



CITY OF NEW CARROLLTON

ECONOMIC DEVELOPMENT STRATEGY



THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION
Prince George's County Planning Department



2021

ABSTRACT

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Abstract: The City of New Carrollton remains a vibrant small city within Prince George's County. In an effort to ensure the City of New Carrollton's continued economic vitality with sustainable development, the city partnered with The Maryland-National Capital Park and Planning Commission and hired a consultant to prepare an economic development strategy. The economic development strategy reflects the community vision and local stakeholders' feedback on current economic conditions and future goals.

The economic development strategy addresses many issues including commercial tenant retention and attraction, assistance to enhance retailers' ability to compete, assistance to retailers as they recover from the COVID-19 shutdown, ways to better link New Carrollton businesses and sites to the enhanced activity and investment at the New Carrollton Metro Station, potential redevelopment sites in and adjacent to the city, tools to support existing businesses and attract additional businesses and property owners, and recommended short- and long-term actions.

The consultant team prepared an implementation plan with step-by-step actions, identifying the roles and responsibilities of specific parties, timelines, relative priorities, and performance measures.



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ECONOMIC DEVELOPMENT STRATEGY



THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

Prince George's County Planning Department



City of New Carrollton Economic Development Strategy

2021

The Maryland-National Capital Park and Planning Commission
Prince George's County Planning Department
14741 Governor Oden Bowie Drive
Upper Marlboro, MD 20772
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The Commission has three major functions:

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

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

The Prince George's County Planning Department:

Our mission is to help preserve, protect and manage the County's resources by providing the highest quality planning services and growth

management guidance and by facilitating effective intergovernmental and citizen involvement through education and technical assistance.

Our vision is to be a model planning department of responsive and respected staff who provide superior planning and technical services and work cooperatively with decision makers, citizens, and other agencies to continuously improve development quality and the environment and act as a catalyst for positive change.

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The County Council has three main responsibilities in the planning process: (1) setting policy, (2) plan approval, and (3) plan implementation. Applicable policies are incorporated into area plans, functional plans, and the general plan. The Council, after holding a hearing on the plan adopted by the Planning Board, may approve the plan as adopted, approve the plan with amendments based on the public record, or disapprove the plan and return it to the Planning Board for revision. Implementation is primarily through adoption of the annual Capital Improvement Program, the annual Budget, the water and sewer plan, and adoption of zoning map amendments.

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EXISTING CONDITIONS ASSESSMENT

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EXISTING CONDITIONS ASSESSMENT

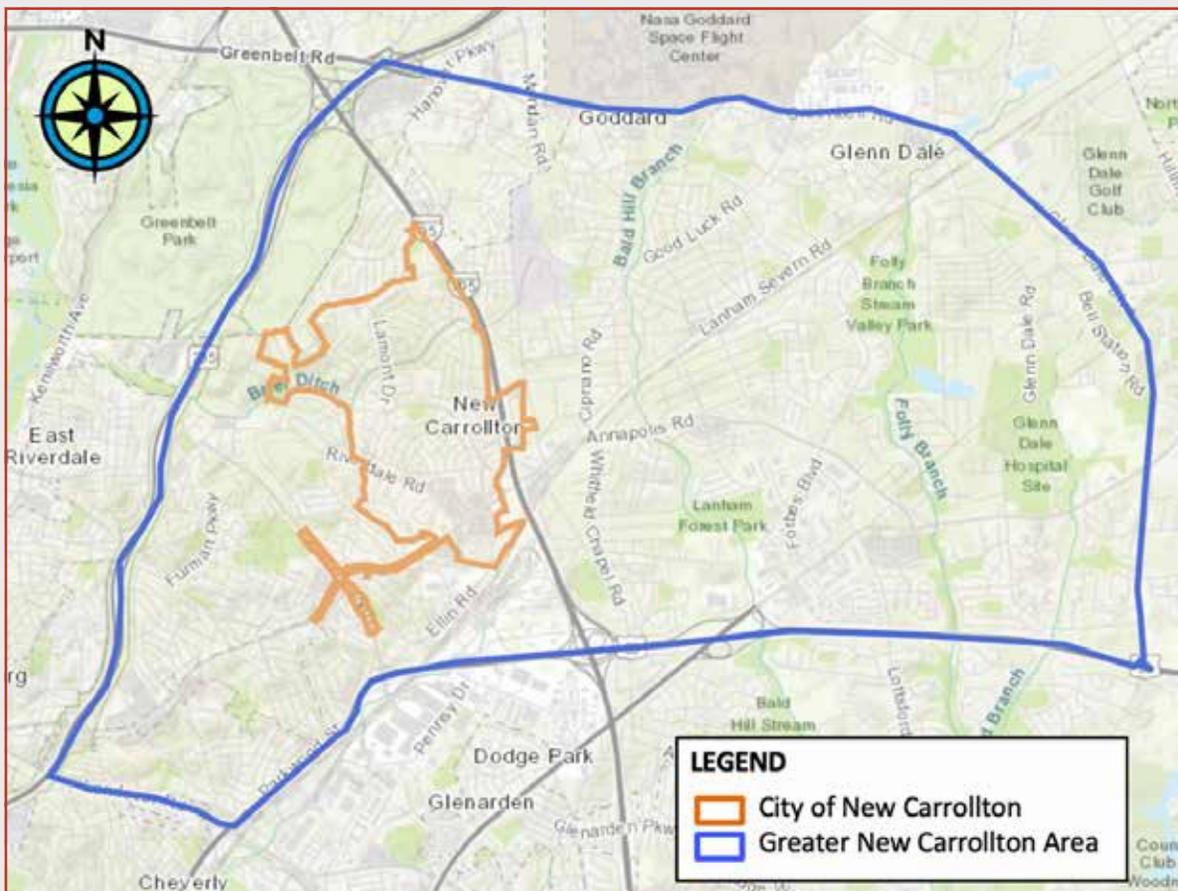
Partners for Economic Solutions, LLC and &Access, LLC began an Economic Development Strategy for the City of New Carrollton in summer 2020. This work commenced with a tour of the City of New Carrollton and areas immediately outside the city boundaries including the New Carrollton Metro Station. The consultant team worked to gather detailed market data and conducted one-on-one interviews with stakeholders familiar with New Carrollton's economy.

The City of New Carrollton is characterized by a stable population and attractive neighborhoods. It is located along the I-495 (Capital Beltway) and major commuter corridors, including the Maryland Area Regional

Commuter (MARC) rail and Metro's Orange Line, providing excellent access for residents to employment and activity centers across the region and along the East Coast.

A review of demographic conditions in the City of New Carrollton, with comparison information for the broader area surrounding the city and Prince George's County, profiles existing conditions and retail spending potential. These data highlight meaningful demographic trends that will impact the local market. The boundaries of "Greater New Carrollton" follow the major thoroughfares and are defined in Map 1.

