| Clothing | 1 |
| Health/Personal Care | 1 |
| Manufacturing | 1 |
| Utilities | 1 |



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# BUSINESS SUMMARY: VAN NESS

The retail in Van Ness is predominantly neighborhood goods and services with some food and beverage establishments. Very limited GAFO retail exists in the neighborhood. Notably, Van Ness experiences a very high vacancy rate of 22%, drastically higher than any of the comparable neighborhoods.

## Number of Businesses By Type

| Type | Count |
|---|---|
| Professional | 30 |
| Other Service | 28 |
| Public Administration | 19 |
| Retail | 18 |
| Unclassified | 17 |
| Finance | 16 |
| Health Care / Social Assistance | 15 |
| Real Estate | 13 |
| Accommodation & Food Service | 13 |
| Bank | 13 |
| Food Service & Drinking Place | 11 |
| Education | 11 |
| Administration | 11 |
| Legal Services | 7 |
| Information | 6 |
| Construction | 5 |
| Sports & Hobbies | 4 |
| Wholesale | 4 |
| Arts & Entertainment | 3 |
| Health/Personal Care | 3 |
| Food & Beverage Stores | 3 |
| Insurance | 2 |
| Misc Store Retail | 2 |
| Securities | 1 |
| Transportation | 1 |
| Nonstore Retail | 1 |
| Clothing/Accessories | 1 |
| Gas Stations | 1 |
| Bldg. Material / Garden | 1 |
| Electronics | 1 |
| Furniture | 1 |
| Manufacturing | 1 |
| Automotive Repair | 1 |



Source: ESRI, WDCEP

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# BUSINESS SUMMARY: MOUNT PLEASANT

Mount Pleasant is filled with retail uses consisting of both neighborhood goods and services as well as food and beverage establishments. These businesses are predominately local serving – drawing nearby residents to the area – creating a healthy, thriving retail corridor.

## Number of Businesses By Type

| Type | Number |
|------|--------|
| Service | 17 |
| Food Service & Drinking Places | 16 |
| Accommodation & Food Services | 16 |
| Retail Trade | 15 |
| Real Estate | 14 |
| Unclassified | 9 |
| Food & Beverage Stores | 7 |
| Finance | 7 |
| Professional | 5 |
| Health Care & Social Assistance | 4 |
| Misc Store Retailers | 2 |
| Clothing | 2 |
| Arts & Entertainment | 2 |
| Educational Services | 2 |
| Administration | 2 |
| Securities | 1 |
| Bank | 1 |
| Information | 1 |
| Transportation | 1 |
| General Merchandise | 1 |
| Sports & Hobbies | 1 |
| Health & Personal Care | 1 |
| Manufacturing | 1 |
| Construction | 1 |



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# BUSINESS SUMMARY: WOODLEY PARK

Woodley Park is filled predominately with restaurants, bars, and cafes with some neighborhood goods and services. This mix is similar to Cleveland Park. Additional draw from the Smithsonian Zoo to this neighborhood is likely indicative of the number of food and beverage establishments.

## Number of Businesses By Type

| Type | Number |
|---|---|
| Accommodation/Food Service | 22 |
| Food Service & Drinking Place | 21 |
| Retail Trade | 13 |
| Real Estate | 12 |
| Other Service | 12 |
| Health Care / Social Assistance | 9 |
| Unclassified Establishments | 8 |
| Professional | 8 |
| Finance | 6 |
| Bank | 5 |
| Misc Store Retailers | 4 |
| Educational Services | 4 |
| Administration | 4 |
| Arts & Entertainment | 3 |
| Insurance | 2 |
| Information | 2 |
| Clothing | 2 |
| Nonstore Retailer | 1 |
| General Merchandise | 1 |
| Sports & Hobbies | 1 |
| Health/Personal Care | 1 |
| Food & Beverage Store | 1 |
| Building Material/Garden | 1 |
| Furniture | 1 |
| Accommodation/Food Service | 1 |
| Public Administration | 1 |
| Legal Services | 1 |
| Wholesale Trade | 1 |
| Manufacturing | 1 |

# RETAIL MIX COMPARISON

Cleveland Park has a concentration of both (a) food and beverage establishments and (b) neighborhood goods and services. Interestingly, it has a very similar retail mix to nearby Mount Pleasant. Establishments in Mount Pleasant differ, however, in their ethnic diversity – particularly Latin American restaurants and shops – and orientation toward lower price points.

| Cleveland Park | Van Ness | Woodley Park | Mount Pleasant | Tenleytown | Friendship Heights |
|---|---|---|---|---|---|

**Cleveland Park**
- 42%
- 38%
- 15%
- 5%

**Van Ness**
- 38%
- 53%
- 9%

**Woodley Park**
- 66%
- 22%
- 3%
- 9%

**Mount Pleasant**
- 42%
- 46%
- 10%
- 2%

**Tenleytown**
- 33%
- 28%
- 25%
- 14%

**Friendship Heights**
- 23%
- 16%
- 54%
- 7%

Bar chart values:
- Cleveland Park: 26, 23, 9, 3
- Van Ness: 13, 18, 0, 3
- Woodley Park: 21, 7, 1, 3
- Mount Pleasant: 21, 23, 5, 1
- Tenleytown: 28, 23, 21, 12
- Friendship Heights: 21, 15, 49, 6

**Total Businesses: 58**
Predominately Food & Beverage Establishments & Local Serving Businesses

**Total Businesses: 31**
Mostly Local Serving Businesses with Some Restaurants

**Total Businesses: 29**
Predominately Food & Beverage Establishments

**Total Businesses: 49**
Predominately Local Serving Goods and Services with Food & Beverage

**Total Businesses: 72**
Mix of All Types of Retail Establishments

**Total Businesses: 85**
Destination Retail with a Majority of GAFO Business

Legend:
- ■ Food & Beverage
- ■ Neighborhood Goods & Services
- ■ GAFO
- ■ Churches/Nonprofits/Social Services

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The DC Office of Planning developed a process for evaluating retail conditions in the District called the DC Vibrant Retail Streets Toolkit. This analysis borrows from the Toolkit to evaluate two things:

**(1) Retail mix diagnostic assessment:** What conditions do retailers look for before moving to a location, and does Congress Heights satisfy this criteria?

**(2) Implementation process:** What are the elements that can help spark a retail street to vibrancy, and what can be done to satisfy this criteria in Congress Heights?

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# OP RETAIL TOOL KIT:
# RETAIL VIABILITY DIAGNOSTIC ASSESSMENT

Based on data evaluations of 15 neighborhoods throughout DC, the following city-specific boutique retail conditions are typically necessary to support the following three retail categories: neighborhood goods and services; food and beverage; and general merchandise, apparel, furnishings, and other retail.

| Criteria | Neighborhood Goods and Services (NG&S) | Food and Beverage (F&B) | General Merchandise, Apparel, Furnishings, and Other (GAFO) |
|---|---|---|---|
| Population | At least 2,000 people within ¼ mile | At least 10,000 people within ½ mile | At least 50,000 people within 1 mile |
| Median Household Income | At least $65,000 per year for households within ¼ mile | At least $65,000 per year for households within ½ mile | At least $75,000 per year for households within 1 mile |
| Daytime Population | At least 7,500 people within ¼ mile | Over 45,000 people within ½ mile | At least 25,000 people within ½ mile |
| Educational Attainment | At least 40% of residents within ¼ mile have a Bachelor's degree or higher | At least 40% of residents within 1 mile have a Bachelor's degree or higher | At least 50% of residents within 1 mile with a Bachelor's degree or higher |
| Pedestrian Counts | At least 20 passing pedestrians per hour | At least 60 passing pedestrians per hour | At least 40 passing pedestrians per hour |
| Metro Accessibility | A Metro stop within 3 blocks | A Metro stop within 3 blocks | Metro accessibility often irrelevant |
| Vehicular Traffic Counts | At least 5,000 vehicles per day | At least 7,500 vehicles per day | At least 15,000 vehicles per day |
| Level of Retail Competition | An existing concentration of grocery, drug store, dry cleaner, and salon type establishments within close proximity | An existing concentration of restaurants, cafes, and/or bars within close proximity | A small concentration of existing GAFO shops within close proximity |
| Cannibalization | Often irrelevant | Varies | Major concern; retailers will not want to open a second location close to the first |

# OP RETAIL TOOL KIT RETAIL VIABILITY: NEIGHBORHOOD GOODS AND SERVICES

Neighborhood goods and services include grocery stores, drug stores, dry cleaners, salons and barber shops and other similar establishments. Cleveland Park satisfy almost all conditions for this type of retail.

