



Uptown Main Street

# Retail Market Analysis & Enhancement Strategy

Prepared for Uptown Main Street  
Completed by Jon Stover & Associates  
September, 2018\*



Economic  
Development  
Consulting

\*Business count and retail mix figures updated April 2019

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# Executive 01 Summary

# Executive Summary

## Project Background & Existing Retail Conditions

### Study Purpose

This report provides a retail market analysis for Uptown Main Street (UMS). The purpose of this study is to help UMS understand the context of the area and local real estate market and identify what changes could help better serve current and prospective new businesses within the UMS boundaries.

This report includes an analysis of the existing retail marketplace and identifies future retail opportunities expected from demographic and retail development projections.

Recommendations and strategies to enhance retail conditions are oriented to help Uptown Main Street continue enhancing the vibrancy and commercial sustainability of the area.

### Study Location

Uptown Main Street has a unique program boundary that spans across two perpendicular streets, Upper 14th Street and Kennedy Street NW, and multiple neighborhoods in Northwest DC. As a result, local businesses and stakeholders may identify with various neighborhood identities, including Columbia

Heights, Petworth, 16<sup>th</sup> Street Heights, Brightwood, and Brightwood Park.

The area around the UMS program boundary is predominantly residential and characterized by a mix of detached single-family homes, rowhomes, and a small supply of low and mid-rise apartment buildings. With minimal new construction in recent years, the area's population has not grown as quickly as the rest of the District.

### Retail Conditions

As of 2018, Uptown Main Street program area covers 157 businesses, totaling over 425,000 square feet of retail space along both Upper 14<sup>th</sup> Street and Kennedy Street. Both corridors are largely composed



of small, independently-owned businesses, that primarily serve residents who live within a half-mile radius.

Vacancy is not a major challenge along either commercial corridor, particularly along Kennedy Street, which has experienced a dramatic decline in vacancy since 2010, falling from over 15% to nearly 0%. Asking commercial rents in the area have also significantly increased, reflecting a growing demand to do business in the area. However, the lack of nearby residential development has limited the growth of businesses' local customer bases, putting pressure on businesses to remain competitive as rents rise.

With a low vacancy rate and minimal amount of upcoming development, retail conditions in the area are not expected to significantly change in the near future. This provides Uptown Main Street an opportunity to focus on its core Main Street services by continuing to support local business owners, building relationships and partnerships with local stakeholders, and incrementally improving the physical conditions along both corridors.



# Key Opportunities

**While Uptown Main Street has a somewhat untraditional program boundary, local retail conditions call for a balanced, traditional Main Street approach centered around the four points of design, economic vitality, promotion, and organization. By focusing on these core services, Uptown Main Street can continue building strong local partnerships and helping local businesses meet the challenges of rising rents, regulatory issues, and increased competition from other neighborhoods.**

## Design

*Enhance street-level activity and vibrancy*

Improve streetscape, storefront facades, and public space amenities.

Continue strategic effort to promote and bolster the local arts scene

## Economic Vitality

*Help local businesses adapt to changing market conditions and technology*

Continue building relationships with local business owners by providing digital resources and personalized technical and regulatory assistance

Encourage businesses to fully leverage social media, mobile delivery services, and online reviewing platforms.

## Promotion

*Grow customer base through strategic marketing and events*

Organize programming highlighting local businesses to attract local residents and outside visitors.

Use online platforms to improve local perceptions of commercial corridor and connect stakeholders from both commercial corridors.

## Organization

*Continue to establish presence as a key resource across two corridors*

Continue to develop awareness of Uptown Main Street and the programs it offers

Identify key opportunities for organization growth and strategy by engaging in a strategic planning process.

# Retail Enhancement Strategies

The following chart summarizes specific action steps Uptown Main Street can undertake to help realize the retail enhancement opportunities for Upper 14<sup>th</sup> Street and Kennedy Street NW.

	Key Opportunity	Retail Enhancement Strategies
1	<b>Improve streetscape, storefront facades, and public space amenities</b>	<ul style="list-style-type: none"> <li>Assist businesses in application process for Great Streets and DCHD Storefront Façade Improvement grants.</li> <li>Explore opportunities to enhance the capacity of Clean &amp; Safe teams along both Upper 14<sup>th</sup> Street and Kennedy Street.</li> <li>Help interested businesses apply for Public Space permit to add outdoor seating.</li> <li>Continue encouraging local businesses to participate in the Private Security Camera Incentive Program from the Office of Victim Services and Justice Grants</li> <li>Explore implementation of 2012 DC Office of Planning recommendation to reconfigure the island park at the intersection of 14th Street, Colorado Avenue, and Kennedy Street into a pedestrian plaza.</li> </ul>
2	<b>Continue strategic effort to promote and bolster the local arts scene</b>	<ul style="list-style-type: none"> <li>Continue engaging with owners and tenants of Dance Loft on Upper 14th Street in order to fully utilize and promote the unique cultural space.</li> <li>Continue support of innovative streetscaping efforts, such as redesigned crosswalks, plazas, or pop-up art installations.</li> <li>Consider landmark status or historic designation for culturally significant buildings in program area.</li> <li>Continue support and facilitation of pop-up events and murals connecting local artists, property owners, and funders.</li> </ul>
3	<b>Continue building relationships with local business owners by providing digital resources and personalized technical and regulatory assistance</b>	<ul style="list-style-type: none"> <li>Continue working with Latin Economic Development Corporation and Korean-American Grocers Association to organize workshops and education materials for local business owners.</li> <li>Continue conducting in-person outreach to Spanish-speaking businesses owners and providing translated versions of Uptown Main Street educational and promotional materials to ensure value to local business owners.</li> <li>Develop tools that help business receive customer feedback to quickly adjust product offerings. Consider offering surveys specifically catered to small convenience stores, which, due to high local supply, could particularly benefit from enhanced product differentiation.</li> <li>Act as a community liaison for future construction projects along either corridor to ensure quality communication between businesses and project managers.</li> <li>Offer support services specifically for dealing with DCRA, ABRA, and OTR, including permitting, accounting, licensing, and regulatory support.</li> </ul>
4	<b>Encourage businesses to fully leverage social media, mobile delivery services, and online reviewing platforms.</b>	<ul style="list-style-type: none"> <li>Develop resources, such as one-pagers, guides, workshops, etc., that outline how to fully leverage Yelp, Uber Eats, GoPuff, GrubHub/DoorDash, and Google Businesses. This should include outlines for how to update business information, add professional photographs, maintain a strong user rating, and register for delivery services.</li> <li>Hire a professional photographer to take photos of exteriors, interiors, and products of local businesses for businesses to use on websites and social media channels.</li> </ul>

# Retail Enhancement Strategies (Cont.)

The following chart summarizes specific action steps North Capitol Main Street can undertake to help realize the retail enhancement opportunities for 1st Street NW and North Capitol Street NW.

	Key Opportunity	Retail Enhancement Strategies
5	<b>Organize programming highlighting local businesses to attract local residents and outside visitors.</b>	<ul style="list-style-type: none"> <li>Strengthen partnership with District Bridges to co-host events that bring visitors to Upper 14th Street.</li> <li>Leverage the unique nature of the WMATA Bus Barn to promote brand of Upper 14th Street</li> <li>Explore feasibility of rotating location of Farmer's Market to other commercial nodes to enhance exposure to all businesses in the program area.</li> <li>Encourage more businesses along Upper 14th Street and Kennedy Street to participate in Farmer's Market.</li> <li>Leverage existing network of community organizations and neighborhood listservs to promote events share positive business-related updates with local residents</li> <li>Consider developing promotions and cross-marketing partnerships between businesses that encourage customers to visit both Upper 14th Street and Kennedy Street.</li> </ul>
6	<b>Leverage Uptown Main Street website to promote local brand and businesses</b>	<ul style="list-style-type: none"> <li>Continue using Uptown Main Street website and social media platforms to highlight local events, business openings, and other local news.</li> <li>Increase visitor traffic to Uptown Main Street website by posting regular updates and cross-promoting across various social media channels</li> </ul>
7	<b>Continue to develop awareness of Uptown Main Street and the programs it offers</b>	<ul style="list-style-type: none"> <li>Continue building relationships with local businesses, residents, real estate developers, and other potential supporters</li> <li>Procure or internally produce professional photographs of each corridor that can be used on Uptown Main Street promotional materials and be made easily available to local businesses, brokers, and other stakeholders.</li> <li>Continue building inventory of business owner contact information to readily disseminate key information relating to upcoming construction, events, funding opportunities, and workshops.</li> <li>Create an interactive calendar that allows residents and other local stakeholders to share and learn about community events and promotions.</li> </ul>
	<b>Engage in strategic planning process to identify opportunities for organizational growth</b>	<ul style="list-style-type: none"> <li>Create a formal strategic plan for Uptown Main Street, to map out organizational priorities, goals, and implementation steps</li> <li>Consider resource allocation between the five nodes and two corridors</li> <li>Continue regularly meeting with organizations that also serve local businesses across multiple neighborhoods, such as District Bridges, to learn best practices and other insights regarding the management of multiple neighborhood identities and commercial corridors.</li> <li>Build upon recommendations made in the DC Office of Planning's 2012 "Central 14th Street Vision Plan and Revitalization Strategy" to add new commercial and residential uses to the WMATA Bus Barn.</li> </ul>





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INTERNATIONAL FOODS

# Project 02 Background



# Study Participants



## **Uptown Main Street**

Designated as a D.C. Main Streets program in 2017, Uptown Main Street is a nonprofit organization dedicated to the revitalization of the Upper 14<sup>th</sup> Street and Kennedy Street NW commercial corridors. Using the Main Street 4 Point Approach®, Uptown Main Street directly assists businesses and coordinates sustainable community-driven revitalization efforts, such as streetscape and façade improvements and organizing promotional events.



## **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](http://www.jonstoverandassociates.com) to learn more.



## **Department of Small & Local Business Development**

The DC Department of Small & Local Business Development (DSLBD) supports the development, economic growth, and retention of District-based businesses, and promotes economic development throughout the District's commercial corridors. It manages the DC Main Street program and provides technical assistance and grants to local programs.

# What Is “Retail”?

**For the purpose of this study, retail is defined in three categories:**

- **General merchandise, accessories, furniture, and other merchandise (GAFO)**
- **Neighborhood goods and services (NG&S)**
- **Food and beverage establishments (F&B)**

These retail categories are common in the retail landscape and are specifically used by Washington DC’s Office of Planning.

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 is whether enough customers will spend enough money to make their business a success.

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 Neighborhoods

This analysis relies on data provided by Uptown Main Street, 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 Urban Turf, 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 analysis: Brightwood, Rhode Island Avenue/Woodridge, Brookland, Park View, and Mount Pleasant.