Map 1. New Carrollton and Greater New Carrollton Area Boundaries



EXISTING CONDITIONS ASSESSMENT

DEMOGRAPHICS

According to the 2019 US Census American Community Survey (ACS), the City of New Carrollton's 12,935 residents live in approximately 4,300 households. The city's built-up nature, with few parcels available for development, has constrained its ability to grow the customer base for local businesses. Another 79,200 people live within the Greater New Carrollton area outside the city's boundaries. This Greater New Carrollton area has a total of 25,778 households with a median age of 36.6 years, slightly younger than Prince George's County's median age of 37.1 years. This area has seen some growth, providing greater support for local businesses.

According to the 2019 ACS, the City of New Carrollton's median household income of \$66,991 is 22 percent lower than the Prince George's County median household income of \$86,290. The Greater New Carrollton area has a median household income closer to the county at \$78,700.

Nearly 20 percent of New Carrollton households make less than \$35,000, and 14 percent make \$150,000 or more. In the broader community, only 15.2 percent of households earn less than \$35,000 compared with 16.3 percent in Prince George's County. The higher proportion of low-income households in the City of New Carrollton reflects the urban nature of the community and the availability of more modest housing. The majority of New Carrollton residents commute by car—68 percent drive alone but nearly one in five residents use public transit to commute, reflecting the highly accessible nature of the city.

Fifty-seven percent of employed City of New Carrollton residents work in white collar jobs; that is a slightly smaller share than the 64 percent of Prince George's County's employed residents. Blue collar occupations employ one out of every four city residents. For all three areas, residents working in service professions represent between 17 and 18 percent of all employed residents.

Table 1. Population and Household Trends, 2000–2019

	City of New Carrollton		Greater New Carrollton		Prince George's County	
	Number	Percent (%)	Number	Percent (%)	Number	Percent (%)
Population						
2000	12,028		70,994		801,473	
2010	11,979		77,834		863,420	
2019	12,935		79,456		909,327	
2000–2019 Change	907	7.5	8,462	11.9	107,854	13.5
2010–2019 Change	956	8.0	1,622	2.1	45,907	5.3
Households						
2000	4,308		25,021		286,599	
2010	3,898		25,287		304,042	
2019	4,285		25,778		316,361	
2000–2019 Change	(23)	-0.5	757	3.0	29,762	10.4
2010–2019 Change	387	9.9	491	1.9	12,319	4.1
Note: The Greater New Carrollton Area is bounded by US 50 to the south, MD 193 to the north and east, I-295 to the northwest, and MD 202 to the southwest.						
Source: US Census Bureau, <i>American Community Survey</i> , 2015–2019, http://www.census.gov ; Esri, <i>Population Estimate 2021</i> , http://www.esri.com .						

EXISTING CONDITIONS ASSESSMENT

Data on the business climate include the number of businesses, employees, and expected daytime population in the City of New Carrollton. As a small city, New Carrollton’s business community, with roughly 169 businesses and 2,177 employees, provides only part of the story. A broader review of businesses in the Greater New Carrollton area indicated more than 2,824 businesses that employ roughly 31,238 workers. ESRI, a national data provider, estimates that the 2020 daytime population (which includes people working in the city) reached 9,386 people daily within the city boundaries as compared to 71,766 in the Greater New Carrollton community. A daytime population that is smaller than the resident population indicates that most local residents are commuting out of the city to jobs elsewhere in the region. The U.S. Census Bureau reports that only 76 city residents worked inside the city limits in 2017, while almost 6,700

commuted out to other job locations; slightly more than 2,400 workers commuted into New Carrollton to work in private and government jobs.

ECONOMIC GENERATORS

Economic activity in the City of New Carrollton supported roughly 1,600 private-sector jobs in 2017, a gain of 400 jobs from 2013 to 2017, as estimated by data provided by the U.S. Census Bureau. During that time period, the largest job gains consisted of 100 jobs in area hotels and 93 new jobs in professional and business services, as well as 75 jobs in health and education services. Table 2 shows that 50 percent of the employment in the city involves businesses in the trade, transportation, and utilities industry. Another 15 percent of New Carrollton private-sector jobs are in leisure and hospitality industries.

Table 2. Private Employment Trends, City of New Carrollton, 2013-2017

Industry	2013	2014	2015	2016	2017	2013–2017 Change	
						Number	Percent (%)
Construction, Natural Resources and Mining	43	35	39	59	62	19	44.2
Manufacturing	-	-	-	-	-	-	N/A
Trade, Transportation and Utilities	765	807	630	804	823	58	7.6
Information	-	-	-	-	-	-	N/A
Financial Activities	90	107	118	125	139	49	54.4
Professional and Business Services	69	53	61	99	162	93	134.8
Education and Health Services	67	108	150	141	142	75	111.9
Leisure and Hospitality	148	184	170	192	248	100	67.6
Other Services	75	85	79	89	85	10	13.3
Total Private Employment	1,257	1,379	1,247	1,509	1,661	404	32.1

Source: US Census Bureau, *Longitudinal Employer-Household Dynamics*, 2013–2017, <http://www.lehd.ces.census.gov>.

EXISTING CONDITIONS ASSESSMENT

OFFICE DEVELOPMENT

Office market supply and demand conditions do not reflect a singular type of office space; rather, tenants vary space use depending on availability and price point. The City of New Carrollton sits within several emerging office submarkets centered on the New Carrollton station transit hub. The most notable new addition to the Greater New Carrollton area office market is a single office building for Kaiser Permanente.

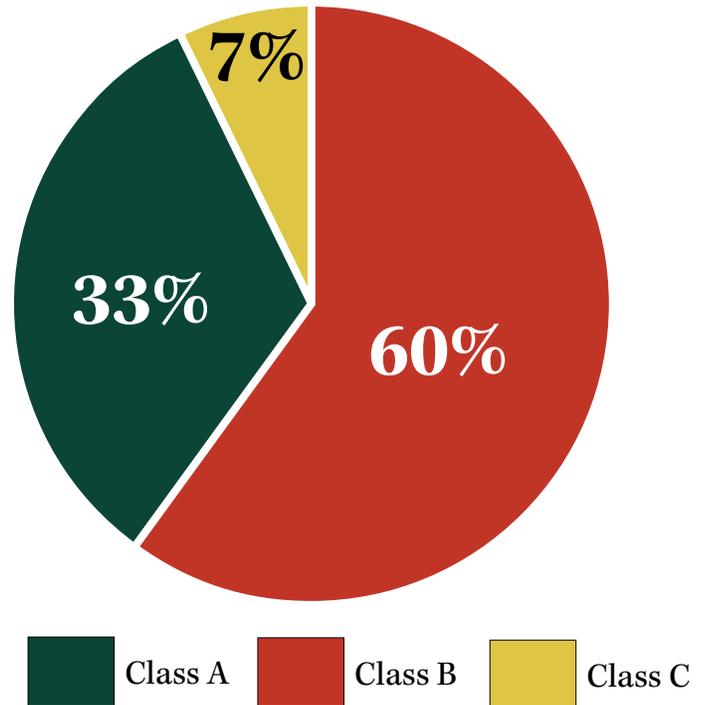
The New Carrollton office market consists of 291,000 square feet of office space within the city limits including general office space, flexible office space in nontraditional office buildings and neighborhood-serving office space. The analysis of market conditions includes general office market insights and review of neighborhood-serving offices in less traditional space. The Greater New Carrollton area has an inventory of 4.9 million square feet of general market office space in commercial buildings along major thoroughfares and in traditional business parks with access and visibility along I-495.