| Evaluation Criteria | Minimum Requirement | Cleveland Park | Tenleytown | Van Ness | Woodley Park | Mount Pleasant |
|---|---|---|---|---|---|---|
| Population | 2,000 people within ¼ mi. | 4,840 residents ✓ | 1,741 residents | 1,581 residents | 3,613 residents ✓ | 9,204 residents ✓ |
| Median HH Income | $65,000 / HH within ¼ mi. | $91,565 ✓ | $132,000 ✓ | $135,028 ✓ | $104,118 ✓ | $77,826 ✓ |
| Daytime Population | 7,500 people within ¼ mi. | Low | Moderate | Moderate | Low | Low |
| Educational Attainment | 40% of pop. has bachelor's degree or higher (¼ mi.) | 90% are college grads ✓ | 85% are college grads ✓ | 94% are college grads ✓ | 89% are college grads ✓ | 60% are college grads ✓ |
| Pedestrian Traffic | 20 pedestrians passing / avg. hour | Yes ✓ | Yes ✓ | Yes ✓ | Yes ✓ | Yes ✓ |
| Metro/Streetcar Accessibility | Metro stop within 3 blocks | Located on Connecticut Ave. ✓ | Located at Wisconsin Ave. & Albemarle St. ✓ | Located on Connecticut Ave. ✓ | Located on Connecticut Ave. ✓ | Located at Irving & 14th ✓ |
| Vehicular Traffic | 5,000 vehicles per day | 33,100 vehicles on Connecticut Ave. ✓ | 34,600 vehicles on Wisconsin Ave. ✓ | 34,000 vehicles on Connecticut Ave. ✓ | 33,000 vehicles on Connecticut Ave. ✓ | 4,500 vehicles on Mount Pleasant |
| Level of Retail Competition | Existing cluster of neighborhood goods & services | Yes ✓ | Limited | Yes ✓ | Limited | Yes ✓ |
| Regional Draw | Not applicable for NG&S retail | Not applicable | Not applicable | Not applicable | Not applicable | Not applicable |
| Retail-Ready Spaces | Available spaces ready for NG&S move-in | Yes ✓ | Yes ✓ | Yes ✓ | Yes ✓ | Yes ✓ |
| **OVERALL** | | **8 of 9** | **6 of 9** | **7 of 9** | **7 of 9** | **7 of 9** |

# OP RETAIL TOOL KIT RETAIL VIABILITY: GENERAL MERCHANDISE, APPAREL, FURNISHINGS, & OTHER (GAFO)

Cleveland Park does not currently have the conditions that most GAFO retailers look for when selecting a location in DC. Comparable neighborhoods are better situated for GAFO retail.

| Evaluation Criteria | Minimum Requirement | Cleveland Park | Tenleytown | Van Ness | Woodley Park | Mount Pleasant |
|---|---|---|---|---|---|---|
| Population | 50,000 people within 1 mi. | 29,394 residents | 31,604 residents | 26,099 residents | 56,492 residents | 88,830 residents |
| Median HH Income | $75,000 / HH within 1 mi. | $104,601 median income | $129,361 median income | $108,998 median income | $97,159 | $79,802 median income |
| Daytime Population | 25,000 people within ½ mi. | Low | Moderate | Moderate | Low | Low |
| Educational Attainment | 50% of pop. has bachelor's degree or higher (1 mi.) | 86% of pop. are college grads | 88% of pop. are college grads | 88% of pop. are college grads | 82% of pop. are college grads | 65% of pop. are college grads |
| Pedestrian Traffic | 40 pedestrians passing / hour | No | No | No | No | No |
| Metro/Streetcar Accessibility | Not applicable for GAFO | Not applicable | Not applicable | Not applicable | Not applicable | Not applicable |
| Vehicular Traffic | 15,000 vehicles per day | 33,100 vehicles on Connecticut Ave. | 34,600 vehicles on Wisconsin Ave. | 34,000 vehicles on Connecticut Ave. | 33,000 vehicles on Connecticut Ave. | 4,500 vehicles on Mount Pleasant |
| Level of Retail Competition | Small existing concentration of GAFO shops | Limited | Yes | No | No | No |
| Regional Draw | Shoppers attracted from outside areas | No | Yes | No | No | No |
| Retail-Ready Spaces | Available spaces ready for GAFO move-in | No | Yes | No | No | No |
| OVERALL | | 3 of 9 | 6 of 9 | 3 of 9 | 4 of 9 | 3 of 9 |

# OP RETAIL TOOL KIT RETAIL VIABILITY: FOOD AND BEVERAGE

Cleveland Park satisfies most conditions for food and beverage establishments. Selected comparable neighborhoods all are similarly positioned to attract food and beverage establishments.

| Evaluation Criteria | Minimum Requirement | Cleveland Park | Tenleytown | Van Ness | Woodley Park | Friendship Heights |
|---|---|---|---|---|---|---|
| Population | 10,000 people within ½ mi. | 9,355 residents | 6,116 residents | 10,063 residents ✓ | 12,401 residents ✓ | 34,034 residents ✓ |
| Median HH Income | $65,000 / HH within ½ mi. | $100,253 median income ✓ | $148,092 median income ✓ | $117,683 median income ✓ | $108,613 median income ✓ | $73,080 median income ✓ |
| Daytime Population | 45,000 people within ½ mi. | Low | Moderate | Moderate | Low | Low |
| Educational Attainment | 40% of pop. has bachelor's degree or higher (1 mi.) | 86% of pop. are college grads ✓ | 85% of pop. are college grads ✓ | 88% of pop. are college grads ✓ | 82% of pop. are college grads ✓ | 66% of pop. are college grads ✓ |
| Pedestrian Traffic | 60 pedestrians passing / hour | No | No | No | No | No |
| Metro/Streetcar Accessibility | Metro stop within 3 blocks | Located on Connecticut Ave. ✓ | Located at Wisconsin Ave. & Albemarle St. ✓ | Located on Connecticut Ave. ✓ | Located on Connecticut Ave. ✓ | Located at Irving & 14th ✓ |
| Vehicular Traffic | 7,500 vehicles per day | 33,100 vehicles on Connecticut Ave. ✓ | 34,600 vehicles on Wisconsin Ave. ✓ | 34,000 vehicles on Connecticut Ave. ✓ | 33,000 vehicles on Connecticut Ave. ✓ | 4,500 vehicles on Mount Pleasant |
| Level of Retail Competition | Existing cluster of restaurants, cafes, and bars | ✓ Yes | ✓ Yes | ✓ Yes | ✓ Yes | ✓ Yes |
| Regional Draw | Shoppers attracted from outside areas | No | ✓ Yes | No | No | No |
| Retail-Ready Spaces | Available spaces ready for F&B move-in | ✓ Yes | ✓ Yes | ✓ Yes | ✓ Yes | ✓ Yes |
| **OVERALL** | | **6 of 10** | **7 of 10** | **7 of 10** | **6 of 10** | **6 of 10** |

# OP RETAIL TOOL KIT: IMPLEMENTATION

The OP Retail Tool Kit finds that vibrant retail streets in DC typically have the following attributes. As such, addressing these characteristics is a helpful way to develop the conditions that can attract, support, and sustain successful retail.

**Managed.** Support from an active Merchants' Association or Non-Profit Organization provides clear leadership and serves as a surrogate for single landownership for most vibrant retail streets.

**Retail-Appropriate.** Ground-floor spaces along vibrant streets have high ceiling heights (12 feet or more), transparent storefronts, adequate sidewalks (8 feet and more), and few disruptions in retail continuity (few instances of interference by professional offices, open space, residential-only buildings, etc.).

**Safe.** Regardless of the crime statistics for the neighborhood, vibrant streets maintain a perception of safety.

**Mixed.** The types of retail tenants on vibrant retail streets reflect the market demand. Unsupportable tenants are not artificially introduced. That said, the merchandising mixes on most vibrant streets have a prevailing retail category (NG&S, F&B, or GAFO) with similar percentages of tenants from the other two retail categories.

**Championed.** A vibrant retail street is likely to show signs of investment, either by the public or private sector. Examples of these investments can include major development, street furniture, public art, and removal of above-ground power lines, to name a few.

**Anchored.** The street is activated by a civic or cultural anchor that attracts people for purposes other than commerce.

**Walkable.** A vibrant street is part of a walkable community and is supported by pedestrian-oriented residents.

**Unified.** Vibrant streets generally have a common character or theme, often historical in nature, that binds the street's range of services.

**Local or National.** A majority of the district's shops are either local tenants or national chains.

**Accessible.** Establishments along a vibrant street are well-served by either transit or by adequate parking facilities, but not necessarily both.