# Existing 03 Conditions



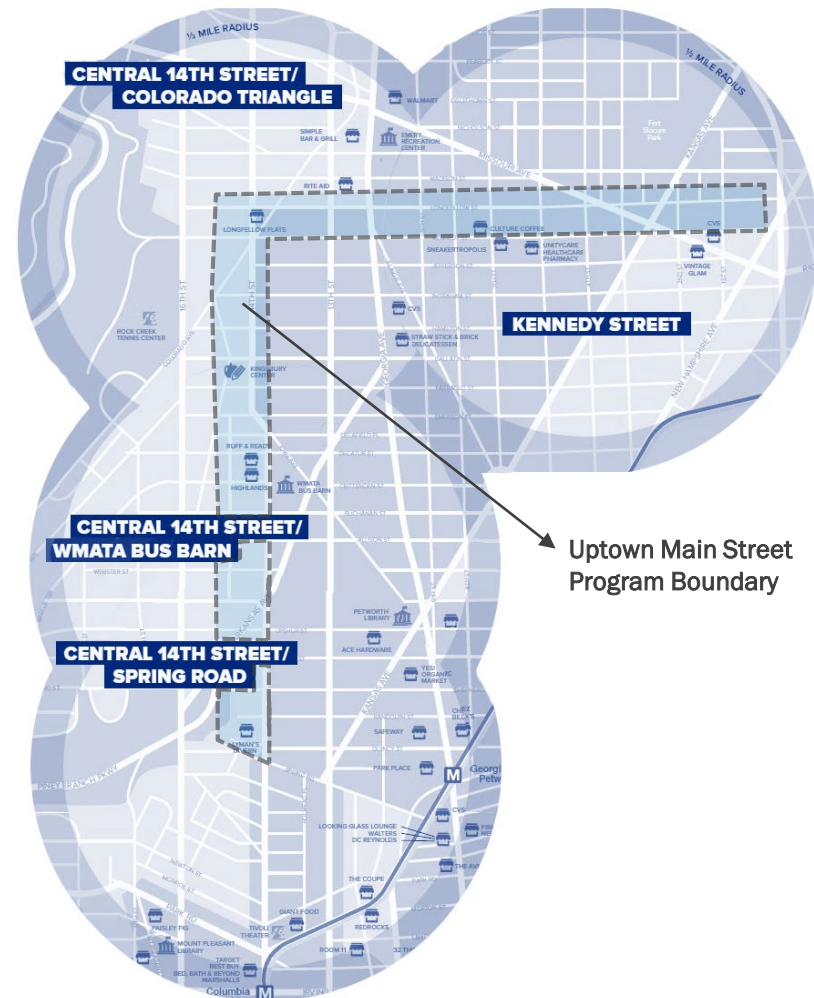
# Location & Neighborhood Identities

## Study Location and Context

Uptown Main Street has a unique program boundary that spans across two perpendicular streets, creating a long, bent “L”-shape. Unlike most Main Street programs, which are typically associated with a single corridor or neighborhood, Uptown Main Street covers both Upper 14<sup>th</sup> Street and Kennedy Street NW, spanning across multiple neighborhoods in Northwest DC.

The program boundary's surrounding neighborhoods, as defined by the Washington DC Economic Partnership, include Central 14<sup>th</sup> Street/Spring Road, Central 14<sup>th</sup> Street/WMATA Bus Barn, Central 14<sup>th</sup> Street/Colorado Triangle, and Kennedy Street. However, residents and business owners within the program boundary likely associate themselves with more commonly known neighborhood names. Along the southern end of the Upper 14<sup>th</sup> Street corridor, residents and business owners may identify with the Columbia Heights or Petworth neighborhoods. Further north along 14<sup>th</sup> Street, closer to the WMATA Bus Barn, stakeholders likely associate with Crestwood or 16<sup>th</sup> Street Heights. Likewise, stakeholders along Kennedy Street may associate with the Petworth, Brightwood or Brightwood Park neighborhoods.

These neighborhoods are predominantly residential and composed of detached single-family homes, rowhomes, and a small supply of low and mid-rise apartment buildings.

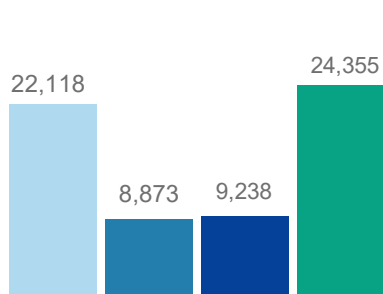


# Demographics

The neighborhoods surrounding the Upper 14<sup>th</sup> Street and Kennedy Street corridors are predominately composed of middle-class households, though households near Upper 14<sup>th</sup> Street tend to be more affluent than households closer to Kennedy Street. The area's population has not grown as quickly as the rest of DC, due to a lack of new construction and low-density zoning, limiting opportunities for local businesses to capture a larger customer base.

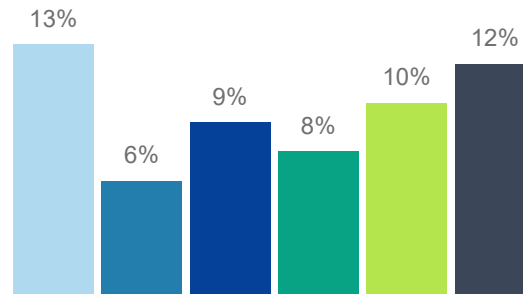
## Population (Half-Mile Radius)

*14th Street gets progressively denser as it goes south, resulting in higher nearby population for the Spring Road node.*



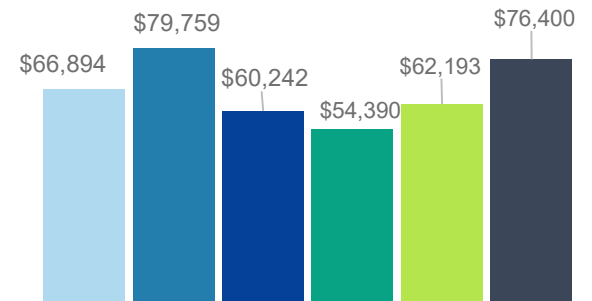
## Population Growth Rate (2010-2017)

*Over the past seven years, the local population has grown at a slower rate than the city overall.*



## Median Household Income (Half-Mile Radius)

*Households around Upper 14th Street have a somewhat greater spending capacity than households near Kennedy Street.*



Central 14<sup>th</sup> Street / Spring Road  
Central 14<sup>th</sup> Street / WMATA Bus Barn







Central 14<sup>th</sup> Street / Colorado Triangle  
Kennedy Street

Uptown Main Street Program  
DC Average



# Walkability & Amenities

Businesses along Upper 14<sup>th</sup> St. and Kennedy St. serve a predominantly residential area of northwest DC, though the commercial mixes along both streets provide residents with a large amount of amenities within walking distance. While the majority of the area is not within close proximity of a Metro station, both corridors are accessible by numerous bus routes, as well as several ride share stations.

Upper 14 <sup>th</sup> Street	Kennedy Street	
		<i>Due to the presence of three nearby key commercial corridors, 14th Street, Kennedy Street, and Georgia Avenue, the area features an above-average Walk Score of 79, indicating that most errands can be accomplished by walking.</i>
		<i>While most of the Main Street program boundary is not within easy walking distance of a Metro station, the area is served by several major bus routes, including the 51, 54, 59, S14, 51, and S1 bus routes.</i>
		<i>Several Capital Bikeshare stations are located along Kennedy Street and 14th Street. 14th Street also features a dedicated bike lane, though the greater area lacks a strong network of bicycle infrastructure.</i>

Note: 700 Kennedy Street and 4700 14<sup>th</sup> Street used to calculate WalkScores  
Source: Walkscore.com

# Safety

**The areas surrounding the boundaries of Uptown Main Street experience below-average rates of personal and property crime, though safety concerns still exist among local stakeholders.**

This lack of crime supports a healthy commercial environment, as customers feel more comfortable walking along the corridor. Low crime rates also strengthen business and property owner confidence in the long-term commercial viability of the area, making them more likely to make capital improvements and other local investments.

While crime rates in the study area are low, concerns about a lack of perceived safety have been expressed by local business owners and residents. One of the most effective and sustainable ways to combat a lack of perceived safety is to generate frequent pedestrian activity, which can be accomplished through the attraction of new businesses, the development of vacant or underutilized properties, or frequent programming. Encouraging local businesses to participate in the Private Security Camera Incentive Program, administered by the Office of Victim Services and Justice Grants, which provides reimbursements for installing security camera systems, can also be an effective measure to improve real and perceived safety.

**Map of Area Personal Crime**



**Map of Area Property Crime**



Source: Walkscore.com

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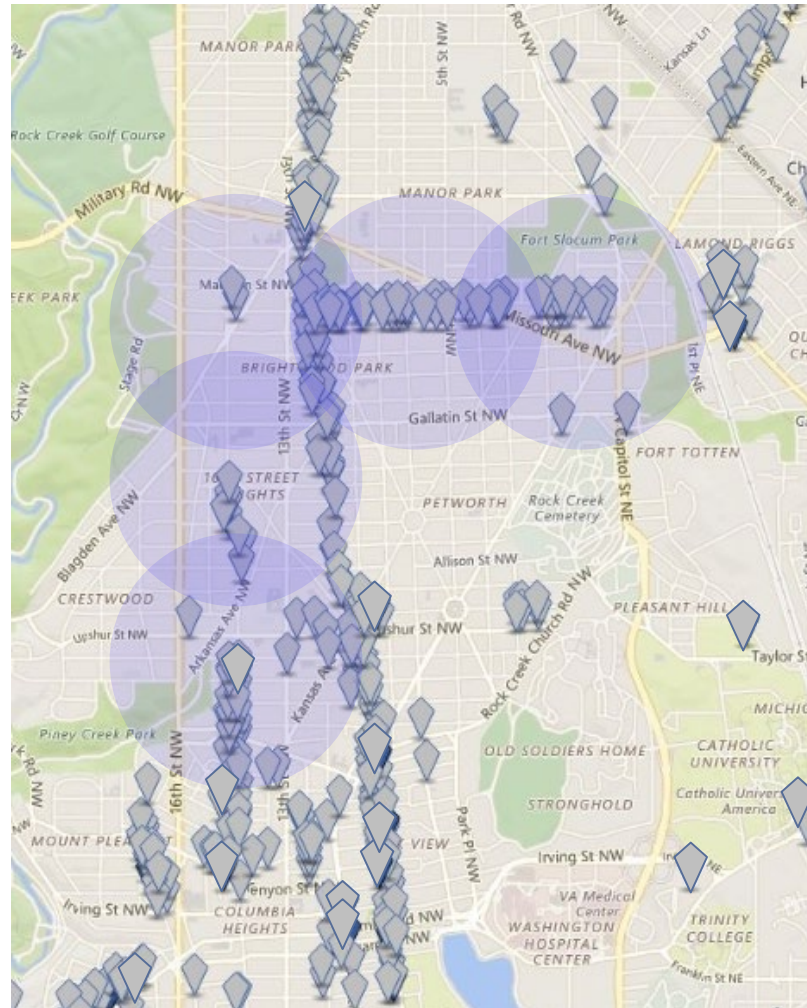
# Retail 04 Analysis