Within the Greater New Carrollton community, the office market absorbed (i.e., increased its occupied space) an average of 106,200 square feet of space annually over the past five years (2014 to 2019) with two buildings developed in the Greater New Carrollton community but no new office space constructed in the City of New Carrollton. In comparison, the Prince George's County office market absorbed an annual average of 285,000 square feet of space during the same time period with an average of three new buildings each year. Greater New Carrollton captured 37 percent of the County's net new office leasing activity.

Classing of commercial space helps to properly evaluate existing supply by differentiating buildings by physical condition and operating performance. Class A represents

the newest buildings with high-quality finishes that command the highest rents, and Class C represents those older properties in average condition receiving lower than average rents, often in secondary locations. Within the Greater New Carrollton community, one-third of the existing inventory is Class A space; however, the majority of space (60 percent) is Class B office space.

Chart 1. Greater New Carrollton Class of Office



The vacancies based on the classification of office space show differences in the performance of existing office assets. Class B office space in the Greater New Carrollton community has the highest vacancy rate at 17.6 percent for the 2.9 million square feet of space. Class C's vacancy rate of 5.1 percent highlights the success of these affordable spaces in maintaining occupancy. The Class A office inventory of 1.6 million square feet has a vacancy rate of 11.1 percent.

EXISTING CONDITIONS ASSESSMENT

The Greater New Carrollton community has a limited supply of modern office space—much of the inventory was developed in the 1980s (65 percent) and is outdated by today’s office standards. In fact, 88 percent of the office space classified as Class B was built in the 1980s, representing 2.2 million square feet of space. Development over the past decade added 325,528 square feet of new office space.

The Greater New Carrollton office market suffers due to an overbuilt metropolitan area office market with a vacancy rate of 14.6 percent as of September 2020. This mirrors the Prince George’s County office space vacancy

rate of 13.8 percent—a figure that in excess of the 8- to 10-percent vacancy rate that would indicate a market with a good supply/demand balance.

Leasing of vacant space has improved significantly over the past five years with net absorption averaging 162,700 square feet annually in the area. This includes the Maryland Department of Housing and Community Development at the New Carrollton Metro Station. As indicated in Table 3, the average office asking rent was reported by CoStar to be \$20.96 per square foot (full service), which is typically too low to support the costs of building new office space.

Table 3. Greater New Carrollton Area Market Office Trends, 2006-September 2020

Year	Inventory		Vacant Space		Square Feet		Gross Rent per Sq. Ft.
	Buildings	Square Feet	Square Feet	Percent	Net Absorption	Deliveries	
2006	132	4,421,537	448,358	10.1	28,865	-	\$19.97
2007	132	4,421,537	492,231	11.1	(43,873)	-	\$21.18
2008	136	4,559,763	770,448	16.9	(139,991)	138,226	\$20.25
2009	137	4,600,256	878,462	19.1	(67,521)	40,493	\$19.88
2010	137	4,600,256	783,742	17.0	94,720	-	\$20.03
2011	137	4,600,256	811,022	17.6	(27,280)	-	\$20.55
2012	137	4,600,256	965,239	21.0	(154,217)	-	\$20.24
2013	137	4,600,256	956,948	20.8	8,291	-	\$20.16
2014	137	4,600,256	1,308,924	28.5	(351,976)	-	\$19.92
2015	138	4,710,256	1,274,430	27.1	144,494	110,000	\$20.75
2016	138	4,710,256	1,002,084	21.3	272,346	-	\$20.53
2017	138	4,710,256	699,595	14.9	302,489	-	\$20.93
2018	138	4,710,256	673,096	14.3	46,726	-	\$20.54
2019	139	4,925,784	665,279	13.5	223,345	215,528	\$21.32
Sept. 2020	139	4,925,784	719,042	14.6	(53,763)	-	\$20.96
2010-September 2020 Change							
Amount	2	325,528	(64,700)	-2.4	505,175	325,528	\$0.93
Percent	1.5	7.1	-8.3	-14.1			4.6

Source: CoStar, 2020.

EXISTING CONDITIONS ASSESSMENT

Until net absorption reduces the supply of vacant space and rents increase significantly, this section of Prince George’s County can expect limited development of new office facilities, though some build-to-suit activity may occur periodically. The recent addition of larger institutional users, such as Kaiser Permanente and the Maryland Department of Housing and Community Development, are examples of the build-to-suit activity.

Part of the explanation for the overall pace of office absorption relates to the changing ways in which companies are using office space. With advances in technology, it is much simpler for employees to work remotely, spending less time and requiring less space in

the office. Changes in office design to open floor plans have greatly increased the efficiency of office space use with a significant decline in the square footage required per employee. Thus, economic growth that generates employment gains need not generate a net increase in the amount of office space used, though it may generate demand for new spaces designed for open floor plan operations. This growing trend accelerated significantly when the COVID-19 pandemic forced many more employees to work from home. Into the post-pandemic future, it is likely that fewer workers will come to the office each day than before the pandemic.

Table 4. Greater New Carrollton Area Market Flex Trends, 2006–September 2020

Year	Inventory		Vacant Space		Square Feet		Gross Rent per Sq. Ft.
	Buildings	Square Feet	Square Feet	Percent	Net Absorption	Deliveries	
2006	32	1,598,551	195,796	12.2	72,827	-	\$9.09
2007	32	1,598,551	145,252	9.1	50,544	-	\$9.78
2008	32	1,598,551	187,648	11.7	(42,396)	-	\$10.26
2009	32	1,598,551	235,792	14.8	(48,144)	-	\$10.16
2010	32	1,598,551	276,952	17.3	(41,160)	-	\$9.92
2011	32	1,598,551	244,710	15.3	32,242	-	\$9.89
2012	32	1,598,551	238,140	14.9	6,570	-	\$9.24
2013	32	1,598,551	241,633	15.1	(3,493)	-	\$9.21
2014	32	1,598,551	221,822	13.9	19,811	-	\$8.40
2015	32	1,598,551	185,193	11.6	36,629	-	\$9.16
2016	32	1,598,551	182,871	11.4	2,322	-	\$9.16
2017	32	1,598,551	165,521	10.4	17,350	-	\$9.94
2018	32	1,598,551	83,219	5.2	82,302	-	\$8.51
2019	32	1,598,551	73,409	4.6	9,810	-	\$9.83
Sept. 2020	32	1,598,551	56,520	3.5	16,889	-	\$11.53
2010-September 2020 Change							
Amount	0	0	(220,432)	-13.8	179,272	0	\$1.61
Percent	0.0	0.0	-79.6	-79.8			16.2

Source: CoStar, 2020.

EXISTING CONDITIONS ASSESSMENT

Worker shortages with specialized technical skills and security clearances have shifted the balance of power in favor of workers to some extent. As companies compete to attract and retain talented workers, they are increasingly looking to the quality of the workplace to help them in that competition. Younger workers have expressed preferences for mixed-use environments that allow them to walk or bike to work and be able to eat and shop in a walkable environment.