**Visible.** Surrounding streets have enough traffic to ensure visibility, but not so much that the area is difficult to access.

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# OP RETAIL TOOL KIT: IMPLEMENTATION PROCESS FLOWCHART

Conditions in Cleveland Park successfully satisfies five of the eight implementation criteria for a vibrant retail street:

- It is **managed**, or served by active stakeholder organizations including the Cleveland Park Business Association.

- It is **retail-appropriate** with continuous ground floor retail and storefronts along Connecticut Avenue.

- It is **mixed**, meaning that it has a prevailing retail category (food and beverage establishments).

- It is **safe**, with very low personal and property crime rates in the neighborhood.

- It is **walkable**, drawing pedestrians from the neighborhood along the retail corridor.

- Currently, there several criteria that are partially, but not fully met. The graphic to the right identifies whether each condition is satisfied, and corresponding opportunities to address and improve those conditions. These opportunities are addressed later in this report, and help inform the retail enhancement recommendations.

| Criteria | Status |
|----------|--------|
| **Managed** | Cleveland Park Business Association; opportunity to increase participation |
| **Retail-Appropriate** | Corridor is positioned for retail |
| **Mixed** | Local serving retail. Mostly goods & services and food & beverage establishments |
| **Safe** | Strong reputation of a safe neighborhood with little crime |
| **Championed** | Opportunity for increased investment in the area and to enhance the capacity of CPBA |
| **Anchored** | Opportunity to draw customers from the National Zoo |
| **Walkable** | Strong walkability |
| **Unified** | Opportunity for enhanced branding and placemaking |

# 05
# RETAIL & OFFICE OPPORTUNITY GAP

*Based on past trends, economic and demographic projections, and planned and proposed development, what will local market conditions look like in five years?*

# OFFICE OPPORTUNITY

*The opportunity for office in Cleveland Park is limited. With Cleveland Park's limited office supple, the neighborhood should instead focus on retail uses.*

### Existing Office Supply

**The current office supply in Cleveland Park is limited with minimal office space along the corridor.**
Only three office properties are located within the commercial core of Cleveland Park. Office uses are typically above-ground and positioned above the retail uses. Because of the historic fabric of the corridor and small floor plates, the physical office space is limited in size.

### Existing Office Demand

**Due to the lower average office lease rate, little demand is evident for additional office spaces.**
The competitive supply of office space in other nearby areas such as Tenleytown and Friendship Heights are well-positioned to the meet the demand for prospective office tenants. Local, small businesses are most likely to be drawn to locate their office in Cleveland Park.

### Future Office Opportunity

**The opportunity for office along Connecticut Avenue is limited. The community should focus instead on retail uses to improve the vibrancy of the corridor.**
With the limited supply of office, and the small office tenants that currently fill the space, the existing spaces will likely remain adequately successful. Given the built conditions of the corridor and lack of proposed development for new office space, Cleveland Park should prioritize retail uses along the corridor.

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# RETAIL OPPORTUNITY GAP

In the primary market area, a half-mile radius from the center of Cleveland Park on Connecticut Avenue, there is more demand than supply for most types of retail (see chart on the following page). This means that most neighborhood residents do a majority of their retail shopping outside of the neighborhood (also known as "leakage"). The industry groups that are adequately represented in the neighborhood include full-service restaurants, drinking places, health and personal care, and miscellaneous store retailers.

With destination shopping centers and neighborhoods nearby in Friendship Heights, Downtown DC, and most notably Georgetown, these shopping centers and destination neighborhoods attract the residents of Cleveland Park, especially for GAFO types of retail, as evident in the amount of leakage in the community. The neighborhood generally does not have the infrastructure to attract destination retail, which typically requires larger floor plate sizes, better parking and loading access, and high customer traffic, each of which are incongruent to the built environment of the commercial core of Cleveland Park.
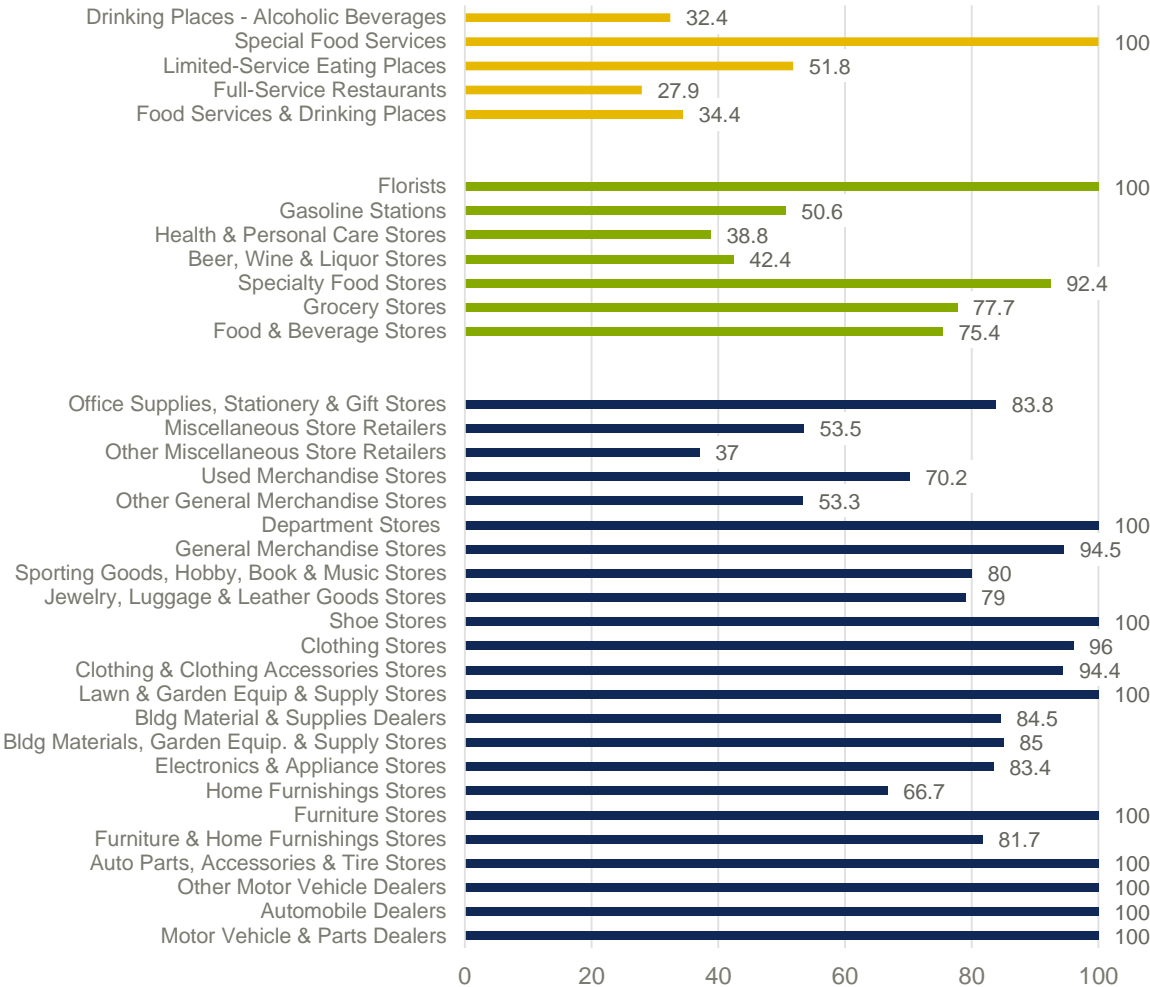
A majority of spending leakage occurs for traditional, larger-floor plate GAFO retailers, which do not have a particularly strong opportunity of locating in Cleveland Park. There is also some notable retail leakage within Cleveland Park's existing retail niches, especially with specialty food stores and florists. Cleveland Park should prioritizing retaining and enhancing food and beverage establishments and neighborhood goods and services.