# Local Retail Context

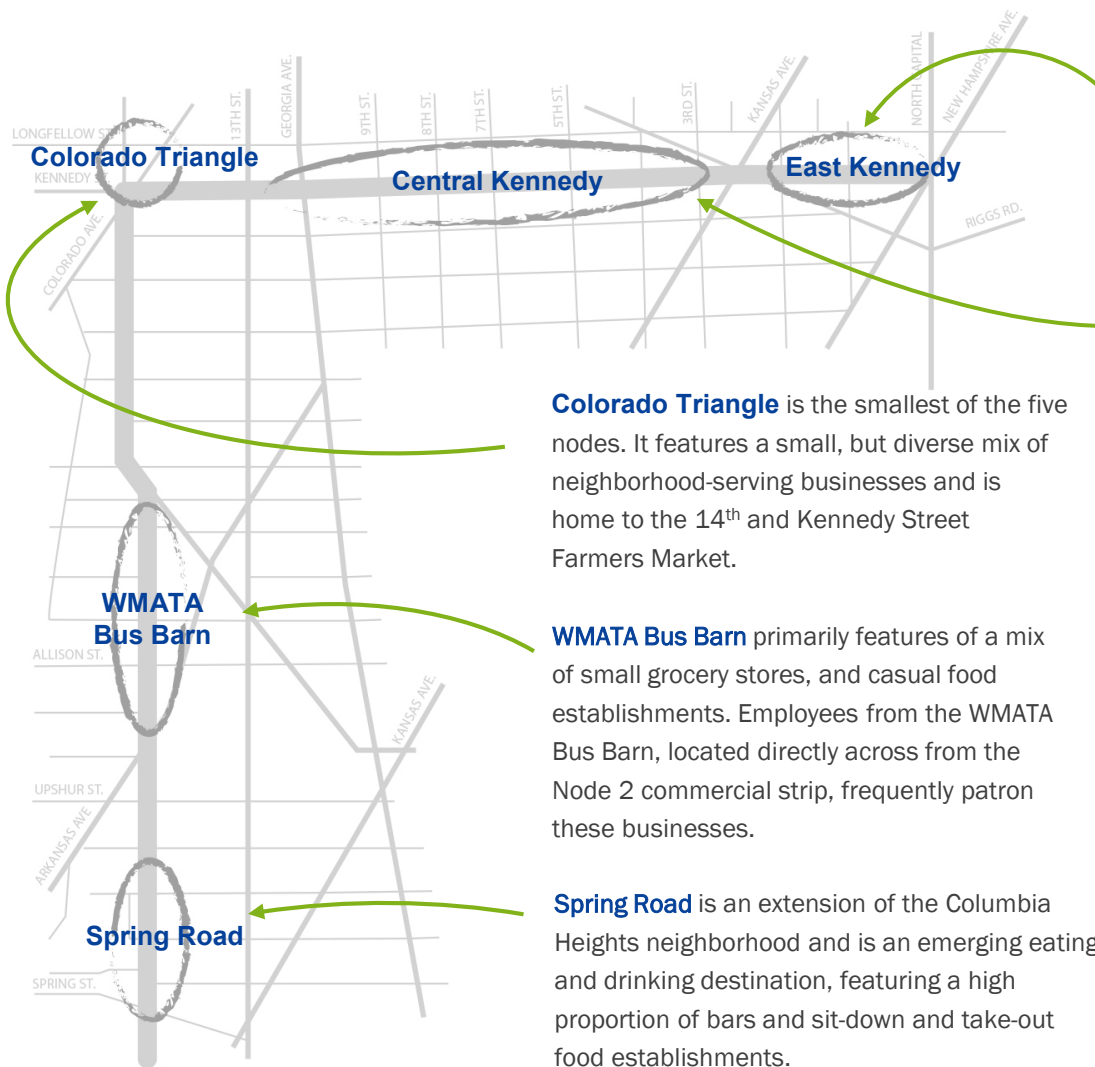
Retail in northwest DC, east of Rock Creek Park, is primarily located along the major north-south corridors of 14<sup>th</sup> Street and Georgia Avenue. In addition to the Upper 14th St./Kennedy Street corridor, neighborhood retail clusters can be found to the south, in Columbia Heights and Petworth (along Georgia Avenue and Upshur Street NW), as well as to the north, in the Brightwood neighborhood, north of Missouri Avenue NW.

Uptown Main Street faces the unique challenge of having another major commercial corridor running through its program boundary, as Upper Georgia Avenue directly intersects with Kennedy Street. This creates increased competition for businesses in the study area, particularly since businesses along Georgia Avenue are similarly diverse and primarily local-serving.



*Blue circles represent the primary market areas of each retail node.  
Diamonds represent density of retail establishments.*

# 14th Street & Kennedy Street: Five Retail Nodes



**East Kennedy** is characterized by a high number of religious and social service organizations. The node also features a CVS, several nail and hair salons, and a handful of other neighborhood-serving establishments.

**Central Kennedy** comprises the heart of the Kennedy Street commercial corridor. In addition to a wide range of retail businesses, the street is home to several residential homes, apartments, churches, and other nonprofit uses. broken up with a large portion of residential and nonprofit uses. It also features a large amount of convenience stores and small grocers.

**Five separate retail nodes are located in the program area, two nodes located on 14th Street, two nodes located on Kennedy Street, and one node at the intersection of both corridors. With a mix of residential and commercial uses along both corridors, the program area features a diverse pool of stakeholders.**

**Colorado Triangle** is the smallest of the five nodes. It features a small, but diverse mix of neighborhood-serving businesses and is home to the 14<sup>th</sup> and Kennedy Street Farmers Market.

**WMATA Bus Barn** primarily features a mix of small grocery stores, and casual food establishments. Employees from the WMATA Bus Barn, located directly across from the Node 2 commercial strip, frequently patron these businesses.

**Spring Road** is an extension of the Columbia Heights neighborhood and is an emerging eating and drinking destination, featuring a high proportion of bars and sit-down and take-out food establishments.

# Retail Conditions: Node Comparisons

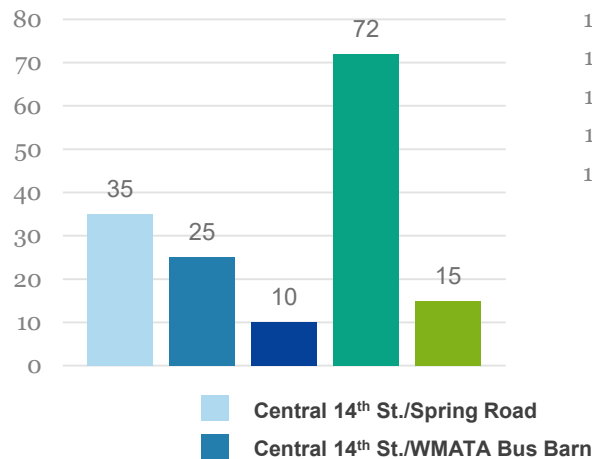
## Five distinct retail nodes of varying sizes are located along Upper 14th Street and Kennedy Street.

Rents are relatively similar across the five nodes, though retail nodes on Upper 14th Street (Spring Road, WMATA Bus Barn, Colorado Triangle) fetch slightly higher rents than central Kennedy Street. All five retail nodes along

Upper 14th Street or Kennedy Street attract lower average rents than the city-wide average. Vacancy rates vary more considerably between the different nodes. Over the past five years, the Spring Road and East Kennedy nodes have experienced vacancy rates roughly in-line with the rest of the city, while the other three nodes have seen more limited vacancy.

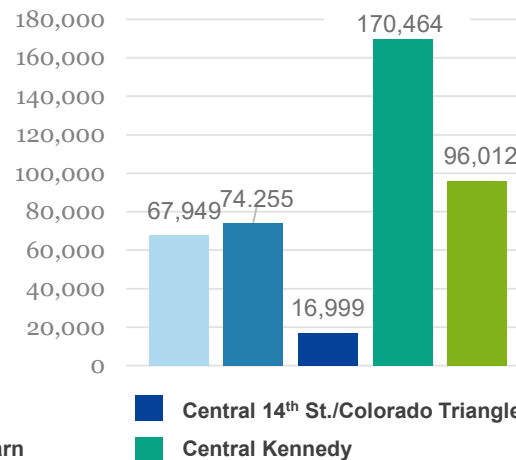
### Number of Retail Establishments

The number of retail establishments varies widely between each node, with Central Kennedy and Spring Road accounting for over 60% of total businesses.



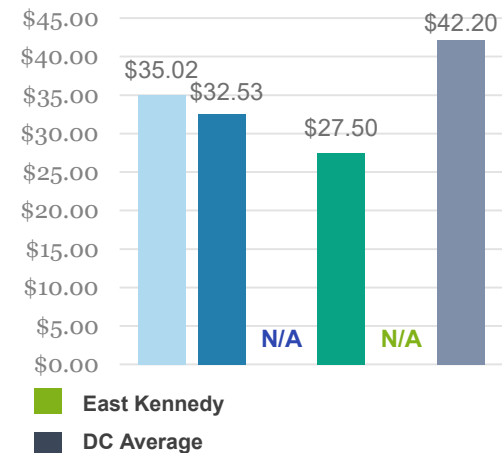
### Existing Square Footage

The central segment of Kennedy Street features the largest inventory of retail space, comprising over 40% of the area's total retail square footage.



### Asking NNN Rent per SF

The Spring Road node is able to attract slightly higher rents than the WMATA Bus Barn area, likely due to the former's proximity to Columbia Heights. Asking rent data is unavailable for the Colorado Triangle and East Kennedy nodes.



Note: Nodes 3 and 5 lacked a sufficient sample size to accurately measure NNN Rent per SF  
Source: CoStar, Google, Uptown Main Street



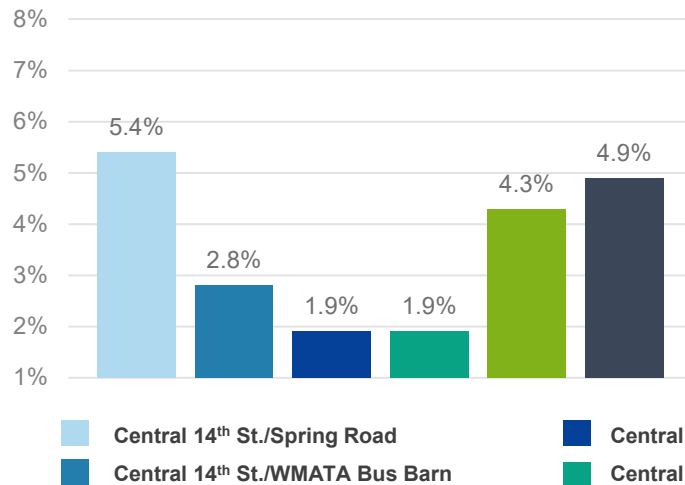
# Retail Conditions: Node Comparisons

**Over the past years, vacancy rates have been relatively low across all five retail nodes.**

Additionally, vacant spaces throughout the Main Street area typically lease up at a relatively fast pace.

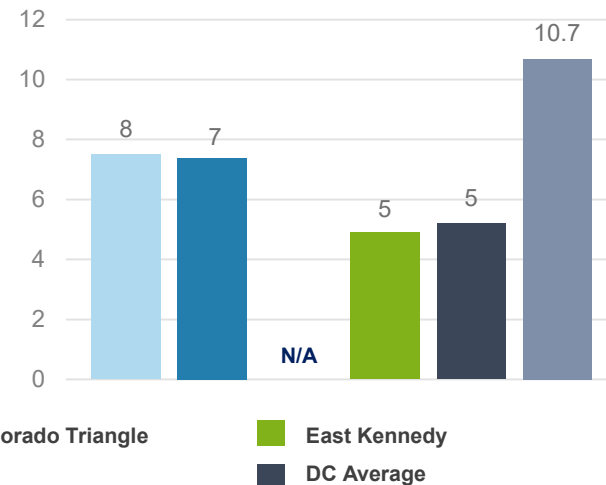
## Retail Vacancy Rate (5 yr. avg.)

*Vacancy rates are generally low or moderate across the five nodes, though these rates do not account for retail spaces not actively being marketed to tenants.*



## Months on Market (5 yr. avg.)

*Empty retail spaces along Upper 14th Street spend almost identical lengths of time on the market before getting leased, as spaces along both the central and eastern segments of Kennedy Street.*



Note: Colorado Triangle lacked a sufficient sample size to accurately measure average months on market.  
Source: CoStar

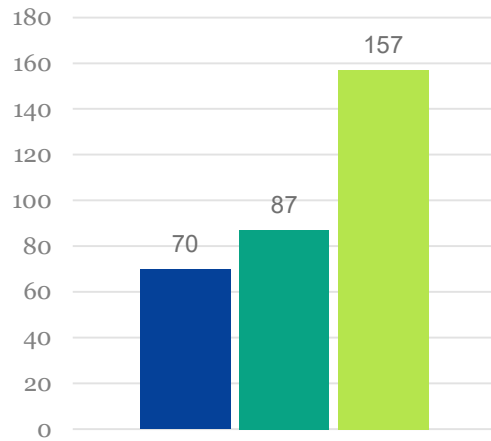
# Retail Conditions: Total Program Area

**The program area of Uptown Main Street features affordable retail rents, at almost \$10 less per SF than the city-wide average.**

Upper 14<sup>th</sup> Street features slightly higher average asking rents than Kennedy Street, though rents along both corridors are affordable relative to other commercial districts in DC.