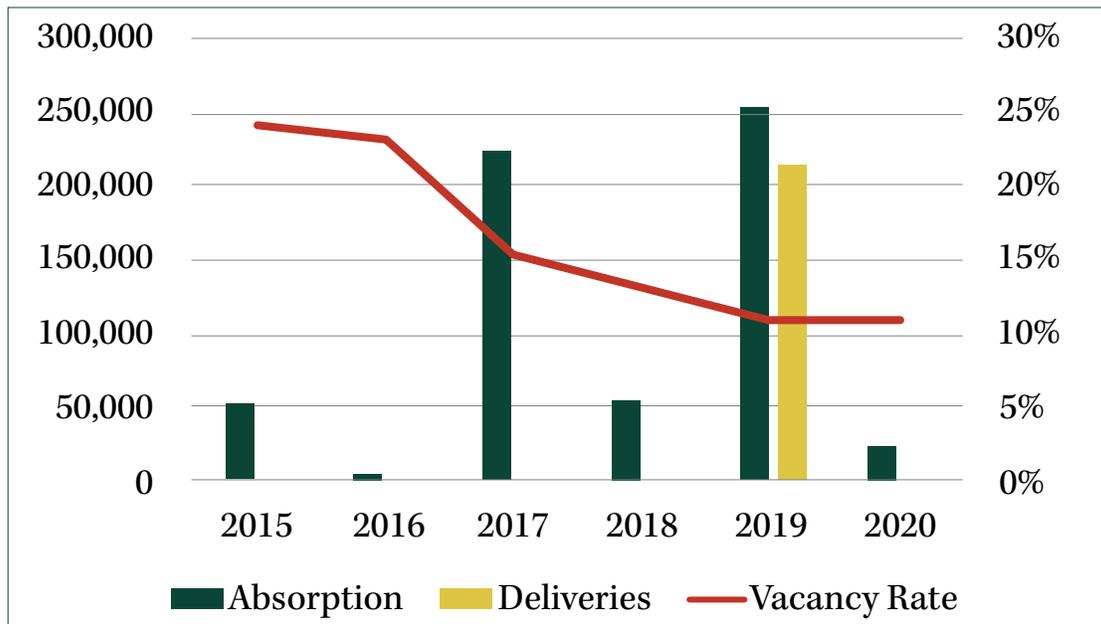
Under these very competitive market conditions, the City of New Carrollton cannot expect to compete successfully for significant blocks of new office space outside the Metro-adjacent parcels beyond the city limits. In fact, even these Metro-adjacent spaces remain challenged in maintaining full occupancy.

Most of the office space located within the city limits competes with flex space in this segment of the market. Flex space involves single-story buildings that can be finished out as either office or warehouse/industrial

space. The flex office space within Prince George’s County represents another 9.4 million square feet of inventory. In the Greater New Carrollton community, flex office space amounts to 1.6 million square feet of space with the very healthy vacancy rate of 3.5 percent. This low vacancy rate was achieved through an average net absorption of 25,735 square feet annually over the past five years, which is expected to continue into the future.

Within the Greater New Carrollton community, tenants and users attracted to rent spaces in the marketplace do not make significant distinctions between office space and flex space. Many tenants switch between the two categories without consideration for the differences in the space characteristics. Chart 2 details the combined office and flex space conditions in the Greater New Carrollton community. As shown, the vacancy rate fell over the past five years with the only delivery of new space occurring in 2019. This shows a market in flux as demand begins to fill the overhang of vacant space.

Chart 2. Greater New Carrollton Office and Flex Space Market Conditions, 2015–2020



Source: CoStar, 2020.

EXISTING CONDITIONS ASSESSMENT

Over the near- to mid-term, most of the region's office leasing activity will be businesses upgrading to more efficient space, particularly in mixed-use, transit-oriented environments that will help attract young workers.

The City of New Carrollton does not compete well with such locations due to its distance from the Metro station. It will continue to be most competitive for small neighborhood-serving office spaces such as medical office buildings. Some of the small office-based service businesses that serve area residents will choose among available storefront spaces as lower-rent options to new office development.

INDUSTRIAL DEVELOPMENT

In the Greater New Carrollton area, many communities have succeeded in encouraging quality industrial development. The area's easy access to several modes of transportation provides a stable industrial environment for industrial operations with 1.68 million square feet of space in 2019. During the past year roughly 400,000 square feet of new construction in the Greater New Carrollton area increased the total industrial space supply by 24 percent, nearly tripling the vacancy rate to 21.5 percent from 7.6 percent in 2019. There is no space classified as industrial located within the City of New Carrollton, according to CoStar.

Table 5. Greater New Carrollton Area Industrial Trends, 2006-July 2020

Year	Inventory		Vacant Space		Square Feet		Gross Rent per Sq. Ft.
	Buildings	Square Feet	Square Feet	Percent	Net Absorption	Deliveries	
2006	37	1,446,655	180,790	12.5	56,556	-	\$9.85
2007	38	1,451,381	144,206	9.9	41,310	4,726	\$8.30
2008	39	1,533,881	134,885	8.8	91,821	82,500	\$9.41
2009	39	1,533,881	135,505	8.8	(620)	-	\$8.17
2010	40	1,555,093	158,295	10.2	(1,578)	21,212	\$8.56
2011	40	1,555,093	169,017	10.9	(10,722)	-	\$7.58
2012	40	1,555,093	27,945	1.8	141,072	-	\$8.03
2013	41	1,581,793	53,741	3.4	904	26,700	\$9.02
2014	41	1,581,793	58,960	3.7	(5,219)	-	\$8.30
2015	41	1,581,793	79,014	5.0	(20,054)	-	\$9.40
2016	42	1,680,446	129,132	7.7	48,535	98,653	\$9.85
2017	42	1,680,446	243,225	14.5	(114,093)	-	\$8.47
2018	42	1,680,446	163,495	9.7	79,730	-	\$8.30
2019	42	1,680,446	126,902	7.6	36,593	-	\$8.51
Sept. 2020	45	2,080,901	447,812	21.5	79,545	400,455	\$10.22
2010-September 2020 Change							
Amount	5	525,808	289,517	11.3	234,713	547,020	\$1.66
Percent	12.5	33.8	182.9	110.8			19.4

Source: CoStar, 2020.

EXISTING CONDITIONS ASSESSMENT

The Greater New Carrollton community has attracted regional and national companies. Among the largest is Thompson Creek Windows, window manufacturer and showroom, located north of US 50.

In addition to the advantages of superior access points for industrial and distribution operations, and the region's rail network, the area benefits from various incentives offered by Prince George's County, including the Enterprise Zone designation, which provides access to low-interest funds and grants. The area has also been designated as an Opportunity Zone, which can provide favorable capital gains tax treatment for qualified investments.

The key constraint on additional industrial development is the small amount of developable land still available in New Carrollton without current encumbrances or proximity to residential uses.