*Industry groups with high levels of neighborhood leakage:*

- Florist
- Special Food Services (Catering)
- Department Stores
- Shoe Stores
- Lawn & Garden Equipment
- Furniture Stores
- Automobile & Parts Dealers & Stores
- General Merchandise
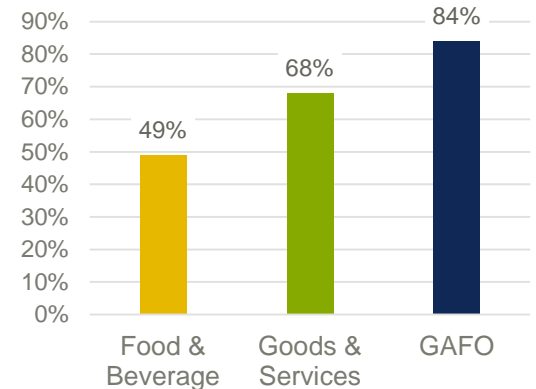- Clothing
- Specialty Food Stores

# RETAIL OPPORTUNITY GAP

## Retail Leakage By Industry Group

| Industry Group | Value |
|---|---|
| Drinking Places - Alcoholic Beverages | 32.4 |
| Special Food Services | 100 |
| Limited-Service Eating Places | 51.8 |
| Full-Service Restaurants | 27.9 |
| Food Services & Drinking Places | 34.4 |
| Florists | 100 |
| Gasoline Stations | 50.6 |
| Health & Personal Care Stores | 38.8 |
| Beer, Wine & Liquor Stores | 42.4 |
| Specialty Food Stores | 92.4 |
| Grocery Stores | 77.7 |
| Food & Beverage Stores | 75.4 |
| Office Supplies, Stationery & Gift Stores | 83.8 |
| Miscellaneous Store Retailers | 53.5 |
| Other Miscellaneous Store Retailers | 37 |
| Used Merchandise Stores | 70.2 |
| Other General Merchandise Stores | 53.3 |
| Department Stores | 100 |
| General Merchandise Stores | 94.5 |
| Sporting Goods, Hobby, Book & Music Stores | 80 |
| Jewelry, Luggage & Leather Goods Stores | 79 |
| Shoe Stores | 100 |
| Clothing Stores | 96 |
| Clothing & Clothing Accessories Stores | 94.4 |
| Lawn & Garden Equip & Supply Stores | 100 |
| Bldg Material & Supplies Dealers | 84.5 |
| Bldg Materials, Garden Equip. & Supply Stores | 85 |
| Electronics & Appliance Stores | 83.4 |
| Home Furnishings Stores | 66.7 |
| Furniture Stores | 100 |
| Furniture & Home Furnishings Stores | 81.7 |
| Auto Parts, Accessories & Tire Stores | 100 |
| Other Motor Vehicle Dealers | 100 |
| Automobile Dealers | 100 |
| Motor Vehicle & Parts Dealers | 100 |

Currently, food and beverage establishments are the most successful type of retail in Cleveland Park. In addition to the healthy numbers of establishments in the retail core, this category features the smallest retail leakage. There are opportunities to capture more food and beverage establishments. Additionally, Cleveland Park has an opportunity to capture increased neighborhood goods and services leakage, as specialty food stores, grocery stores, and beverage stores experience high amounts of leakage. GAFO retail is currently the highest retail leakage factor along the corridor – unsurprisingly, this is largely in part due to the unsuitability of Cleveland Park for this type of retail.

## Average Retail Leakage by Retail Type

| Retail Type | Leakage |
|---|---|
| Food & Beverage | 49% |
| Goods & Services | 68% |
| GAFO | 84% |

Source: ESRI

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# 06

## PROJECTED FUTURE CONDITIONS

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# PLANNED & PROPOSED DEVELOPMENT

There are currently 9 proposed development projects surrounding the Cleveland Park area. These projects are mostly new construction projects with two renovations in the area. Proposed development is clustered near Friendship Heights as well as along Connecticut Avenue between Van Ness and Woodley Park.

Most notably, the recent plans to redevelop Wardman Park will bring 1,300 new residential units to Woodley Park just south of Cleveland Park. A significant portion of these planned projects are for educational uses – Georgetown Day School, Procter Hall at National Cathedral School in addition to the institutional use of Cleveland Park Library. All of the proposed developments represent over $55 million in estimated development costs in the greater Cleveland Park area, demonstrating substantial investment in Ward 3.
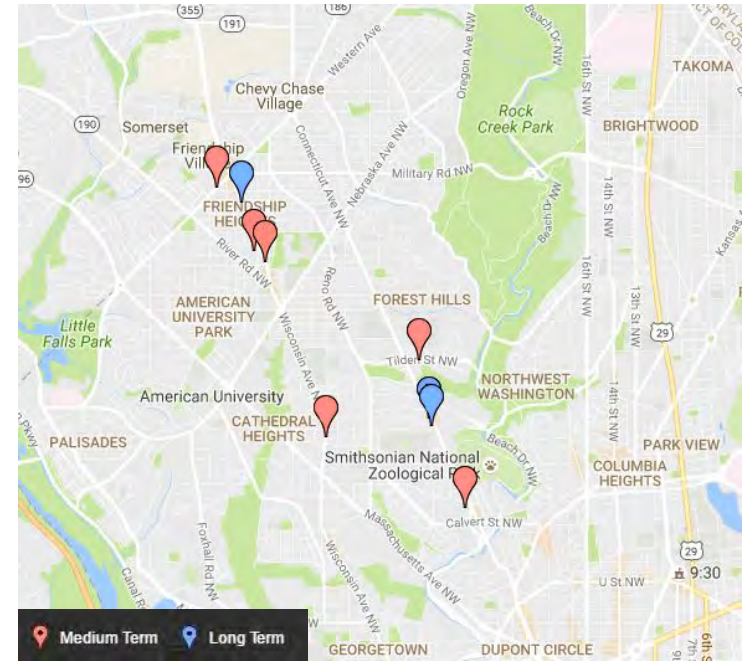


| Project | Location | Developer | Total Sq. Ft. | Construction Type | Major Use | Residential Units | Retail Sq. Ft. | Planned Status | Estimated Project Cost |
|---------|----------|-----------|---------------|-------------------|-----------|-------------------|----------------|----------------|------------------------|
| 4700 Wisconsin Avenue | 4700 Wisconsin Avenue | Frank Economides | 15,400 | New Construction | Residential | 16 | 4,400 | Medium | |
| 5220 Wisconsin Avenue | 5220 Wisconsin Avenue | | | Infrastructure | Infrastructure | | | Long | |
| Cleveland Park Library | 3310 Connecticut Avenue | DC Public Library | 22,000 | New Construction | Hospitality | | | Long | $ 18,671,000 |
| Friendship Heights Plaza | Western Avenue & Jenifer Street | National Realty & Development Corp | 40,000 | New Construction | Retail | | 40,000 | Medium | |
| Georgetown Day School | 4203 Davenport Street | Georgetown Day School | | New Construction | Education | | | Medium | |
| The Macklin (Phase II) | 3400 - 3412 Connecticut Avenue | Urban Investment Partners | 21,000 | New Construction | Residential | 18 | 2,500 | Long | $ 5,500,000 |
| Procter Hall | Wisconsin Avenue & Lowell Road | National Cathedral School | 28,000 | Renovation | Education | | | Medium | $ 13,400,000 |
| Tilden Street Condominiums | 2950 Tilden Street; NW | | | New Construction | Residential | | | Medium | $ 18,000,000 |
| Wardman Park | 2660 Woodley Road; NW | The JBG Companies | 106,580 | Renovation | Residential | 1,300 | | Medium | |
| | | | **232,980 SF** | | | **1,334 Units** | **46,900 SF** | | **$ 55,571,000** |

# RECENTLY COMPLETED & UNDER CONSTRUCTION DEVELOPMENT

Over 1.7 million square feet of new construction has either been recently completed or is under construction in Ward 3. Similar to the planned development, a significant portion of the recently completed projects are educational uses. Of the ten recently completed or under construction projects in this area, six projects were completed for schools.