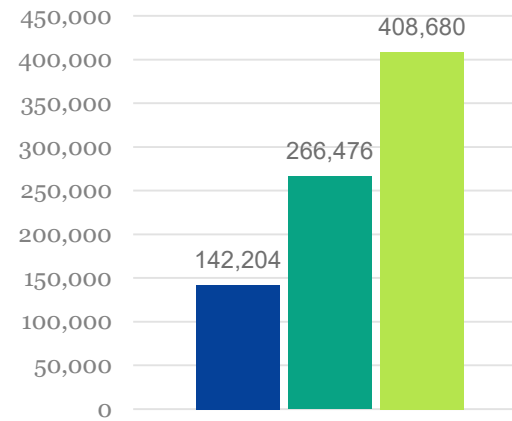
## Number of Retail Establishments

157 retail establishments are located within the Uptown Main Street program boundary.



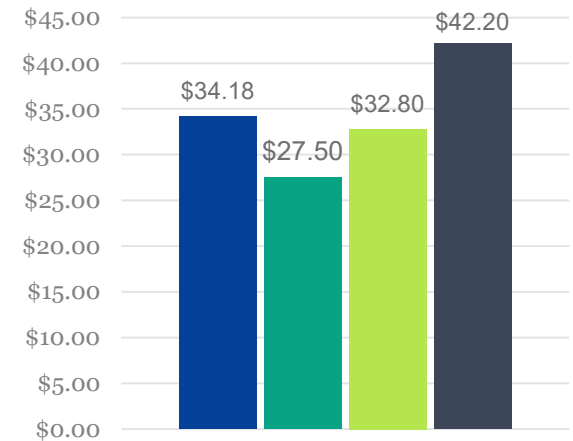
## Existing Square Footage

Buildings on Kennedy Street account for approximately two-thirds of the total retail square footage in the area and are nearly 1,000 sq. ft. larger than those along Upper 14<sup>th</sup> Street.



## Asking NNN Rent per SF (5 yr. avg.)

While Upper 14<sup>th</sup> Street and Kennedy Street have seen a rise in retail rents over the past decade, neither street attracts average rents as high as the city-wide average.



■ Upper 14<sup>th</sup> Street ■ Kennedy Street ■ Uptown Main Street ■ DC Average

Note: 14<sup>th</sup> and Kennedy node included in Kennedy Street figures

Source: CoStar, Google, Uptown Main Street

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# Retail Conditions: Total Program Area

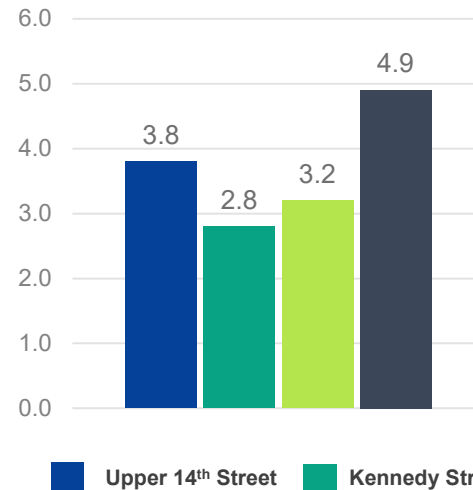
**When a retail space within the program area becomes vacant, it typically takes around six months for the vacancy to be filled.**

While this period is shorter than the citywide average, an opportunity still exists for Uptown Main Street to assist property owners and brokers quickly find new tenants to maintain commercial cohesion and street-level vibrancy.

With most available retail filling up relatively quickly, both corridors have had relatively low rates of vacancy over the past five years.

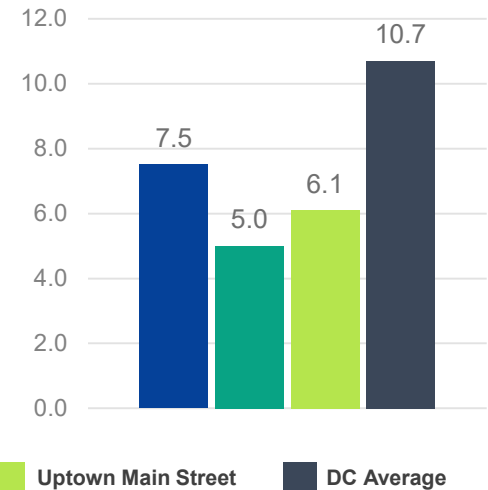
## Vacancy Rate (5 yr. avg.)

*Over the past five years, the Uptown Main Street has average a below-average vacancy rate of 3.2%.*



## Months on Market (5 yr. avg.)

*Empty retail spaces on Upper 14th Street typically spend two and a half more months on the open market than spaces along Kennedy Street.*



Notes: Retail spaces not actively marketed for lease are not factored into these percentages;  
Colorado Triangle node included in Kennedy Street figures  
Source: CoStar, Google



# Retail Trends: Asking Rent

**Rents within the Uptown Main Street program boundary have increased 145% since 2009, rising from an average of \$13.41 per sq. ft. in 2009 to \$32.80 in 2018.**

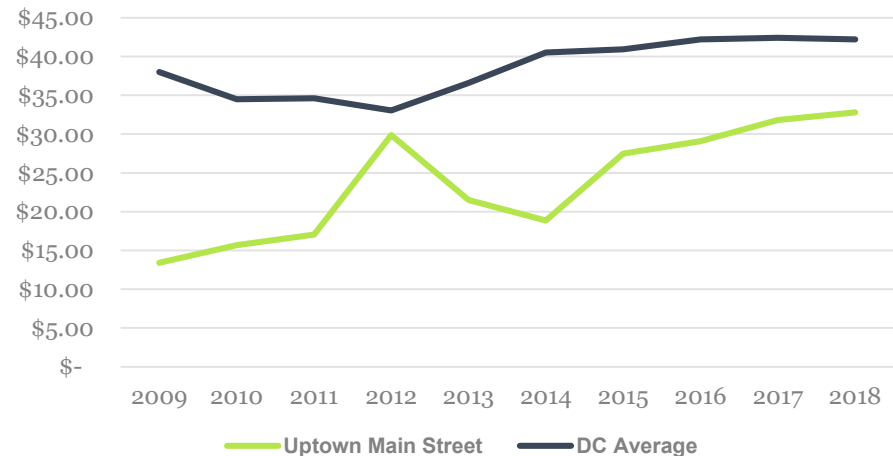
This has closed the gap between retail rents in the Uptown area and the District as a whole, which sits at \$42.20 per sq. ft. in 2018.

**Over the past ten years, both the Upper 14th Street and Kennedy Street corridors have seen a significant increase in average retail rents.**

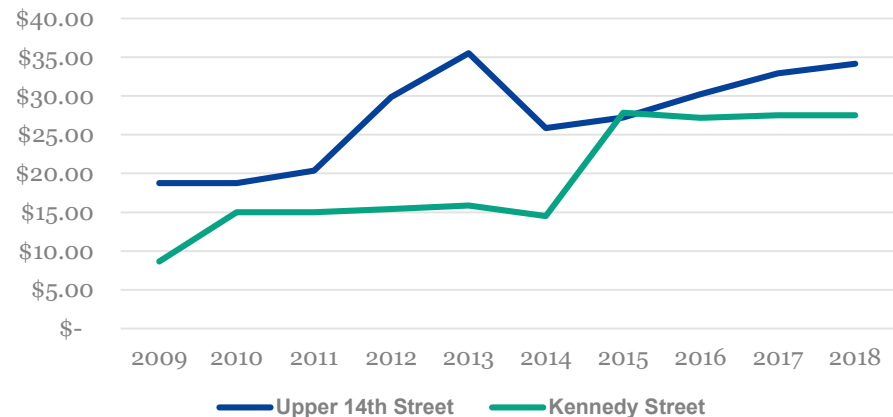
Average rent along Kennedy Street has increased 218% since 2009, while rents along Upper 14th Street have grown 82%. This significant increase is partly attributable to low rents following the 2008 recession, as well as an increase in local investment and the addition of several new businesses.

Since 2015, rents have stabilized along Kennedy Street, while Upper 14th Street is still experiencing an annual increase of approximately 10%.

**Average Asking Rents (2009-2018)**



**Average Asking Rents (2009-2018)**



Note: Blended average of 2011 and 2013 data used to calculate 2012 average asking rent on Kennedy Street.

Source: CoStar

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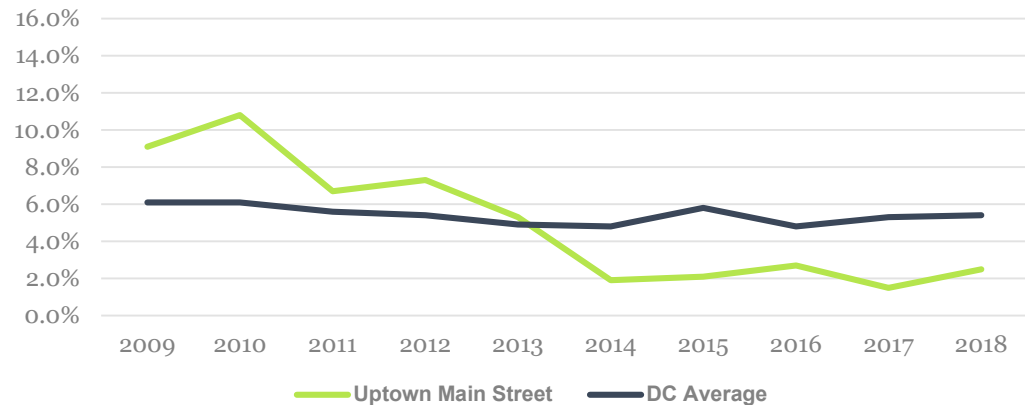
# Retail Trends: Vacancy

**Vacancy is not a major challenge in the Uptown Main Street program area, which has seen its vacancy rate significantly decline over the past decade, particularly along Kennedy Street.**

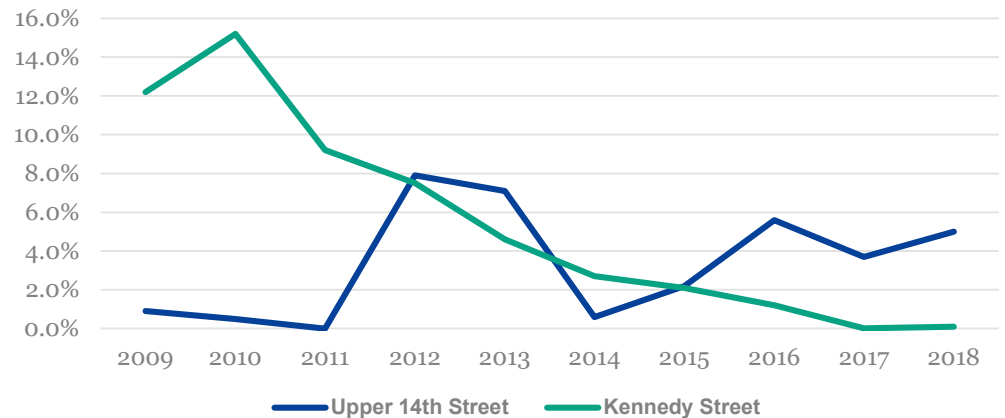
Over the past decade, the program area's vacancy rate has declined from high of 10.8% in 2010 to a low of 1.5% in 2017. As of 2018, the vacancy still sits at a relatively low rate of 2.5%. This dramatic decline reflects growing confidence in Upper 14<sup>th</sup> Street and Kennedy Street as strong places to start and grow businesses.

Over the past decade, Kennedy Street has experienced a dramatic decrease in vacancy since its peak of 15.5% in 2010 to nearly 0% in 2018. This steady decline in vacancy illustrates the corridor's growing economic vibrancy over the past ten years. Upper 14th Street has seen less pronounced change over the last decade, hovering between 2% and 6% over the past three years.