RETAIL DEVELOPMENT

Greater New Carrollton is home to a stable retail market consisting of approximately 3.6 million square feet of retail space. Prominent anchors include Lowe's Home Improvement, K&G Fashion Superstore, Shoppers, Foodway, Forman Mills, and New Grand International Market. These are joined by a mix of other local and

Table 6. Greater New Carrollton Area Retail Trends, 2006-September 2020

Year	Inventory		Vacant Space		Square Feet		Gross Rent per Sq. Ft.
	Buildings	Square Feet	Square Feet	Percent	Net Absorption	Deliveries	
2006	221	3,393,241	124,427	3.7	366,956	490,917	\$20.51
2007	225	3,552,945	117,515	3.3	166,616	159,704	\$23.84
2008	225	3,545,951	197,978	5.6	(62,538)	3,200	\$22.70
2009	227	3,574,066	235,608	6.6	(9,515)	28,115	\$21.16
2010	227	3,574,066	159,948	4.5	75,660	-	\$21.62
2011	227	3,574,066	164,566	4.6	(4,618)	-	\$20.68
2012	227	3,579,859	185,206	5.2	(14,847)	7,773	\$18.81
2013	230	3,602,922	152,859	4.2	55,410	23,063	\$18.65
2014	231	3,609,221	182,920	5.1	(23,762)	6,299	\$20.04
2015	231	3,609,221	259,323	7.2	(76,403)	-	\$20.37
2016	231	3,609,221	235,669	6.5	23,654	-	\$20.07
2017	232	3,614,096	107,332	3.0	133,212	4,875	\$18.36
2018	232	3,614,096	116,114	3.2	(8,782)	-	\$14.65
2019	232	3,614,096	150,764	4.2	(34,650)	-	\$15.42
Sept. 2020	232	3,614,096	175,026	4.8	(24,262)	-	\$21.71
2010-September 2020 Change							
Amount	5	40,030	15,078	0.3	100,612	42,010	\$0.09
Percent	2.2	1.1	9.4	6.7			0.4

Source: CoStar, 2020.

EXISTING CONDITIONS ASSESSMENT

national brands occupying smaller footprints. This retail cluster developed over the past decade but experienced substantial new construction in 2006 with over 490,000 square feet of retail space delivered. The largest addition represents the retail power center in Bowie, anchored by Target. However, after 2007, a comparatively small amount of retail development was completed, including pad sites currently occupied by Starbucks, Bojangles, and others.

As of September 2020, vacancy rates are at 4.8 percent or approximately 175,000 square feet, maintaining a 15-year average. Historically, the lower vacancy rates contributed to the limited shopping center improvements by their respective property owners. However, with the exit of the dry cleaner at Carrollton Shopping Center, Carvel Ice Cream at the Shoppes at New Carrollton, and Jackson Hewitt and the Mexican restaurant at Plaza 30, vacancies are increasing. Tailored Brands, the parent company of K&G Fashion Superstore, filed for bankruptcy in August 2020, although there are no known planned store closures as of September 2020. The store closures are closely tied to the impacts of the pandemic. As the impacts of the pandemic ease, most of the vacant spaces will be backfilled by other new or relocating retailers.

Despite a reasonably stable vacancy rate, rent rates since 2006 decreased over time; however, available rent data are limited and may not accurately reflect the true area average in times when few spaces were turning over. Most recently, rent rates spiked from \$15.42 per square foot in 2019 to \$21.71 as of September 2020. Rental rates are a factor of available spaces on the market. Newer vacant retail spaces can command higher rates than those in legacy buildings, a condition that likely contributed to the peak in rents this year.

The newly constructed retail in mixed-use, multifamily residential buildings has not been completely adopted by the market, as noted by vacancies at The Remy near the New Carrollton transit hub. Area retail tenants have continued to show a preference for the ease of parking, increased visibility, and other physical conditions characteristic of strip center development.

SWOT ANALYSIS

Preliminary evaluations based on the data and direct interviews with stakeholders and city staff identified the following strengths, weaknesses, threats, and opportunities.

EXISTING CONDITIONS ASSESSMENT

Table 7. Strengths, Weaknesses, Opportunities, and Threats Analysis

STRENGTHS	WEAKNESSES
Excellent accessibility with multi-modal options, major highways and thoroughfares, Metro and bus service	High office vacancy rate with overhang of space
Long-term residents with strong community ties	Few available storefronts for new businesses/limited supply
Desirable location for small businesses, flex and industrial distribution	Lack of residential density near shopping centers
Historically stable retail occupancy	Hostile pedestrian environment due to traffic congestion and speeds
Enterprise Zone and Opportunity Zone designation	Limited sites available for new development
	Metro/rail access located outside the city
OPPORTUNITIES	THREATS
Some property owners willing to make improvements	Retail visibility somewhat limited by topography
Start-up independent retailers could benefit from financial and operating support	New competitive space being built in proximity to New Carrollton Metro station
Possible logistics potential	Market has not adopted mixed-use retail development
Potential to market as an access-rich environment	Limited tenant turnover allows property owners to maintain current conditions without upgrades
	COVID-19 impact on existing retailers



STRATEGIC FRAMEWORK

LOWE'S

HOME IMPROVEMENT WAREHOUSE



This section of the economic development strategy provides recommendations to enhance quality of life and economic development opportunities throughout the City of New Carrollton. It will serve as a road map for city officials as well as public agencies, the community, and other potential partners on actions to be taken as they lay the foundation for longer-term economic vitality. Over the next few years, new tools need to be created, and partnerships formed, that will bring about economic development improvements.

The strategic framework focuses on policies to:

- Maintain and enhance community facilities and activities
- Support new and existing businesses
- Improve the local workforce
- Improve connections to the Metro station/new development
- Enhance the public realm
- Redevelop key parcels

While interconnected, these strategies address key sectors of the economy—businesses, workers, community, infrastructure, the public realm, and development. These strategies are not sequential, though some will take longer to accomplish; many relate to processes that repeat themselves over time as businesses move in and out of the economy. The need will depend on a variety of players working together and independently. Where possible, actions should build upon and reinforce each other. As the market develops over time, less public investment will be needed to spur positive economic activity.

MAINTAIN AND ENHANCE COMMUNITY FACILITIES AND ACTIVITIES

At its core, New Carrollton is a well-maintained residential community with a good quality of life, community amenities, and programming. Though healthy, its commercial sector is relatively limited in scale, and there is almost no land available to expand that commercial development.

Most critical to the city's long-term economic and fiscal health is protecting and enhancing the residential base. Investments in community beautification and environmental stewardship, such as the ongoing stormwater improvements to restore the creek bed (as a part of the Clean Water Partnership) along Carrollton Parkway, should continue to provide a desirable setting to live, raise a family, and enjoy the outdoors. The residents value the seasonal festivals, events, and recreational activities that build community. Going forward, that integral part of the community fabric should continue to be funded and prioritized.