Approximately 800 new residential units were added to the market – 266 units on Wisconsin Avenue and 532 units on Connecticut Avenue to the north of Cleveland Park. Almost 85,00 square feet of retail space accompany these residential units.
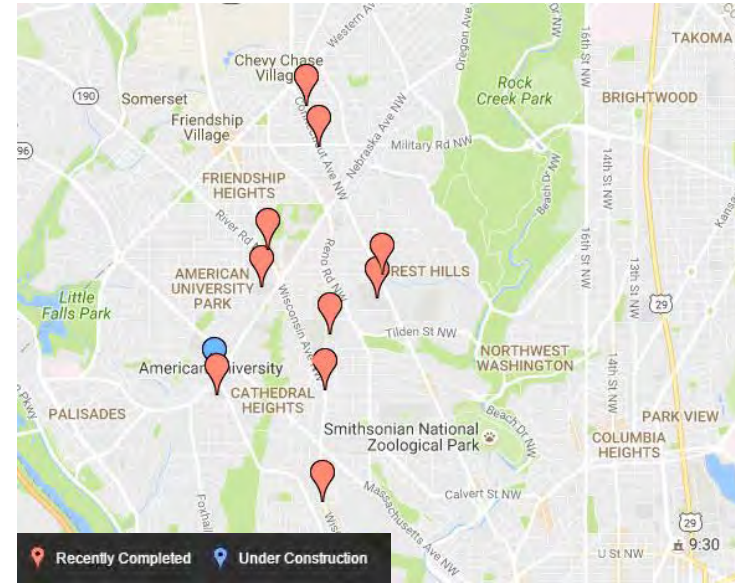


| Project | Location | Developer | Total Sq Ft. | Construction Type | Major Use | Residential Units | Retail Sq Ft. | Status | Estimated Project Cost |
|---|---|---|---|---|---|---|---|---|---|
| 2251 Wisconsin Avenue | 2251 - 2255 Wisconsin Avenue | Altus Realty Partners | 91,000 | New | Residential | 82 | 28,277 | Completed | $ 32,000,000 |
| 5333 Connecticut Avenue | 5333 Connecticut Avenue | Cafritz Company | 299,000 | New | Residential | 261 | | Completed | $ 60,500,000 |
| Cathedral Commons | 3400 - 3430 Wisconsin Avenue | Giant Food | 134,040 | New | Mixed-use | 124 | 29,005 | Completed | $ 65,000,000 |
| Chevy Chase Library | 5625 Connecticut Avenue | DC Public Library | | Renovation | Hospitality | | | Completed | |
| Hearst Elementary School | 3950 37th Street | DC Public Schools | 53,460 | New | Education | | | Completed | $ 28,900,000 |
| Horace Mann Elementary School | 4430 Newark Street | Department of General Services | 60,000 | New | Education | | | Completed | $ 38,000,000 |
| Park Van Ness | 4455 Connecticut Avenue | BF Saul | 267,000 | New | Residential | 271 | 10,000 | Completed | $ 75,000,000 |
| Tenley View | 4600 Wisconsin Avenue | Douglas Development | 75,000 | New | Residential | 60 | 17,400 | Completed | |
| UDC Student Center | 4200 Connecticut Avenue | UDC | 87,000 | New | Education | | | Completed | $ 40,000,000 |
| Washington College of Law | Tenley Campus | American University | 322,300 | New | Education | | | Completed | $ 125,000,000 |
| AU East Campus | 3501 Nebraska Avenue | American University | 340,000 | New | Education | | | Under Construction | $ 100,000,000 |
| | | | **1,728,800 SF** | | | **798 Units** | **84,682 SF** | | **$ 564,400,000** |

# RECENTLY COMPLETED DEVELOPMENT

## *Cathedral Commons*



Cathedral Commons, a two-block, mixed-use development, is located south of McLean Garden and close to the National Cathedral on Wisconsin Avenue. Incorporating 125,000 square feet of retail space, 137 apartments, and 8 townhomes, this site redevelopment is a catalyst of change for the west side of Cleveland Park. Retail space includes the grocery store, restaurant space, CVS, nail spa, and gym.

*Location:* **3401 Idaho Avenue NW**
*Project Cost:* **$125,000,000.00**
*Site Use:* **Mixed**
*Retail sf:* **125,000 sf**
*Residential:* **145 units**
*Parking:* **500 spaces**
*Developer:* **Bozzuto | Southside Investment Partners**
*Architect:* **JCS Architects**

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Source: Cathedral Commons
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# PROPOSED DEVELOPMENT

## *Wardman Park*



The Wardman Park Redevelopment includes a two-phased master planned approach. The Immediate plan includes the construction of an eight-story, 120 unit apartment building. This building will feature large units for families. Anticipated amenities include club room, library, private gardens, and green space. The second phase calls for 1.5 million square feet of residential use through the addition of four new buildings on this 16 acre site – absorbing the existing hotel and meeting space. Currently, this site is only zoned for residential use. Changes in the zoning to allow for mixed-use could potentially include retail into this development.

*Location:* **266 Woodley Road NW**
*Site Use:* **Residential**
*Retail sf:* **n/a**
*Residential:* **1,300 units**
*Parking:* **1,200 spaces**
*Developer:* **JBG**
*Architect:* **Gensler**
*Phase 1 Target Delivery:* **2020**

# IMPACT OF PROPOSED & COMPLETED DEVELOPMENT

Proposed and recently completed development projects located within a one-mile radius of Cleveland Park's commercial district will have the most significant impact on the corridor's retail viability.

**Quarter-Mile Radius**

Approximately 18 new residential units will be added to the Cleveland Park market with approximately 2,500 square feet of retail space.

**Half-Mile Radius**

Minimal development is located within a half-mile radius of the commercial core of Cleveland Park. Currently, there is only 49 new residential units planned with no new retail space proposed.

**One-Mile Radius**

The most significant development in the area is located within a one-mile radius with the proposal of 1,700 new residential units and 31,500 square feet of retail.
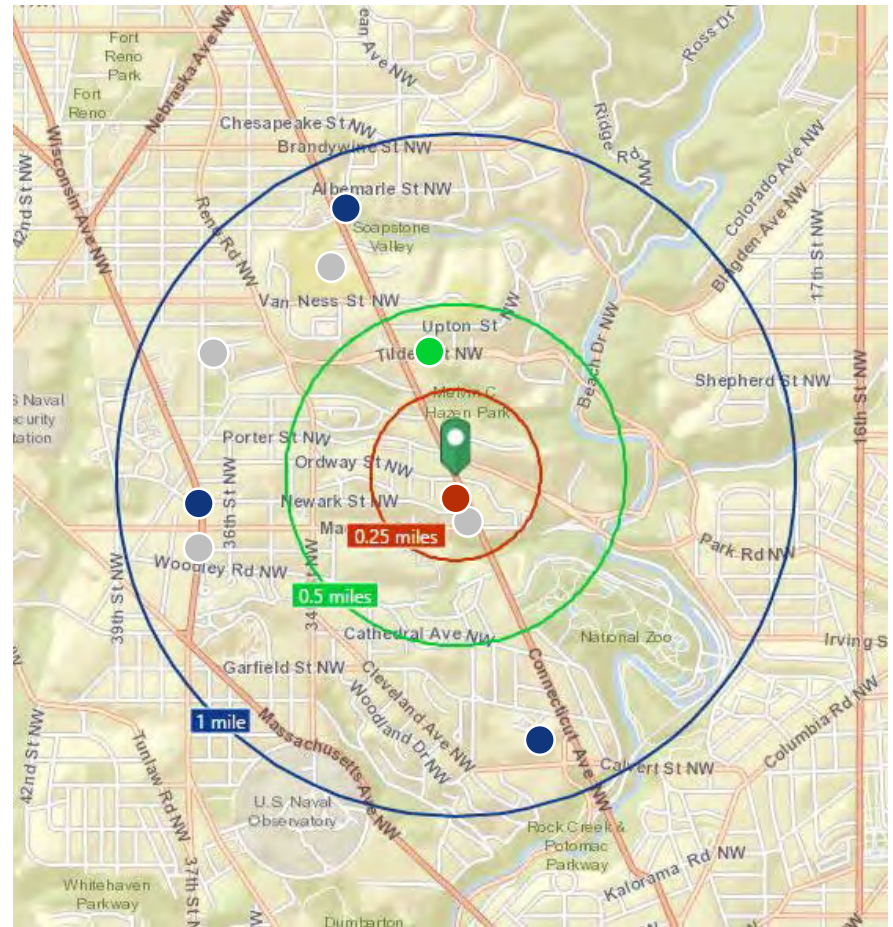


● Development project with no contributing retail sf or residential units

# PROJECTED POPULATION CHANGE

**Projected Residential and Workforce Population Change**

The proposed development increases the population at a much higher rate than the current population growth rate since 2010. Based on planned and proposed development around Cleveland Park, there will be an estimated 3,524 new residents around Cleveland Park and an additional 92 retail workers over the next 5 years within a one-mile radius.