**Vacancy Rates (2009-2018)**



**Vacancy Rates (2009-2018)**



# Retail Trends: Absorption

## Kennedy Street has seen small, but consistent annual increases in occupied retail space since 2011.

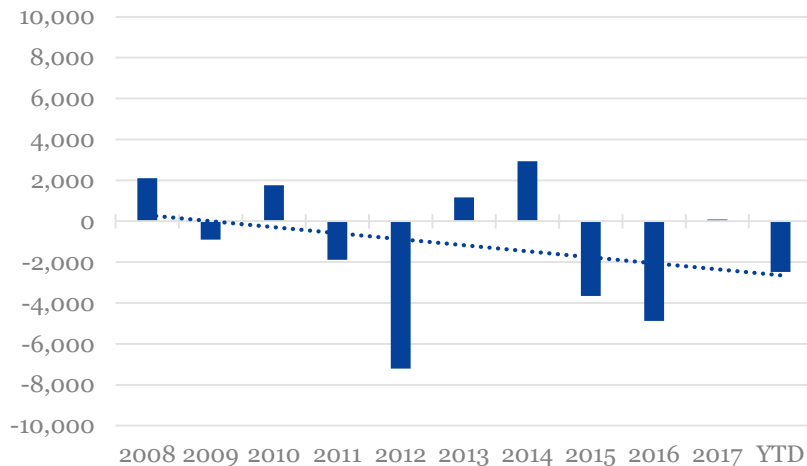
However, the total amount of retail space in the program area has remained similar over the past decade, due to limited new construction.

### What is absorption?

Absorption is defined as the net change in occupied space over a given time period, calculated by summing all the positive changes in occupancy (move ins) and subtracting all the negative changes in occupancy (move outs).

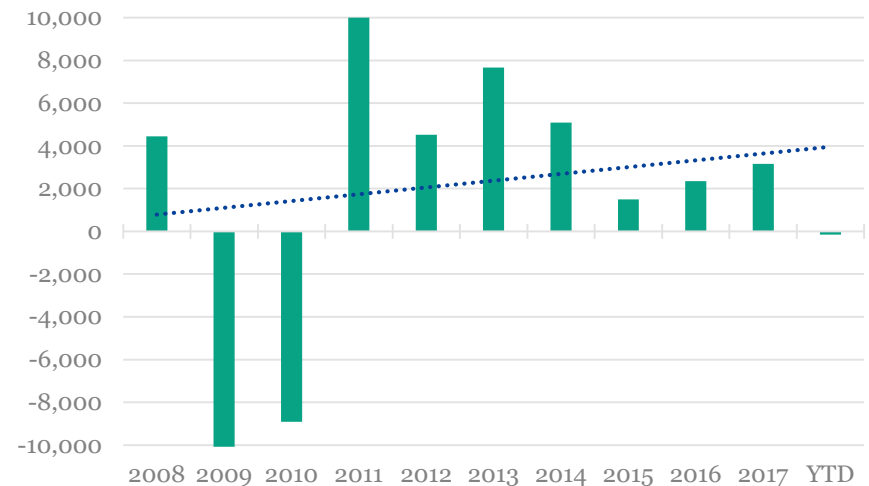
## Upper 14<sup>th</sup> Street Absorption

The total amount of active retail space on Upper 14<sup>th</sup> Street has remained stable over the several years, reflected by small annual net absorption rates.



## Kennedy Street Absorption

After losing a lot of retail tenants following the 2008 recession, Kennedy Street has consistently been growing its retail base since 2011.





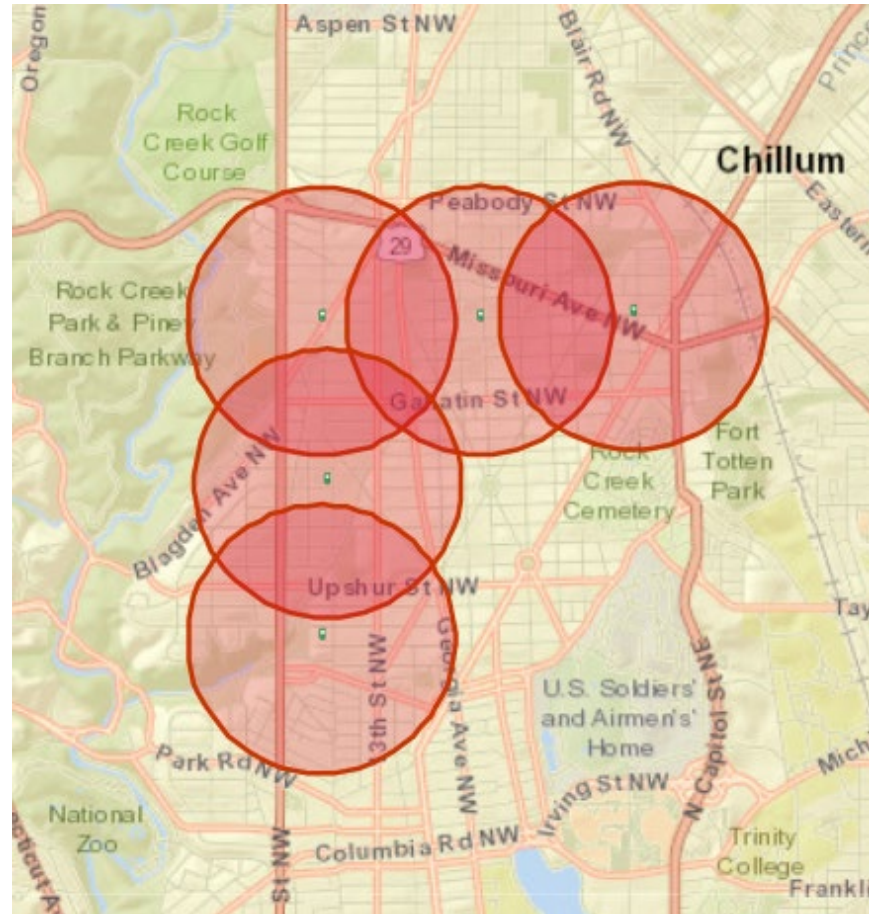
# Uptown Main Street's Market Areas

**The primary market area of Uptown Main Street, the smallest geographic area that contains the majority of the retail customer base, covers the residential neighborhoods within a half-mile (10-15 minute walk) of each of the area's five commercial nodes.**

This area accounts for approximately 75% of customer traffic. Geographically, the area covers much of the "Uptown" region of northwest DC, between Rock Creek Park and North Capitol Street, extending roughly from Park Rd NW to the south, to Peabody Street NW to the north.

**The secondary market area (SMA) of Uptown Main Street includes visitors who live in other areas of the city or region, but travel to Upper 14th Street or Kennedy Street for specific commercial purposes.**

These visitors are typically attracted by restaurants, bar, hair salons, or specialty retail, though they also may visit nearby businesses located within the same commercial node.

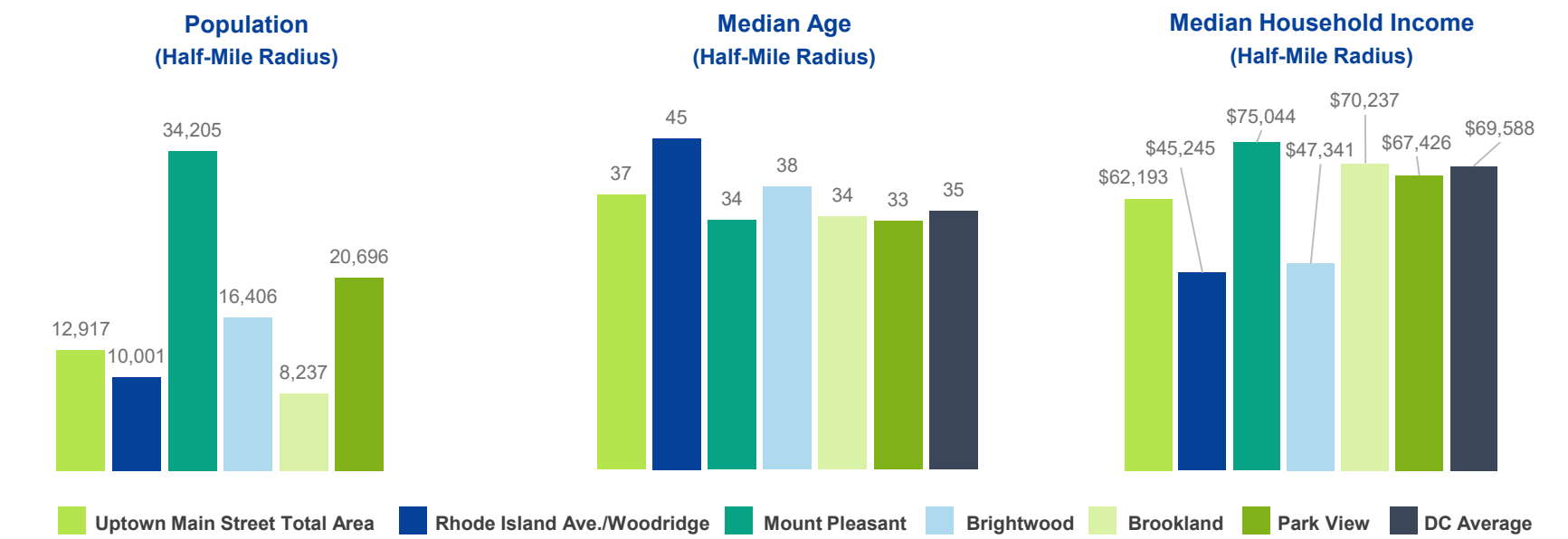


**Circles represent the primary market area for each of the five retail nodes in the Uptown Main Street program boundary.**

# Comparison Districts: Demographics

The population around the Uptown Main Street is relatively small, due to the abundance of detached, single-family homes in the surrounding neighborhoods, and has a moderate spending capacity relative to comparable neighborhoods.

While the area is characterized by its single-family homes and quiet atmosphere, its median age is only slightly above the citywide median.

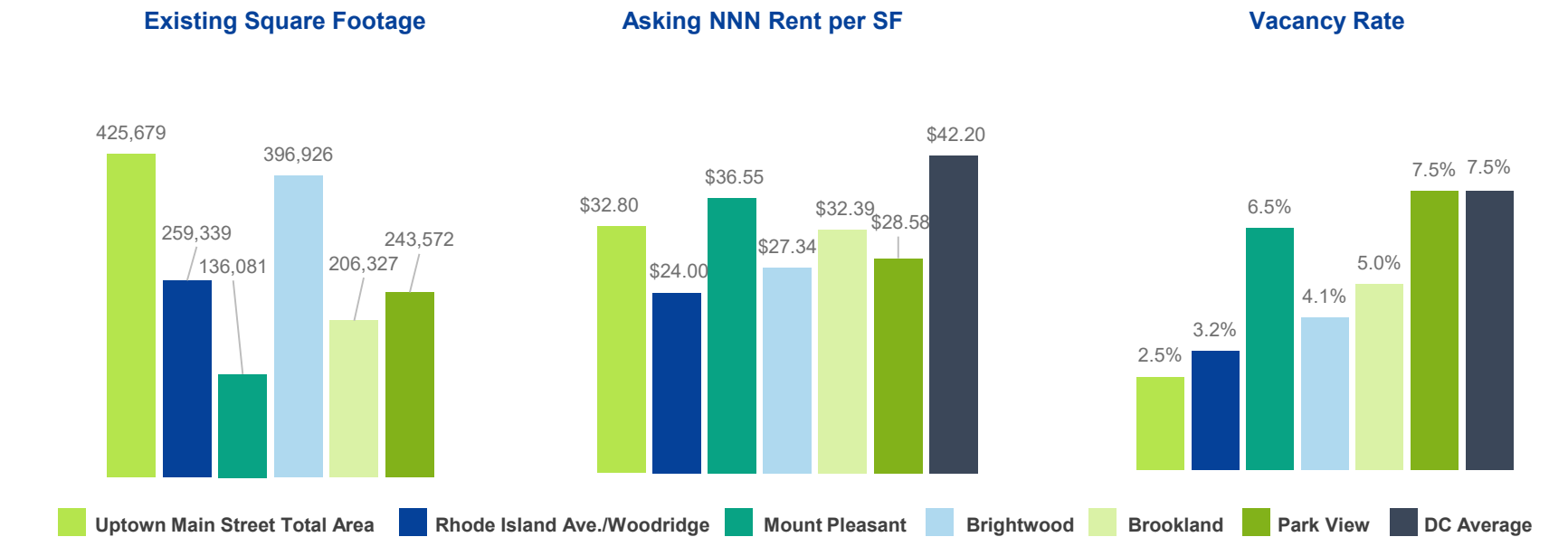


Note: Population of Uptown Main Street Total Area reflects average of five retail nodes. Half-mile radius around entire program area used to calculate Median Age and Median Household Income.  
Source: WDCEP, ESRI

# Comparison Districts: Retail Conditions

The Uptown Main Street program area features affordable rents and a low vacancy rate in comparison with other similar and nearby commercial districts.