STRATEGIC FRAMEWORK

Working with apartment managers to maintain high standards in property maintenance and operations, and full staffing of code enforcement positions, will help ensure that these residential complexes remain a valued asset. Currently, the Code Enforcement Division operates under the Chief of Police with a budgeted staff of four full-time inspectors, one part-time inspector, and a receptionist. There are now open positions within the department that need to be filled to keep it operating effectively. Without a full complement of code enforcement officers, maintenance of private buildings, grounds, and adjacent sidewalks declines and impacts the city's competitiveness. These positions should be filled as soon as possible. The opening of the Purple Line, coupled with improvements to the New Carrollton transit hub, should increase demand for local rental housing, providing the rental income needed to renovate and maintain apartment buildings as they age.

SUPPORT NEW AND EXISTING BUSINESSES

The actions of existing businesses, and entrepreneurs creating new businesses, provide the economy's lifeblood. The process of innovation, investment, growth, and response to change supports the economy and provides needed goods, services, and employment opportunities. Small businesses depend on entrepreneurial skills, accessibility, the ability to attract customers, their workers, supportive services, and financing. Most businesses depend on a network of relationships with suppliers, service providers, customers, lenders, and investors. Sound economic development includes a focus on nurturing and supporting the growth of local businesses. Such nurturing typically requires a variety of skills and programs, including counseling, help accessing

resources, and technical assistance in management, business structuring, marketing, logistics, and a variety of technological challenges.

The Prince George's County Economic Development Corporation (EDC) has developed a full suite of services and resources with trained staff to assist small businesses and entrepreneurs. A city the size of New Carrollton could not begin to develop comparable expertise and depth. The best option for New Carrollton is to act as a bridge to the EDC's services. The Doing Business page of the city's website provides valuable guidance and resources for accessing business and rental licenses and permits. The addition of links to the EDC's small business assistance specialists, its EMPLOY Prince George's, Emerge Stronger, and Innovation Station Business Center programs would help local businesses trying to access these valuable resources.

For recruitment of new business the city should support the EDC's efforts by providing information about city sites and resources and providing tours as needed. The Enterprise Zone and Opportunity Zone designations should help the city compete for new businesses if development sites can be identified.

COVID-19 Pandemic Impact

The impact of the COVID-19 pandemic on the fiscal health of small cities creates a more challenging environment and the need for nimble responses to support the business community. Initial outreach to local businesses showed that the majority of all retail tenants have been impacted by COVID-19. A few businesses remain closed, and others are struggling with depressed sales. Most tenants are not paying full rent.

In 2020, COVID-related business closures and unemployment reduced revenues to most American cities, and the National League of Cities anticipates an average revenue decline of 13 percent in fiscal year 2021. COVID-19 has disproportionately impacted the African American and Hispanic communities. A Pew Research Center survey conducted in August showed that 29 percent of Black adults lost jobs as a result of the pandemic, compared to 23 percent of White adults. The Brookings Institution identified higher risks of reduced tax revenues for majority-minority cities, with particular vulnerability in property tax revenues.

Prince George’s County has three specific COVID-19 relief programs: the Business Recovery Initiative, the Restaurant Resiliency Fund, and the Child Care Recovery Program. The \$20 million Business Recovery Initiative small business grant program provides up to \$100,000 in working capital funding (including rent) for existing small businesses whose operations have been interrupted by COVID-19. The specified restaurant fund represents \$3.3 million in grants of up to \$25,000 for each food service operator (restaurants, food trucks), accepting applications in January 2021. The County set aside \$2 million in CARES funding for up to \$20,000 to child-care providers and \$3,000 for home child-care providers. In addition to these funding measures, the EDC’s Emerge Stronger program offers direct technical assistance and business operations and financial management tools for small businesses, including online access to webinars and other programming.

The city can help its businesses by providing information on how to access federal, state, and County assistance through direct email, social media outreach, and links on its website. In smaller cities like New Carrollton, a few small businesses may have received assistance through

the U.S. Small Business Administration (SBA)’s Emergency Economic Injury Grant or Small Business Debt Relief programs. The Emergency Economic Injury Grant offers up to \$10,000 for small businesses via the SBA Economic Injury Disaster Loan (EIDL) program to businesses with less than 500 employees. The Small Business Debt Relief program includes loans up to \$5 million and a microloan program with an average of \$13,000 borrowed. The SBA provides direct loans of up to \$25,000 to small businesses impacted by COVID-19. The expansion and continuation of these programs require further federal authorization.

Federal assistance for local governments offered by the Coronavirus Relief Fund (CRF), created under the Coronavirus Aid, Relief, and Economic Security (CARES) Act, offers direct aid to cities, but local small cities did not receive CRF aid. The State of Maryland funneled CRF assistance directly to County governments. Prince George’s County received federal CARES Act funds directly from the US Treasury. However, these federal funds may not be used for revenue replacement in local government budgets and must be expended by December 20, 2021. Unfortunately, additional funding sources such as the Federal Reserve’s Municipal Liquidity Facility (MLF) only aided larger cities with a minimum population of 250,000.

The potential for new Federal Reserve guarantee programs aimed at credit enhancement for the hardest hit cities may be useful for the City of New Carrollton. A temporary guarantee program that would broaden the municipal securities obligations for the city could lower borrowing costs, allowing for more substantial participation in public/private partnerships. Additionally, a program to expand real estate financing and value capture mechanisms might expand underutilized funding for smaller cities like New Carrollton, based on its fiscal distress and racial disparities.

STRATEGIC FRAMEWORK

Over the longer term, the pace of recovery from the pandemic will differ based on the land use. Some stores and restaurants closed by public health restrictions will reopen to respond to pent-up demand. Others will be replaced by new businesses that may take advantage of “second-generation” space that has already been fitted out with a kitchen and other fixtures. Hotel recovery is expected to take much longer; most industry experts are forecasting recovery over three to four years as business and conference travel resume. Some are expecting properties to convert to residential or other uses rather than continuing as hotels. Offices could see as much as a 15- to 20-percent reduction in the number of workers using the space on any given day as workers elect to spend one to three days per week working from home.

Small Business Access to Capital

Access to capital for small businesses became increasingly challenging in the pandemic. The Entrepreneur-Backed Assets (EBA) fund, created by support from the philanthropic community allows qualified Community Development Financial Institutions (CDFIs) to provide more capital and support to entrepreneurs of color. The fund is expected to extend more capital to hard-hit businesses by purchasing existing loans from lenders, thus allowing those lenders to further reinvest in the community. The Prince George’s EDC may be able to direct CDFIs to the City of New Carrollton for additional investments. In the long-term there may be an opportunity to offer small business loans in partnership with area CDFIs and the Prince George’s EDC.

DEVELOP THE LOCAL WORKFORCE

The ability of area businesses to access and retain skilled workers is often critical to their success. New Carrollton businesses would benefit from a better trained workforce;

however, the primary beneficiary of workforce training are the individual participants, who improve their long-term career and earnings potential. New Carrollton should encourage and support its residents in receiving the workforce training they will need to thrive and adapt with the region’s constantly changing economy. Increasing residents’ earnings and their disposable income could improve the business climate for local retailers and service providers.

EDC’s EMPLOY Prince George’s provides general workforce development services for businesses and residents. In addition, the Business Services office, as a component of the American Job Center in Largo, offers customized recruitment services for local businesses.