The proposed development at Wardman Park will have the most substantial impact on Cleveland Park out of all the proposed development even though this project will be located in Woodley Park. Overall, while there is the expected increase in population, this change will likely not substantially chance the demographics and population of the area.

| Proposed Land Use | ¼ Mile Radius | ½ Mile Radius | 1 Mile Radius | Total Projected New Supply (1 Mile Radius) | Avg. People Per Unit / SF / Room | Total Estimated Increase in Population (1 Mile Radius) |
|---|---|---|---|---|---|---|
| **Residential** | 18 units | 49 units | 1,695 units | 1,762 units | 2.0 per unit | 3,524 residents |
| **Office** | 0 | 0 | 0 | 0 sf | 1 per 175 sf | 0 workers |
| **Retail** | 2,500 sf | 0 | 39,000 sf | 41,500 sf | 1 per 450 sf | 92 workers |

**Neighborhood Goods & Services**

Based on projected future conditions with planned and proposed development around Cleveland Park, neighborhood goods and services will continue to remain viable over the upcoming years. Currently, Cleveland Park satisfies eight of the nine of the evaluation criteria for neighborhood goods and services. The population in the area is expected to continue to increase, although admittedly not at exorbitant rates,

Daytime population is the only criteria that remains unsatisfied for the viability for neighborhood goods and services. Increasing this population and traffic will help the existing businesses along the corridor increase their customer base. One specific consideration is to draw upon the visitors to the Smithsonian Zoo. Strengthening connections and the pedestrian walkability to and from the Cleveland Park Metro station to the Zoo can significantly increase the daytime visitors to the neighborhood and significantly improve the success of neighborhood goods and services establishments along the commercial corridor.

| Evaluation Criteria | Neighborhood Goods And Services | |
|---|---|---|
| | **Minimum Requirement** | **Projected Conditions** |
| **Population** | 2,000 people within ¼ mi. | Current conditions satisfy criteria |
| **Median HH Income** | $65,000 / HH within ¼ mi. | Current conditions satisfy criteria |
| **Daytime Population** | 7,500 people within ¼ mi. | No change |
| **Educational Attainment** | 40% of pop. has bachelor's degree or higher (¼ mi.) | Current conditions satisfy criteria |
| **Pedestrian Traffic** | 20 pedestrians passing / avg. hour | Current conditions satisfy criteria |
| **Metro/Streetcar Accessibility** | Metro stop within 3 blocks | Current conditions satisfy criteria |
| **Vehicular Traffic** | 5,000 vehicles per day | Current conditions satisfy criteria |
| **Level of Retail Competition** | Existing cluster of neighborhood goods & services | Current conditions satisfy criteria |
| **Regional Draw** | Not applicable for NG&S retail | Not applicable |
| **Retail-Ready Spaces** | Available spaces ready for move-in | Current conditions satisfy criteria |
| OVERALL | | Satisfy 8 of 9 criteria |

Currently meets criteria

Projected to meet criteria based on proposed development

# RETAIL VIABILITY: PROJECTED NEIGHBORHOOD CHANGES

**General Merchandise, Apparel, Furnishing, & Other (GAFO)**

While the projected neighborhood changes will impact the area around Cleveland Park, the viability for GAFO retail along the commercial corridor will likely remain consistent.

Most new GAFO development in this area will likely locate in neighborhoods such as Friendship Heights, Tenleytown, and Georgetown. In the competitive landscape, retailers look for an existing strong cluster of GAFO businesses and often desire larger floorplates.

The commercial district in Cleveland Park is ideally positioned for smaller floor-plates (i.e. not big box chains) and types of retail that neighborhood residents would demand. The existing card and gift shops located on Connecticut Avenue in Cleveland Park exemplify the type of GAFO retail that is and would be successful in the neighborhood. Improving the brand and identity of the neighborhood to draw additional customers from outside of Cleveland Park will help the existing businesses thrive.

| Evaluation Criteria | General Merchandise, Apparel, Furnishings, & Other (GAFO) | |
| --- | --- | --- |
| | **Minimum Requirement** | **Projected Conditions** |
| **Population** | 50,000 people within 1 mi. | 32,900 projected population |
| **Median HH Income** | $75,000 / HH within 1 mi. | Current conditions satisfy criteria ✓ |
| **Daytime Population** | 25,000 people within ½ mi. | Anticipated 92 new workers |
| **Educational Attainment** | 50% of pop. has bachelor's degree or higher (1 mi.) | Current conditions satisfy criteria ✓ |
| **Pedestrian Traffic** | 40 pedestrians passing / hour | No anticipated change |
| **Metro/Streetcar Accessibility** | Not applicable for GAFO | Not applicable |
| **Vehicular Traffic** | 15,000 vehicles per day | Current conditions satisfy criteria ✓ |
| **Level of Retail Competition** | Small existing concentration of GAFO shops | No anticipate substantial change |
| **Regional Draw** | Shoppers attracted from outside areas | No anticipated change |
| **Retail-Ready Spaces** | Available spaces ready for move-in | No anticipated change |
| **OVERALL** | | Satisfy 3 of 9 criteria |

✓ Currently meets criteria    ✓ Projected to meet criteria based on proposed development

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# RETAIL VIABILITY:
# PROJECTED NEIGHBORHOOD CHANGES

**Food and Beverage**

Food and beverage establishments are the leading type of retail along Cleveland Park's commercial corridor. Excellent visibility off highly traveled Connecticut Avenue, and especially the expansive set-back on the eastern side of the street, provide optimal conditions for food and beverage establishments.

Leveraging and branding the Cleveland Park neighborhood can attract additional people to frequent the businesses in the commercial district. Food and beverage establishments can help transition communities into destination neighborhoods. Emphasizing this type of retail can substantially improve the vitality of businesses and vibrancy of the corridor.

Increasing pedestrian traffic, especially during the day, will help the establishments along the corridor by improving their customer base. Strengthening the connection and relationship with the Smithsonian Zoo, especially from the Cleveland Park Metro, will significantly improve the viability of food and beverage establishments and dramatically help the existing businesses along Connecticut Avenue.

| | Food And Beverage | |
| --- | --- | --- |
| **Evaluation Criteria** | **Minimum Requirement** | **Projected Conditions** |
| **Population** | 10,000 people within ½ mi. | 9,480 projected population |
| **Median HH Income** | $65,000 / HH within ½ mi. | Current conditions satisfy criteria |
| **Daytime Population** | 45,000 people within ½ mi. | No substantial anticipated change |
| **Educational Attainment** | 40% of pop. has bachelor's degree or higher (1 mi.) | Current conditions satisfy criteria |
| **Pedestrian Traffic** | 60 pedestrians passing / hour | No anticipated change |
| **Metro/Streetcar Accessibility** | Metro stop within 3 blocks | Current conditions satisfy criteria |
| **Vehicular Traffic** | 7,500 vehicles per day | Current conditions satisfy criteria |
| **Level of Retail Competition** | Existing cluster of restaurants, cafes, and bars | Current conditions satisfy criteria |
| **Regional Draw** | Shoppers attracted from outside areas | No anticipated change |
| **Retail-Ready Spaces** | Available spaces ready for move-in | Current conditions satisfy criteria |
| OVERALL | | Satisfy 6 of 10 criteria |

✓ Currently meets criteria   ✓ Projected to meet criteria based on proposed development

# SUMMARY: THE IMPACT OF PROJECTED NEIGHBORHOOD CHANGES ON RETAIL VIABILITY IN CLEVELAND PARK

**Neighborhood Changes**

Over the next few years, little change is anticipated in Cleveland Park. Few developments are proposed in the area that will have dramatic effect on the viability of retail in the neighborhood. Understanding this limited change, the primary market area will remain well-served by the existing retail supply. While only a marginal number of additional residents can be attracted to area businesses, the opportunity exists to target outside residents (secondary and tertiary markets) to increase the customer base in Cleveland Park.

### Impact on the Viability of Neighborhood Goods and Services

Neighborhood goods and services are a core retail niche in Cleveland Park. The current conditions meet the primary market area's demand and there is limited opportunity to increase the amount of this type of retail. Further considerations should address increasing the customer base for the existing neighborhood goods and services rather than adding new supply.

### Impact on the Viability of General Merchandise, Apparel, & Furnish.

Cleveland Park lacks the physical characteristics such as large floor plates with adequate parking and loading spaces desired by most GAFO retailers. While there are a few small-scale GAFO retailers in the retail core, such as card and gift shops, these retailers are small businesses that serve the neighborhood and satisfy local demand. Cleveland Park should concentrate efforts on other types of retail that are more strategically suited for the characteristics of the community.

### Impact on the Viability of Restaurants, Bars, and Cafes

As Cleveland Park focuses on increasing the customer traffic to the retail core, there are opportunities to increase the viability of food and beverage establishments. Particular attention should focus on the secondary and tertiary markets to bring additional people to the area. Of all three types of retail, restaurants, bars, and cafes are most likely to draw additional customers.