Notably, the program area also covers more total square feet of retail spaces than Brightwood, Park View, Rhode Island Avenue/Woodridge, Brookland, or Mount Pleasant.

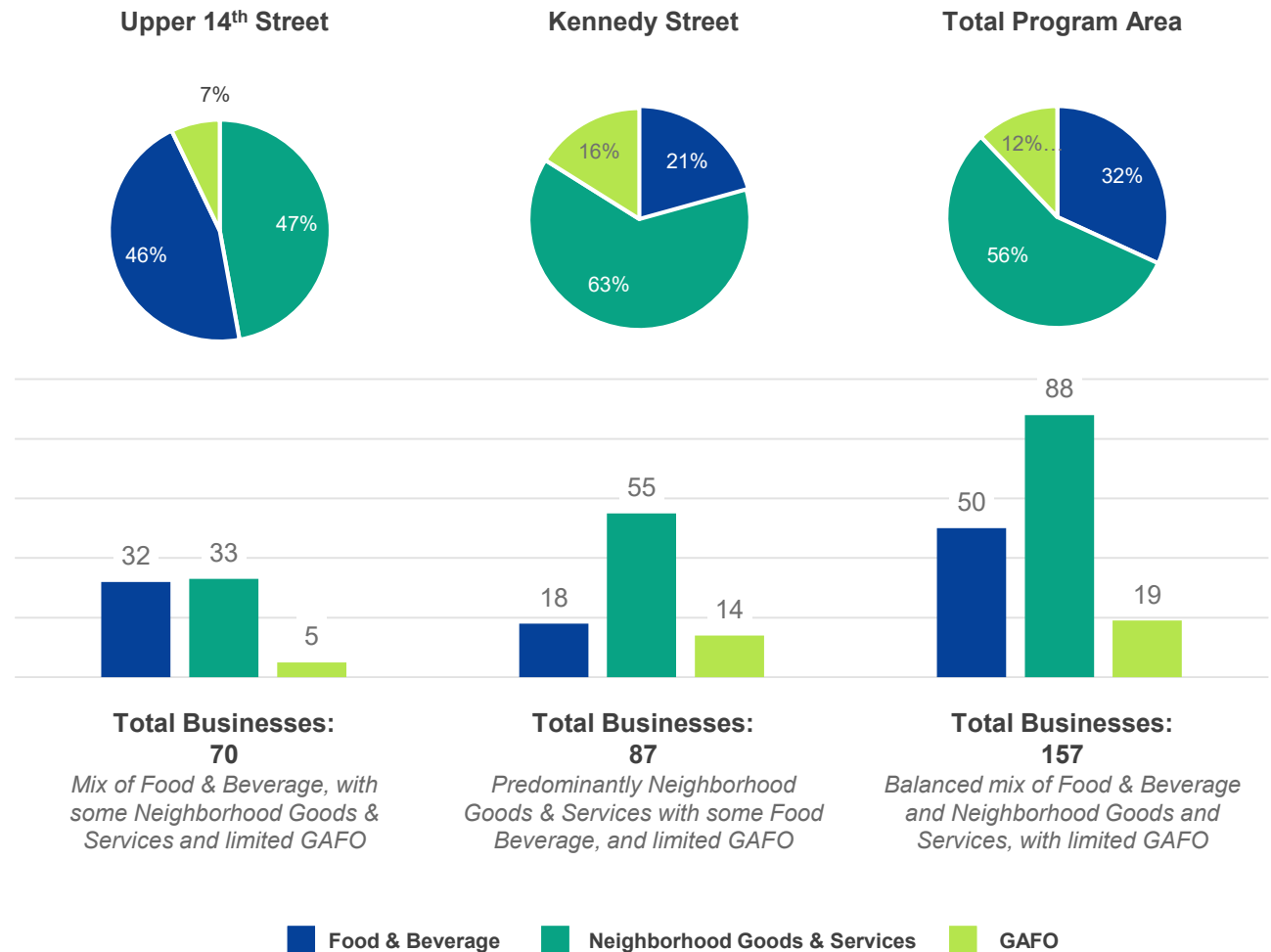




# Retail Mix: Neighborhood Comparisons

**Upper 14th Street and Kennedy Street have notably different mixes of retail types, with Kennedy Street featuring a much higher proportion of neighborhood goods and services establishments.**

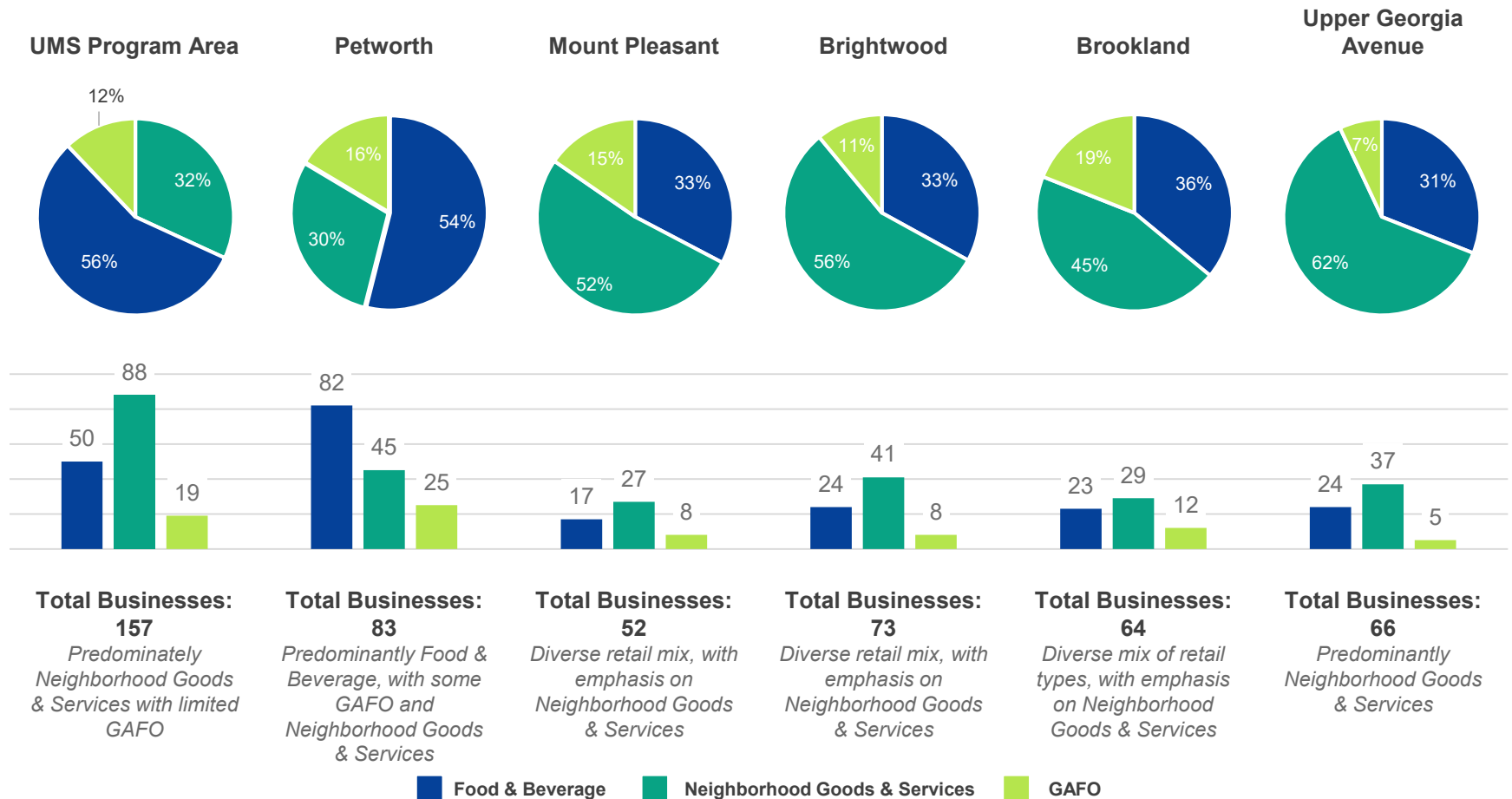
In contrast, Upper 14<sup>th</sup> Street has a balance of food and beverage businesses and establishments that provide neighborhood goods and services, such as convenience stores, grocers, salons, and barber shops. Neither street offers a high amount of GAFO retail, reflective of the small size of the local population, limited daytime traffic, and small floorplans within the study area.



# Retail Mix Comparison

## Retail Type Examples

- **Food & Beverage** includes businesses in which customers primarily come to eat or drink, such as restaurants, bars, and cafes.
- **Neighborhood Goods & Services** includes businesses such as pharmacies, convenience stores, dry cleaners, barber shops, and nail salons.
- **GAFO (General Apparel Furnishing & Other)** businesses offer physical, non-perishable items such as clothing, shoes, books, luggage, or jewelry.



Source: CoStar, Google, JS&A, Uptown Main Street

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# OP Retail Tool Kit: Retail Viability



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 Uptown Main Street 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 along Uptown Main Street?



# OP Retail Tool Kit Retail Viability: Neighborhood Goods & Services

Upper 14<sup>th</sup> and Kennedy Streets satisfy most conditions for establishments that offer neighborhood goods and services.

Evaluation Criteria	14 <sup>th</sup> Street	Kennedy Street	Petworth	Mount Pleasant	Brightwood	Brookland
<b>Population</b> 2,000 people within ¼ mi.	3,100 residents	5,022 residents	5,600 residents	8,905 residents	2,489 residents	2,161 residents
<b>Median HH Income</b> \$65,000 / HH within ¼ mi.	\$70,584	53,318	\$66,582	\$76,828	\$63,052	\$98,572
<b>Daytime Population</b> 7,500 people within ¼ mi.	2,443	3,673	4,193	5,583	3,579	1,970
<b>Educational Attainment</b> 40% of pop. has bachelor's degree or higher (¼ mi.)	42%	34%	51%	60%	35%	61%
<b>Pedestrian Traffic</b> 20 pedestrians passing/avg. hour	Yes	Yes	Yes	Yes	Yes	Yes
<b>Metro/Streetcar Accessibility</b> Metro stop within 3 blocks	No	No	Yes	No	No	Yes
<b>Vehicular Traffic</b> 5,000 vehicles per day	9,100 vehicles	7,400 vehicles	22,000 vehicles	5,400 vehicles	19,800 vehicles	8,100 vehicles
<b>Level of Retail Competition</b> Existing cluster of neighborhood goods & services	Yes	Yes	Yes	Yes	Yes	Yes
<b>Regional Draw</b> Not applicable for NG&S retail	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
<b>Retail-Ready Spaces</b> Available spaces ready for move-in	Yes	Yes	Yes	Yes	Yes	Yes
<b>Overall Viability:</b>	7 of 9	5 of 9	8 of 9	7 of 9	6 of 9	8 of 9