Some residents are unable to participate in these programs due to challenges related to transportation to the job training site, childcare availability and cost, and lost wages for those with current jobs. The city should consider small grants to help its residents take full advantage of the County’s training opportunities.

In Barre City, VT the region received a three-year, \$300,000 grant to implement workforce development for single-mothers, offering support for transportation and child care services through the Working Communities Challenge grant program. The WCC program sponsored by the Federal Reserve Bank of Boston and the State of Massachusetts with national and local philanthropic support offers a snapshot of the type of investment for smaller cities available to target workforce challenges.

Youth Employment

Building economic growth in any community relies on the education system’s ability to prepare individuals for work. Robust workforce development efforts led by the Prince George’s County EDC aid job seekers but studies indicate

that early interventions with youth still in school provide sustained benefits. The Pew Research Center reports that summer employment among 16- to 19-year-old Whites was about 37.5 percent in 2017, compared with 25.8 percent for their Black peers.

One potential opportunity to help young residents prepare for their careers would be a mentoring effort by the city's elected officials and municipal staff. The City of New Carrollton's elected officials work as part-time legislators and municipal staff may offer an opportunity to mentor the city's youth each year. As part-time legislators, New Carrollton's elected officials could mentor youth, providing a view about two different types of career paths as well as the need for civic involvement. As smaller cities' municipal employees tend to juggle more responsibilities and connect with more direct results, a few months of job shadowing during the summer could provide young people with a good view of the work world. Over time, the program could expand to include other local business people.

The potential to expand summer camp programs into the City of New Carrollton using local elementary schools may offer other entry-level employment opportunities for youth. These programs help youth develop soft skills, professional relationships, networks, and social capital typically available only to more affluent youth. Programs like this typically range from unpaid to paid programs for youth within a specific age range and run for a short period of time, roughly four to six weeks. A small wage or stipend would be appropriate to ensure that low-income youth can afford to participate. In some instances, the participants could work outside the public sector with larger private companies, such as hospitals, summer camp operators, and other small businesses. To initiate this type

of program, the City of New Carrollton may only need to consider offering a handful of positions annually for four weeks as job shadowing.

CONNECT TO THE METRO STATION/NEW DEVELOPMENT

Businesses tend to locate in close proximity to customers, other support businesses or client offices, and in locations that offer ample opportunities to attract key talent. Recent research highlights the importance of a mixed-use environment with a high quality of place for attracting skilled workers. Millennial and other young workers, and the companies that want to employ them, place a high value on locations with excellent public transit access, retail amenities, and recreational assets.

While New Carrollton cannot now offer such a business location without annexation, it can benefit from the emerging mixed-use cluster being developed at the New Carrollton Metro Station along Harkins Road. The New Carrollton Metro Station (terminus for Metro's Orange Line service), MARC system, and Amtrak service combine to give the area unparalleled accessibility, which will be augmented by the addition of a Purple Line station. Better pedestrian facilities across the rail lines are simplifying access to transit from New Carrollton. New offices for Kaiser Permanente and the Maryland Department of Housing and Community Development, and future plans for a Washington Metropolitan Area Transit Agency (WMATA) office building, will host thousands of employees while housing development brings new residents. The station area itself does not offer the full range of retail services, so these residents and employees can be attracted to retailers located within the city limits. The growing job base will also increase demand for nearby housing, benefiting the New Carrollton housing market.

The city should work closely with Prince George's County to connect as seamlessly as possible with the Metro station area through physical improvements and branding efforts.

Improve Infrastructure

Harkins Road and 85th Avenue provide access to the Metro station from Annapolis Road. Infrastructure improvements should focus on those routes to better connect the city to the new Metro area developments. Potential infrastructure improvements include sidewalks, street trees, and bike trails to upgrade pedestrians' and cyclists' experiences and encourage city residents to access the station using alternative modes. The city should work with WMATA and other New Carrollton Metro Station area developers to encourage County investment in upgrading the 85th Avenue streetscape beyond the city limits.

In particular, the back side of the Plaza 30 shopping center that faces 85th Avenue is relatively inhospitable with only a blank concrete block wall with loading docks and a fenced-in area for trash dumpsters. The city could work with the property's owner to better screen and landscape that façade to upgrade the pedestrian environment.

Streets, medians, stormwater drainage and other support infrastructure will need maintenance and upgrading over time.

Improve Gateways and Extend Station Area Branding

Gateway improvements along the Annapolis Road corridor will better link the city's commercial center to the Metro station area activity. Public art can mark and highlight key entrances, including Annapolis Road at 85th Avenue and at Harkins Road. Investment in the public realm seeds private investment, especially when the investment captures broader branding elements. The investment at the New Carrollton Metro Station includes a

branding effort; mirroring those same efforts in the public right-of-way along the Annapolis Road corridor would not only enhance but also advance the business development efforts within the city's boundaries. It is important to incorporate common themes as components of streetscape and wayfinding improvements, strengthening the psychological links between the two areas. The Prince George's Planning Department is publishing a Wayfinding Toolkit later this year that could provide useful guidance for improving local wayfinding.

Polk County Iowa received \$125,000 from the National Endowment for the Arts Our Town program to support Shoreline Signals, a series of public art installations along the Central Iowa Water Trails System at the confluence of the Raccoon and Des Moines Rivers. This series of public art installation will engage residents in flood resiliency as well as water safety and access issues.

ENHANCE THE PUBLIC REALM

Enrich the Quality of the Public Realm Environment

The quality of the public realm environment, which incorporates street trees, sidewalks/pathways, lighting, and roadways, creates an aesthetic that drives private investment decisions. Successful creation of place depends on investments in and maintenance of public spaces. The Annapolis Road corridor would benefit from a significant redesign and rebuilding to provide a better pedestrian environment and first impression. Opening of the Purple Line stations at Glenridge and the New Carrollton Metro Station will encourage even more travel through the area. An enhanced public realm could lay the foundation for future redevelopment efforts along the corridor.

Activate Public and Private Spaces

The competition for City of New Carrollton retailers and commercial small businesses reflects many of the challenges across the nation. As a built-out urban community, there are limited opportunities for retail and small businesses to expand into newly constructed space within the city's boundaries. Though well leased, the existing shopping centers could benefit from interventions to activate the few vacant spaces and underutilized portions of the surface parking lots.

Activation of parking lots and public open spaces with temporary events, festivals, art installations, and pop-up retailers can help enliven older commercial strip development. The City of New Carrollton uses existing public space at public facilities, such as schools, library, and recreation fields, all of which are well-known to residents, but activity in those locations does not attract people to the Annapolis Road corridor. Adding outposts of current events to these shopping centers or splitting existing activation would enhance the competitive environment for retailers and small businesses by drawing more potential customers. In addition, temporary activation of space in the existing commercial properties along the Annapolis Road corridor could develop direct ties back to the New Carrollton Metro Station development. Kaiser Permanente and WMATA, for example, could be interested in sponsoring fun runs or healthy community events.