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# 04

# BUSINESS OWNER SURVEYS: CUSTOMERS, TRENDS, & CHALLENGES

*Business outreach process*

*Customer base*

*Business conditions*

*Key challenges and opportunities*

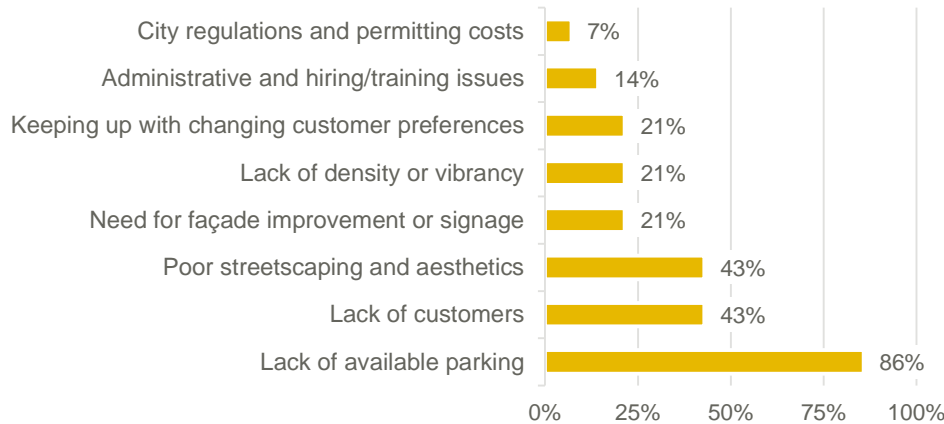JS&A Economic Development Consulting

# BUSINESS SURVEY: BUSINESS CONDITIONS

JS&A worked with the Cleveland Park Business Association (CPBA) to distribute a survey to Cleveland Park business owners in order to understand business trends, customer base, needs, and opportunities. CPBA emailed a link to an online questionnaire to its business listerv. Fourteen business owners completed the survey.

Businesses articulated perceived challenges that impact their business and customer base as well as beneficial corridor strengths.

**What are the biggest challenges your business is facing?**

| Challenge | Percentage |
|---|---|
| City regulations and permitting costs | 7% |
| Administrative and hiring/training issues | 14% |
| Keeping up with changing customer preferences | 21% |
| Lack of density or vibrancy | 21% |
| Need for façade improvement or signage | 21% |
| Poor streetscaping and aesthetics | 43% |
| Lack of customers | 43% |
| Lack of available parking | 86% |

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# BUSINESS SURVEY: BUSINESS CONDITIONS

**Most customers are local.** Nearly half of all customers walk, indicating that Cleveland Park is predominantly local-serving– especially for households within a half-mile. A certain percentage of those who drive also live nearby. Despite being located at a Red Line Metro station and along a major bus corridor, only one in five customers arrive via public transit.

**Customer traffic is down.** Only one in twelve respondents reported that customer traffic has increased in recent years. Two thirds of responders said their business has decreased.

**Area strengths are here to stay.** Business owners communicated that the greatest strength of Cleveland Park is its sense of place and community feel. Common answers included:

- *Eclectic nature*
- *Unique business mix*
- *Locally-owned small businesses, creating a neighborhood feel*
- *Transportation access*
- *Safety*
- *Affluent people live in the area*
- *Attractions including the movie theater and the National Zoo*

**How do your customers travel to your business?**



% Who drive, 34%
% Who walk, 45%
Metro, 20%

**In recent years, has your customer traffic increased, decreased, Or remained the same?**



Increased, 8%
Remain the Same, 25%
Decreased, 67%

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**Parking.** A significant portion of business owners who responded to the survey indicated that the lack of readily available parking along the corridor has negative impacts on the amount of customer foot traffic. Business owners cited morning and evening rush hour restrictions that reduce the available parking as an additional hindrance on customer traffic. Concerns over parking are commonly vocalized within almost all neighborhoods in the District. Neighborhoods such as H Street and 14th Street have been able to attract significant retail customer populations and new real estate development despite limited parking. An important part of the retail enhancement strategy may be educating local businesses about local parking trends and opportunities to adapt to limited parking availability.

**Physical Appearance.** 43% of respondents cited a need for improved streetscaping and corridor aesthetics. As one business owner articulated, "the appearance of the commercial neighborhood is worn down and declining – an appearance that does not fit the location or the demographics." Improving the appearance of the corridor may attract more customers to the area. Businesses owners cited the challenge of maintaining a trash-free environment as a large undertaking. While DDOT is underway with streetscaping and beautification efforts, there are strong opportunities for façade and signage improvements along the corridor.

**Customer Attraction.** 43% of business owners polled said they struggled to attract customers. Wrote respondents:

- *"We need more customers"*
- *"Too much competition"*
- *"Not attracting customers"*
- *"Need a larger critical mass to attract visitors"*
- *"Need more promotion"*

An important part of a retail enhancement strategy is marketing and promotion in order to draw more customers to Cleveland Park.

# 08
# RETAIL ENHANCEMENT STRATEGIES

# SUMMARY OF FINDINGS:
## RETAIL ENHANCEMENT OPPORTUNITIES

Cleveland Park is a healthy retail cluster: it has a defined identity as an eclectic, neighborhood-serving mix of restaurants and neighborhood goods and services and it has low vacancy and little tenant turnover. By contrast, numerous other neighborhoods in DC – such as Mount Pleasant, Columbia Heights, 14th Street, Shaw, H Street, and others – have grown dramatically since recovering from the recession in 2012. These growth neighborhoods have become city-wide destinations. Cleveland Park has not had the same "buzz," and its business owners are struggling to compete.

Competition comes not only in the form of emerging retail destinations, but also with online retailers or with businesses who have more successfully integrated online marketing tactics. As a result, a large number of businesses report that they are losing customers.

**Building off of the findings of this analysis, four primary opportunities are identified to help Cleveland Park businesses adapt to its changing competitive context and help attract additional customers:**

**Opportunity 1:** Grow and strengthen the Cleveland Park Business Association to foster stronger collaboration and help constituents adapt to changing conditions and address their core needs.

**Opportunity 2**: Retain and expand Cleveland Park's customer base in its primary market area (local residents within a half-mile of the retail core).

**Opportunity 3:** Capture a larger share of the existing vehicular and transit commuters along Connecticut Avenue.

**Opportunity 4:** Attract more visitors from outside neighborhoods, including (a) DC and Maryland residents looking to shop or dine and (b) visitors to the nearby National Zoo.

# STRENGTHEN THE CLEVELAND PARK BUSINESS ASSOCIATION

**Grow And Strengthen CPBA To Foster Stronger Collaboration And Help Constituents Adapt To Changing Conditions As Well As Addressing Their Core Needs.**

The opportunity exists to empower the Cleveland Park Business Association by increasing membership, creating stronger synergies between businesses in the community, and providing assistance to it's constituents.

| Retail Enhancement Strategies | Corresponding Implementation Actions | Priority | Expected Impact | Suggest. Timing | Partners |
|---|---|---|---|---|---|
| **Increase the participation in, and capacity of, CPBA** | o Grow membership base by emphasizing benefits of joining CPBA.<br>o Provide guidance and training to CPBA to help implement these planning efforts and enhance organizational experience and capacity.<br>o Develop a work plan that identifies program objectives and an operating framework. | Very High<br><br>(Enhancing the capacity of CPBA is a top priority, will enable other steps.) | Very High<br><br>(CPBA will ideally lead the imple-mentation steps in this document) | Near-Term | CPBA, DMPED, outside consultant |
| **Emphasize local business collaboration.** | o Develop business-to-business synergies to attract more customers through marketing and joint promotions. | High | High<br><br>(Increase the amount customers) | Near-Term | CPBA, business owners, consultant |
| **Develop a strategic partnership to help businesses apply for and utilize small business technical assistance** | o Form a strategic partnership with a consultant or another nonprofit provider of TA to help businesses apply for technical assistance such as marketing strategies, merchandizing, permitting assistance, hiring support, façade improvement, social media, and signage.<br>o Prioritize SBTA toward businesses based on (a) need, (b) expected effectiveness, and (c) expected impact on the corridor, such as bringing customers or improving sidewalk appeal.<br>o Help develop an evaluation framework to guide TA allocation decision-making. | High | High<br><br>(Many of the core business needs can be supported with TA resources available in DC) | Near-Term | CPBA, DMPED, outside consultant and/or nonprofit partner, property owners, business owners |

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# CONTINUE TO ATTRACT AND SERVE LOCAL RESIDENTS

**Continue to Attract and Serve Local Residents.**

As an established commercial node with a local-serving retail niche, Cleveland Park has a diverse range of business types that do a good job of drawing local resident spending. The neighborhood has slow projected population growth, meaning there is a relatively limited opportunity to provide additional local-serving retail. However, the potential exists to capture more local spending with a specialty food store, additional limited-service restaurants, or a florist.