# OP Retail Tool Kit Retail Viability: Food and Beverage

**Upper 14<sup>th</sup> and Kennedy Streets satisfy most conditions for food and beverage establishments.**

<b>Evaluation Criteria</b>	<b>14<sup>th</sup> Street</b>	<b>Kennedy Street</b>	<b>Petworth</b>	<b>Mount Pleasant</b>	<b>Brightwood</b>	<b>Brookland</b>
<b>Population</b> 10,000 people within ½ mi.	<b>11,499 residents</b>	<b>14,607 residents</b>	<b>16,987 residents</b>	<b>32,939 residents</b>	<b>14,134 residents</b>	9,092 residents
<b>Median HH Income</b> \$65,000 / HH within ½ mi.	<b>\$75,876</b>	<b>\$55,231</b>	<b>\$67,853</b>	<b>\$72,937</b>	\$54,334	<b>\$70,632</b>
<b>Daytime Population</b> 45,000 people within ½ mi.	9,280	13,260	10,801	19,258	3,774	8,633
<b>Educational Attainment</b> 40% of pop. has bachelor's degree or higher (1 mi.)	<b>52%</b>	<b>40%</b>	<b>51%</b>	<b>65%</b>	<b>41%</b>	<b>44%</b>
<b>Pedestrian Traffic</b> 60 pedestrians passing / hour	No	No	No	No	No	No
<b>Metro/Streetcar Accessibility</b> Metro stop within 3 blocks	No	No	<b>Yes</b>	No	No	<b>Yes</b>
<b>Vehicular Traffic</b> 7,500 vehicles per day	<b>9,100 vehicles</b>	7,400 vehicles	<b>22,000 vehicles</b>	5,400 vehicles	<b>19,800 vehicles</b>	<b>8,100 vehicles</b>
<b>Level of Retail Competition</b> Existing cluster of restaurants, cafes, and bars	<b>Yes</b>	Limited	<b>Yes</b>	<b>Yes</b>	Limited	<b>Yes</b>
<b>Regional Draw</b> Shoppers attracted from outside areas	No	No	No	Limited	No	No
<b>Retail-Ready Spaces</b> Available spaces ready for move-in	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>
<b>Overall Viability:</b>	<b>6 of 10</b>	<b>4 of 10</b>	<b>7 of 10</b>	<b>5 of 10</b>	<b>4 of 10</b>	<b>6 of 10</b>

# OP Retail Tool Kit Retail Viability: General Merchandise, Apparel, Furnishings, & Other (GAFO)

Most comparison neighborhoods are similarly  
less viable for traditional GAFO retail.

Evaluation Criteria	14 <sup>th</sup> Street	Kennedy Street	Petworth	Mount Pleasant	Brightwood	Brookland
<b>Population</b> 50,000 people within 1 mi.	<b>56,551 residents</b>	43,588 residents	<b>63,984 residents</b>	<b>86,642 residents</b>	36,003 residents	29,687 residents
<b>Median HH Income</b> \$75,000 / HH within 1 mi.	\$74,229	\$59,085	\$69,113	<b>\$79,389</b>	\$63,101	\$53,962
<b>Daytime Population</b> 25,000 people within ½ mi.	9,280	13,260	10,801	19,258	10,221	<b>32,718</b>
<b>Educational Attainment</b> 50% of pop. has bachelor's degree or higher (1 mi.)	<b>52%</b>	40%	<b>51%</b>	<b>65%</b>	41%	44%
<b>Pedestrian Traffic</b> 40 pedestrians passing / hour	No	No	<b>Yes</b>	<b>Yes</b>	No	No
<b>Metro/Streetcar Accessibility</b> Not applicable for GAFO	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
<b>Vehicular Traffic</b> 15,000 vehicles per day	9,100 vehicles	7,400 vehicles	<b>22,000 vehicles</b>	5,400 vehicles	<b>19,800 vehicles</b>	8,100 vehicles
<b>Level of Retail Competition</b> Small existing concentration of GAFO shops	No	No	No	Limited	Limited	No
<b>Regional Draw</b> Shoppers attracted from outside areas	No	No	No	No	No	No
<b>Retail-Ready Spaces</b> Available spaces ready for move-in	No	No	<b>Yes</b>	No	No	No
<b>Overall Viability:</b>	<b>2 of 9</b>	<b>0 of 9</b>	<b>5 of 9</b>	<b>4 of 9</b>	<b>1 of 9</b>	<b>1 of 9</b>



# 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.

**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.

# OP Retail Tool Kit: Implementation Process Flowchart

The retail conditions for Uptown Main Street successfully satisfies four of the eight implementation criteria for a vibrant retail street:

- It is **managed** by Uptown Main Street.
- It is **retail-appropriate**, with spaces adequately positioned for retail use.
- It is **mixed**, with both neighborhood goods and services as well as food and beverage establishments.
- It is **safe**, with crime levels at or below DC average.

Several opportunities exist to improve the vibrancy of Upper 14<sup>th</sup> Street and Kennedy Street. The length of the retail corridors and residential gaps between commercial clusters hinders the walkability of the neighborhood. Enhancing placemaking efforts will help connect these nodes and improve the walkability overall. Leveraging these opportunities will help the corridors become more vibrant, distinct places to serve the neighborhood residents and local population.





05

# Retail Opportunity Gap

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# Retail Opportunity Gap

## The program area captures a relatively large portion of local spending on eating, drinking, and basic neighborhoods goods.

The area also captures a high portion of local grocery spending, reflecting the large supply of local convenience stores along the corridors. Many of these stores are struggling to cope with declining customer traffic, as a result of increased local competition. This represents an opportunity for Uptown Main Street help these stores become more sustainable and assist them in making strategic adjustments, such as storefront improvements and a diversification of product offerings.

### Industry groups experiencing low levels of leakage:

- Grocery stores
- Electronics and appliance stores
- Food & beverage stores

### Industry groups experiencing high amounts of leakage:

- Book and music stores
- Home furnishing stores
- Clothing stores

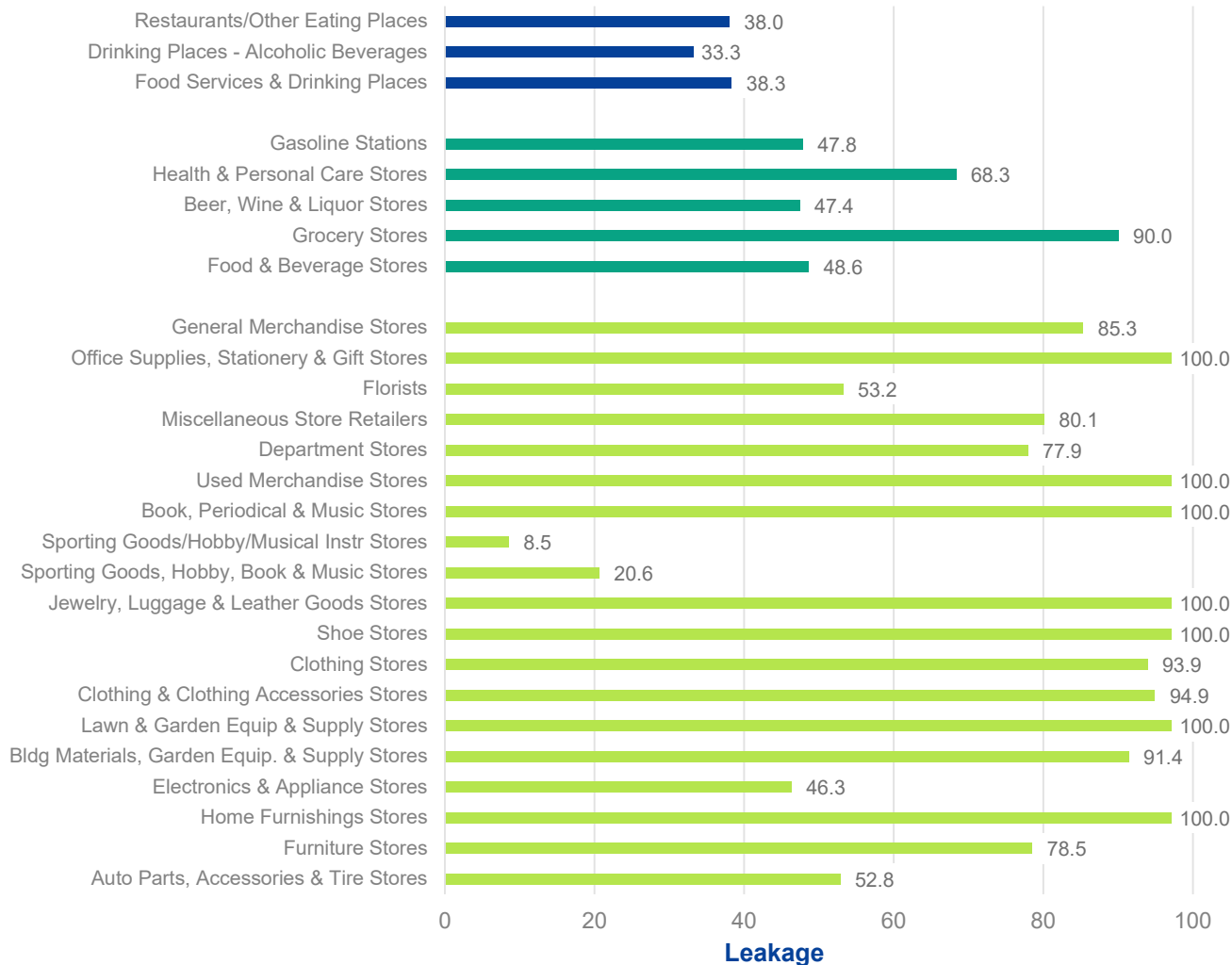
## What is retail “leakage” and “surplus”?

**Leakage** in an area means that demand exceeds supply. Retailers outside the area are fulfilling the demand for retail products and services, causing local residents’ spending to “leak” out of the area. Leakage in a given sector may indicate an opportunity to better capture local demand, though not all retail types are suited for every area.

**Surplus** in an area means that retailers are meeting local retail demand and attracting shoppers that reside outside the area.

# Retail Opportunity Gap

**Retail Leakage By Industry Group  
(Secondary Market Area)**



**Businesses within the program area capture a portion of a moderate amount of local spending.**

Most neighborhood goods and services are purchased locally, while most nearby residents leave the area to meet their clothing, shoe, and other GAFO needs. These levels of leakage are expected to continue, as the area lacks the daytime traffic and residential density to sustain a large supply of GAFO establishments.

Note: Analysis excludes businesses along Georgia Avenue NW.

Source: ESRI

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06

# Projected Future Conditions

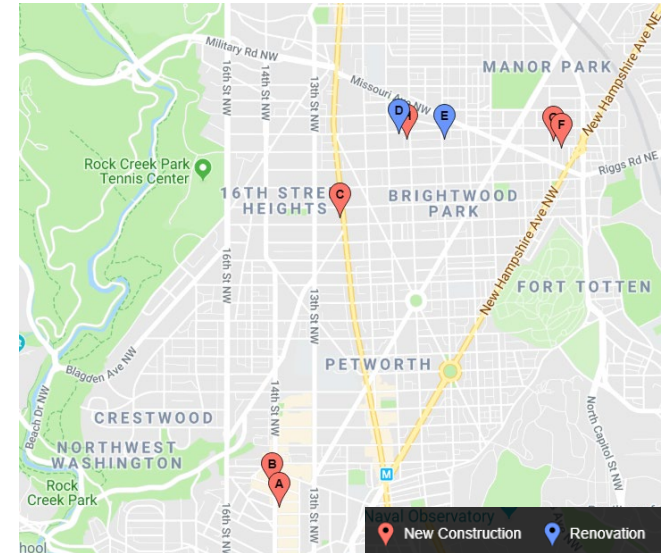




# Planned & Proposed Development

**The residential and workforce population of Kennedy Street will slightly grow in the near future, while 14<sup>th</sup> Street will likely remain stagnant.**

Development often brings new residents and workers to an area, increasing the viability of retail. Several residential projects are currently planned on or near Kennedy Street, which will provide a boost to local businesses who heavily rely on customer traffic from nearby residents. However, limited development is planned or under construction along Upper 14<sup>th</sup> Street. As a result, retail viability along the corridor is not expected to significantly change in the near future.