Nearly half of customers come on foot, and the opportunity exists to improve the pedestrian experience via streetscaping and sidewalk improvements.

| Retail Enhancement Strategies | Corresponding Implementation Actions | Priority | Expected Impact | Suggest. Timing | Partners |
|---|---|---|---|---|---|
| **Capture additional local resident spending by capturing untapped spending potential.** | o Communicate existing retail opportunity gaps within Cleveland Park's retail niche (restaurant and NG&S businesses) to local property owners and brokers. <br><br> o New businesses with a particularly strong opportunity include specialty food stores, limited-service restaurants, food catering businesses, and florists. Each could serve locals as well as Connecticut Avenue commuters. <br><br> o Partner with Cleveland Park multifamily residential buildings to attract more residents to local businesses. | Low | Low <br><br> (Local demand is pretty well satisfied, leaving a relatively small opportunity gap) | Ongoing | CPBA, property owners, brokers, property managers, prospective tenants |
| **Enhance corridor walkability.** | o Leverage the ongoing DDOT initiative and work with DMPED to provide support for streetscaping and sidewalk improvements. <br><br> o Create a pilot program for pedestrianizing the service lane for enhanced walkability and placemaking. | Moderate | Moderate <br><br> (Enhanced pedestrian experience will draw more locals and outside visitors) | Near-Term <br><br> (Capitalize on ongoing local DDOT study) | CPBA, DDOT, DMPED |

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# CAPTURE A GREATER PORTION OF EXISTING COMMUTERS

**Capture the Business of a Greater Portion of Existing Vehicular and Transit Commuters Along Connecticut Avenue.**

Connecticut Avenue carries a large number of commuters travelling by car, bus, and Metro. The opportunity exists to capture a larger number of these passers-by via improvements to Cleveland Park's visual appeal, targeted signage, and improved parking and access.

| Retail Enhancement Strategies | Corresponding Implementation Actions | Priority | Expected Impact | Suggest. Timing | Partners |
|---|---|---|---|---|---|
| **Attract more vehicular commuters to Cleveland Park businesses.** | o Consider undertaking a parking assessment to evaluate parking conditions and identify parking improvement opportunities.<br>o Consider partnering with the US Post Office to better utilize their parking lot.<br>o Integrate parking recommendations with the ongoing DDOT initiative.<br>o Attract commuter traffic with improved signage and visual appeal via streetscape improvement. | High | High<br><br>(Business owners are drawing only a portion of potential rush hour traffic due to parking limitations) | Near-Term<br><br>(Capitalize on ongoing local DDOT study) | CPBA, DDOT, US Post Office |
| **Attract more bus and Metro commuters to Cleveland Park businesses.** | o Consider launching a marketing campaign that targets bus and Metro commuters. Coordinate effort with a city-wide marketing campaign (see next page).<br>o Coordinate commuter attraction efforts with Van Ness, Woodley Park, and possibly Tenleytown. | Moderate | Moderate<br><br>(Significant opportunity for collaboration to attract more transit commuters) | Mid-Term<br><br>(Marketing to transit riders should be part of a city-wide marketing campaign) | CPBA, WMATA, Van Ness Main Street, Woodley Park Comm. Assoc., Tenleytown Main Street |

# ATTRACT MORE VISITORS FROM OUTSIDE NEIGHBORHOODS

**Attract More Visitors from Outside Neighborhoods.**

DC has seen an emergence of new retail clusters that have become city-wide destinations for dining and entertainment. Cleveland Park business owners indicated that they are losing customers to Mount Pleasant, Columbia Heights, 11th Street NW, and 14th Street NW, and other neighborhoods. The opportunity exists for Cleveland Park to educate DC residents about the restaurants and stores it has to offer, and attract visitors that may be unfamiliar with the neighborhood.

In addition, the opportunity exists to draw a larger portion of visitors to the National Zoo, especially for lunch or dinner during their visit.

| Retail Enhancement Strategies | Corresponding Implementation Actions | Priority | Expected Impact | Suggest. Timing | Partners |
|---|---|---|---|---|---|
| **Draw more visitors from the National Zoo** | o Work with the National Zoo and with Woodley Park stakeholders to attract more zoo visitors to the commercial districts.<br>o Erect signage and wayfinding measures to communicate Cleveland Park's proximity and food and shopping options.<br>o Assess the opportunity to implement a shuttle that connects visitors from the CP and WP Metro stops to and from the Zoo. | High | Moderate | Mid to Long-Term | CPBA, National Zoo, Woodley Park Comm. Assoc., WMATA |
| **Draw more residents from other DC and MD neighborhoods** | o Engage possible partners/ funders for a marketing campaign to attract visitors and shoppers from other neighborhoods.<br>o Apply for grants including the NeighborWorks America Neighborhood Marketing Program.<br>o Conduct placemaking and branding improvements such as signage, banners, and benches/plantings.<br>o Consider opportunities to convert the access road into a public open space.<br>o Coordinate efforts with other Red Line retail nodes. | High | High<br><br>(Significant opportunity to recapture lost visitor traffic from outside neighbor-hoods) | Mid-Term | CPBA, DMPED, Neighbor-Works, other available grants |

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# RECOMMENDATIONS: RETAIL ENHANCEMENT STRATEGIES

| | Opportunity 1 | Opportunity 2 | Opportunity 3 | Opportunity 4 |
|---|---|---|---|---|
| **Types of Retail Enhancement Opportunities** | **Grow and Strengthen the Cleveland Park Business Association** | **Continue to Attract and Serve Local Residents**<br><br>(Primary Market Area) | **Capture a Larger Share of Connecticut Ave Commuters**<br><br>(Secondary Market Area) | **Attract more visitors from outside neighborhoods**<br><br>(Tertiary Market Area) |
| **Retail Enhancement Strategies** | **Increase the participation in, and capacity of, CPBA.**<br>o Grow membership base by emphasizing benefits of joining CPBA.<br>o Provide guidance and training to CPBA to help implement these planning efforts and enhance organizational experience and capacity.<br>o Develop a work plan that identifies program objectives and an operating framework.<br>**Emphasize local business collaboration.**<br>o Develop business-to-business synergies to attract more customers through marketing and joint promotions.<br>**Develop a strategic partnership to help businesses apply for and utilize small business technical assistance.**<br>o Form a strategic partnership with an entity to help businesses apply for technical assistance.<br>o Prioritize SBTA toward businesses.<br>o Help develop an evaluation framework | **Capture additional local resident spending by capturing untapped spending potential.**<br>o Communicate existing retail opportunity gaps within Cleveland Park's retail niche (restaurant and NG&S businesses) to local property owners and brokers.<br>o New businesses with a particularly strong opportunity include specialty food stores, limited-service restaurants, food catering businesses, and florists.<br>o Partner with Cleveland Park multifamily residential buildings for promotion.<br>**Enhance corridor walkability.**<br>o Leverage the ongoing DDOT initiative and work with DMPED to provide support for streetscaping and sidewalk improvements.<br>o Create a pilot program for pedestrianizing the service lane for enhanced walkability and placemaking. | **Capture a larger portion of the existing vehicular commuters to Cleveland Park businesses.**<br>o Consider undertaking a parking assessment to evaluate parking conditions and identify parking improvement opportunities.<br>o Consider partnering with the US Post Office to better utilize their parking lot.<br>o Integrate parking recommendations with the ongoing DDOT initiative.<br>o Attract commuter traffic with improved signage and visual appeal via streetscape improvement.<br>**Capture a larger portion of the existing transit commuters to Cleveland Park businesses.**<br>o Consider launching a marketing campaign that targets bus and Metro commuters. Coordinate effort with a city-wide marketing campaign (see next page).<br>o Coordinate commuter attraction efforts with Van Ness, Woodley Park, and possibly Tenleytown. | **Draw more visitors from the National Zoo.**<br>o Work with the National Zoo and with Woodley Park stakeholders to attract more zoo visitors to the commercial districts.<br>o Erect signage and wayfinding measures to communicate Cleveland Park's proximity and food and shopping options.<br>o Assess the opportunity to implement a shuttle that connects visitors from the CP and WP Metro stops to and from the Zoo.<br>**Draw more residents from other DC and MD neighborhoods.**<br>o Engage possible partners/ funders for a marketing campaign to attract visitors and shoppers from other neighborhoods.<br>o Apply for grants including the NeighborWorks America Neighborhood Marketing Program.<br>o Conduct placemaking and branding improvements such as signage, banners, and benches/plantings.<br>o Consider opportunities to convert the access road into a public open space.<br>o Coordinate efforts with other Red Line retail nodes. |

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68