Project	Location	Developer	Total SF	Construction Type	Major Use	Residential Units	Retail SF	Status
3505 - 3509 14th Street	3505 - 3509 14th Street, NW	Beni LLC	12,893	New Construction	Residential	12	1,200	Near Term
3560 14th Street	3560 14th Street, NW	Bonstra	13,200	New Construction	Residential	12	3,000	Near Term
5100 Georgia Avenue	5100 Georgia Avenue, NW	SGA Companies	43,193	New Construction	Assisted Living	49	--	Under Construction
The Brightwood	734 Longfellow Street, NW	Manna	49,428	Renovation	Residential	60	--	Near Term
5505 5th Street	5505 5th Street, NW	Department of General Services	20,000	Renovation	Residential	45	--	Under Construction
22-24 Kennedy Street	22-24 Kennedy Street NW	District Properties	~70,000	New Construction	Residential	~70	--	Long Term
67-71 Kennedy Street	67-71 Kennedy Street NW	Coloma River Capital	13,000	New Construction	Mixed-Use	46	8,500	Near Term
5508 7th Street	5508 7th Street, NW	--	--	New Construction	Residential	28	--	Near Term
			<b>221,714 SF</b>				<b>324 units</b>	<b>12,700 SF</b>





# Retail Enhancement Strategies

07

# Summary Of Conditions

One Main Street Program		Two Commercial Corridors		Five Retail Nodes	
Uptown Main Street	<p>Upper 14<sup>th</sup> Street and Kennedy Street share many fundamental commercial characteristics, as each are largely made up of locally-owned businesses that primarily serve customers who live in the immediate surrounding community.</p> <p>The residential character surrounding the area of Uptown Main Street limits daytime population with few office uses or anchor businesses along either corridor.</p>	Upper 14 <sup>th</sup> Street	<p>Upper 14<sup>th</sup> Street is composed of three distinct retail nodes and long stretches of residential area, limiting pedestrian traffic between the three nodes. Overall, the corridor features slightly higher average asking rents and a higher proportion of eating and drinking establishments than Kennedy Street.</p>	Spring Road	<p>Highest average asking rent of the five nodes, reflecting proximity to Columbia Heights and small cluster of popular restaurants and bars.</p>
		Kennedy Street	<p>Kennedy Street is predominantly composed of businesses that offer local goods and services, with a particularly high number of convenience stores and funeral homes. Its vacancy rate has been steadily decreasing over the past decade, as several new businesses have recently located along the corridor. Commercial rents, after a period of rapid growth, have stagnated over the past three years.</p>	WMATA Bus Barn	<p>Slightly lower asking rents than Spring Road, with high proportion of eating and drinking establishments and multiple arts/cultural uses.</p>
				Street/Colorado	<p>Location of the 14<sup>th</sup> and Kennedy Farmers Market and connection point between the program area's two commercial corridors.</p>
				Kennedy (Central)	<p>Predominantly local-serving establishments, with a high proportion of convenience stores and residential uses along the corridor.</p>
				Kennedy (East)	<p>Higher vacancy rate than the central portion of Kennedy Street, with a similarly local-serving retail mix. Higher proportion of religious and child care uses.</p>

# Summary Of Conditions

**The Uptown Main Street program area spans across two commercial corridors, both largely composed of independently-owned businesses that primarily serve local residents. Retail rents have considerably increased over the past decade, though a lack of nearby residential development has limited the growth of the local customer base, putting pressure on businesses to remain competitive.**

## Physical Conditions

Uptown Main Street has a unique, L-shaped program boundary that spreads across two different commercial corridors.

Most retail spaces in the program are small, one to two story commercial buildings, ideal for neighborhood goods and services and food and beverage establishments.

## Businesses

Upper 14th Street and Kennedy Street have notably different retail mixes. Kennedy Street predominantly features businesses that offer local-serving goods and services, while Upper 14th Street features a higher proportion of restaurants and bars.

## Customer Base

Businesses within the program area draw the majority of their customers from the local area, though many nearby residents still leave the area to meet their retail needs.

The size of the local customer bases of Upper 14th Street and Kennedy Street are unlikely to significantly grow in the near future, due to limited new residential development and low-density zoning in surrounding neighborhoods.

## Rental Trends

Retail rents in the Uptown area have seen a substantial increase over the past decade. Asking rents within the program area have climbed from \$13.41 to \$32.80 between 2009 and 2018. Asking rents along Kennedy Street have seen a particularly dramatic increase, jumping 218% since 2009.

Since 2015, asking rents along Kennedy Street have stagnated while Upper 14th Street has seen asking rents continue to annually rise.

# Key Opportunities

**While Uptown Main Street has a somewhat untraditional program boundary, local retail conditions call for a balanced, traditional Main Street approach centered around the four points of design, economic vitality, promotion, and organization. By focusing on these core services, Uptown Main Street can continue building strong local partnerships and helping local businesses meet the challenges of rising rents, regulatory issues, and increased competition from other neighborhoods.**

## Design

*Enhance street-level activity and vibrancy*

Improve streetscape, storefront facades, and public space amenities.

Continue strategic effort to promote and bolster the local arts scene

## Economic Vitality

*Help local businesses adapt to changing market conditions and technology*

Continue building relationships with local business owners by providing digital resources and personalized technical and regulatory assistance

Encourage businesses to fully leverage social media, mobile delivery services, and online reviewing platforms.

## Promotion

*Grow customer base through strategic marketing and events*

Organize programming highlighting local businesses to attract local residents and outside visitors.

Use online platforms to improve local perceptions of commercial corridor and connect stakeholders from both commercial corridors.

## Organization

*Continue to establish presence as a key resource across two corridors*

Continue to develop awareness of Uptown Main Street and the programs it offers

Identify key opportunities for organization growth and strategy by engaging in a strategic planning process.



# Recommendation:

## ENHANCE STREET-LEVEL ACTIVITY AND VIBRANCY

Opportunity	Retail Enhancement Strategies
<b>Improve streetscape, storefront facades, and public space amenities</b>	<ul style="list-style-type: none"><li>• Assist businesses in application process for Great Streets and DCHD Storefront Façade Improvement grants.</li><li>• Explore opportunities to enhance the capacity of Clean &amp; Safe teams along both Upper 14<sup>th</sup> Street and Kennedy Street.</li><li>• Help interested businesses apply for Public Space permit to add outdoor seating.</li><li>• Continue encouraging local businesses to participate in the Private Security Camera Incentive Program from the Office of Victim Services and Justice Grants</li><li>• Explore implementation of 2012 DC Office of Planning recommendation to reconfigure the island park at the intersection of 14th Street, Colorado Avenue, and Kennedy Street into a pedestrian plaza.</li></ul>
<b>Continue strategic effort to promote and bolster the local arts scene</b>	<ul style="list-style-type: none"><li>• Continue engaging with owners and tenants of Dance Loft on Upper 14<sup>th</sup> Street in order to fully utilize and promote the unique cultural space</li><li>• Continue support of innovative streetscaping efforts, such as redesigned crosswalks, plazas, or pop-up art installations.</li><li>• Consider landmark status or historic designation for culturally significant buildings in program area</li><li>• Continue support and facilitation of pop-up events and murals connecting local artists, property owners, and funders.</li></ul>

# Recommendation:

## HELP LOCAL BUSINESSES ADAPT TO CHANGING MARKET CONDITIONS AND TECHNOLOGY

Opportunity	Retail Enhancement Strategies
<b>Continue building relationships with local business owners by providing digital resources and personalized technical and regulatory assistance</b>	<ul style="list-style-type: none"><li>• Continue working with Latin Economic Development Corporation and Korean-American Grocers Association to organize workshops and education materials for local business owners.</li><li>• Continue conducting in-person outreach to Spanish-speaking businesses owners and providing translated versions of Uptown Main Street educational and promotional materials to ensure value to local business owners.</li><li>• Develop tools that help business receive customer feedback to quickly adjust product offerings. Consider offering surveys specifically catered to small convenience stores, which, due to high local supply, could particularly benefit from enhanced product differentiation.</li><li>• Act as a community liaison for future construction projects along either corridor to ensure quality communication between businesses and project managers.</li><li>• Offer support services specifically for dealing with DCRA, ABRA, and OTR, including permitting, accounting, licensing, and regulatory support.</li></ul>
<b>Encourage businesses to fully leverage social media, mobile delivery services, and online reviewing platforms.</b>	<ul style="list-style-type: none"><li>• Develop resources, such as one-pagers, guides, workshops, etc., that outline how to fully leverage Yelp, Uber Eats, GoPuff, GrubHub/DoorDash, and Google Businesses. This should include outlines for how to update business information, add professional photographs, maintain a strong user rating, and register for delivery services.</li><li>• Hire a professional photographer to take photos of exteriors, interiors, and products of local businesses for businesses to use on websites and social media channels.</li></ul>

# Recommendation:

## GROW CUSTOMER BASE THROUGH STRATEGIC MARKETING AND EVENTS

Opportunity	Retail Enhancement Strategies
<b>Organize programming highlighting local businesses to attract local residents and outside visitors.</b>	<ul style="list-style-type: none"><li>• Strengthen partnership with District Bridges to co-host events that bring visitors to Upper 14<sup>th</sup> Street.</li><li>• Leverage the unique nature of the WMATA Bus Barn to promote brand of Upper 14<sup>th</sup> Street</li><li>• Explore feasibility of rotating location of Farmer's Market to other commercial nodes to enhance exposure to all businesses in the program area.</li><li>• Encourage more businesses along Upper 14<sup>th</sup> Street and Kennedy Street to participate in Farmer's Market.</li><li>• Leverage existing network of community organizations and neighborhood listservs to promote events share positive business-related updates with local residents</li><li>• Consider developing promotions and cross-marketing partnerships between businesses that encourage customers to visit both Upper 14<sup>th</sup> Street and Kennedy Street.</li></ul>
<b>Leverage Uptown Main Street website to promote local brand and businesses</b>	<ul style="list-style-type: none"><li>• Continue using Uptown Main Street website and social media platforms to highlight local events, business openings, and other local news.</li><li>• Increase visitor traffic to Uptown Main Street website by posting regular updates and cross-promoting across various social media channels</li></ul>

# Recommendation:

## CONTINUE TO ESTABLISH PRESENCE AS A KEY RESOURCE ACROSS TWO CORRIDORS

Opportunity	Retail Enhancement Strategies
<b>Continue to develop awareness of Uptown Main Street and the programs it offers</b>	<ul style="list-style-type: none"><li>• Continue building relationships with local businesses, residents, real estate developers, and other potential supporters</li><li>• Procure or internally produce professional photographs of each corridor that can be used on Uptown Main Street promotional materials and be made easily available to local businesses, brokers, and other stakeholders.</li><li>• Continue building inventory of business owner contact information to readily disseminate key information relating to upcoming construction, events, funding opportunities, and workshops.</li><li>• Create an interactive calendar that allows residents and other local stakeholders to share and learn about community events and promotions.</li></ul>
<b>Engage in strategic planning process to identify opportunities for organizational growth</b>	<ul style="list-style-type: none"><li>• Create a formal strategic plan for Uptown Main Street, to map out organizational priorities, goals, and implementation steps</li><li>• Consider resource allocation between the five nodes and two corridors</li><li>• Continue regularly meeting with organizations that also serve local businesses across multiple neighborhoods, such as District Bridges, to learn best practices and other insights regarding the management of multiple neighborhood identities and commercial corridors.</li><li>• Build upon recommendations made in the DC Office of Planning's 2012 "Central 14th Street Vision Plan and Revitalization Strategy" to add new commercial and residential uses to the WMATA Bus Barn.</li></ul>