Review of the regulatory process for temporary use approvals suggests it may be burdensome, causing delays or discouraging potential activation. Creating a streamline approach for approvals, with a simple list of steps, would simplify the process. The city could consider offering

insurance riders for operators of temporary events as a way to encourage the property owners and event sponsors to activate spaces along the Annapolis Road corridor.

Life in Vacant Space (LIVS) is a charitable trust created to activate vacant spaces created in Christchurch, New Zealand by the major earthquake of 2011. LIVS provides a comprehensive brokerage service for land owners. It established a site organization with online documents for license agreements, participation agreements, and advice on traffic management, health and safety, events management and opening a small business. LIVS holds \$2 million in liability insurance to reduce the hassle of allowing property access for temporary uses and ultimately reducing property upkeep costs.

REDEVELOP KEY PARCELS/ANNEXATION

A key constraint on the ability to attract new development to New Carrollton is the lack of available sites. The city's existing commercial business operations, single-family neighborhoods, and multifamily developments represent a healthy existing city land use base but leave it without available greenfield or redevelopment sites. New Carrollton shopping centers include a variety of profitable commercial businesses that serve city residents and other customers, as well as providing jobs and generating taxes. As previously discussed, the city's commercial space remains well occupied, benefiting from the competitive advantages associated with excellent access to highways and transit. The high occupancy rates generate a steady flow of rental revenues and good return on investment. As long as that situation continues, it is unlikely that much of the city's commercially zoned land will become available for redevelopment.

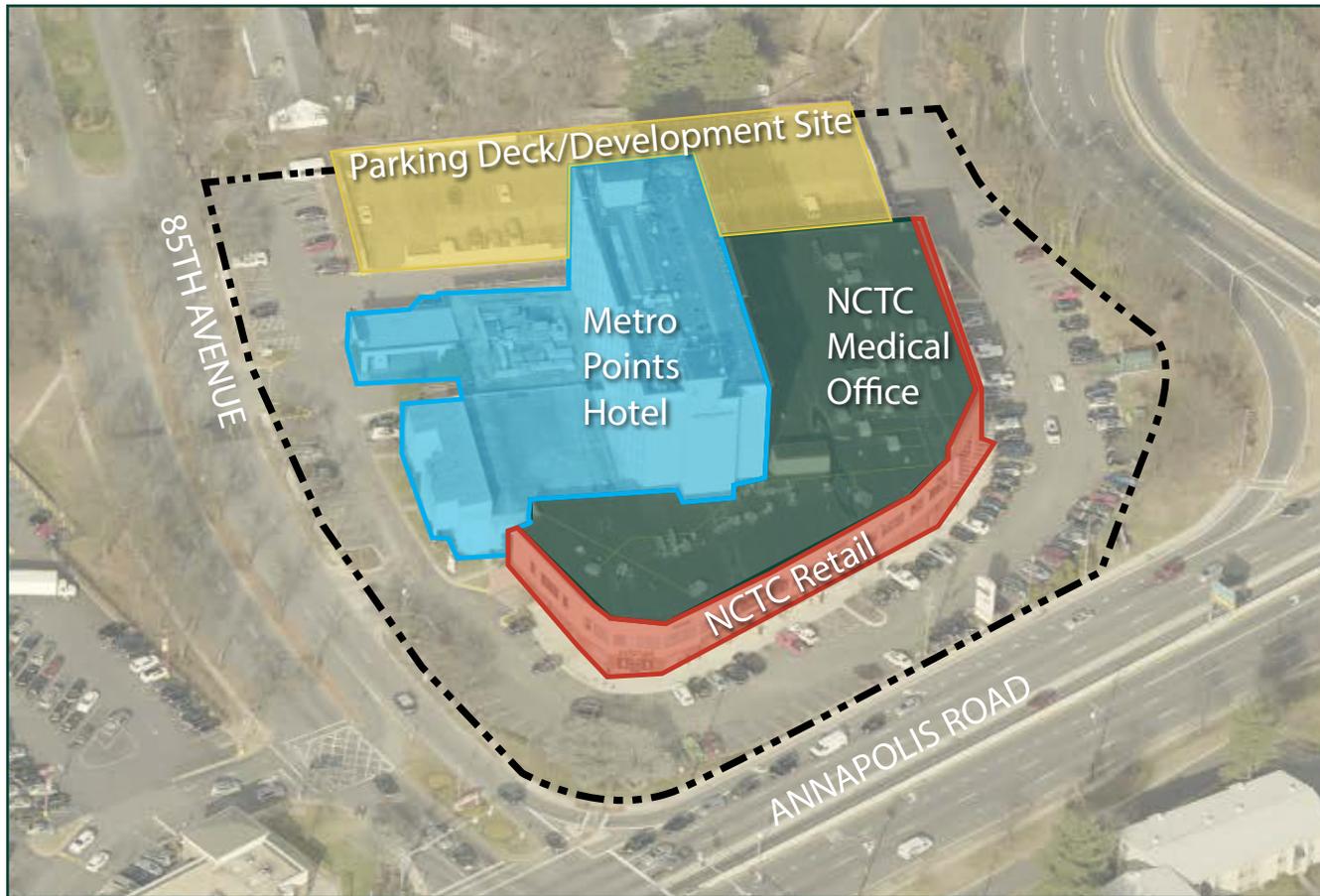
Map 2. Potential Development Parcels



New Carrollton Town Center

The existing full-service hotel property occupies 4.6 acres with a 197-room hotel, 46,000 square feet of medical office space, 18,656 square feet of retail, and 329 parking spaces. The Metro Points Hotel has a restaurant and 9,100 square feet of meeting and event space. However, the hotel lost its Sheraton affiliation and has been performing at below-normal occupancies over the past two years. The hotel would lend itself to reuse for rental housing or senior housing. An alternative, less likely in the near-term, could involve demolition of the existing hotel and redevelopment for a mix of uses.

Map 3. New Carrollton Town Center Layout



Source: Eagleview, 2018

Plaza 30

Located at both 8301 and 8401 Annapolis Road, this 24-acre shopping center accommodates roughly 130,000 square feet of retail space. Owned by out-of-state investors, it represents a prime opportunity for reuse at a much higher density. The site enjoys a direct connection to the New Carrollton Metro Station area via 85th Avenue.

STRATEGIC FRAMEWORK

The sites with the best redevelopment potentials include two existing commercial properties, both of which benefit from Enterprise Zone and Opportunity Zone designation:

The city should work with the EDC to assure that business and developer prospects are aware of these properties and their potentials.

Other sites, such as the Lowe's parking lot, may warrant exploration for infill development or temporary urbanism on parking lots. Temporary urbanism refers to the short-term use of vacant or underutilized land for such uses as pop-up retail, entertainment, food truck rallies, public gathering places and playgrounds.

The City of New Carrollton relies primarily on residential taxes due to the limited commercial base within the city's boundaries. Municipal annexation, the process of expanding the city's boundaries to include unincorporated properties in Prince George's County, presents an opportunity to expand the commercial tax base. Annexation with adjoining properties would enlarge the City of New Carrollton's corporate boundaries, allow for upgrades to these fringe areas, including environmental protections, and improve the existing residents' quality of life.

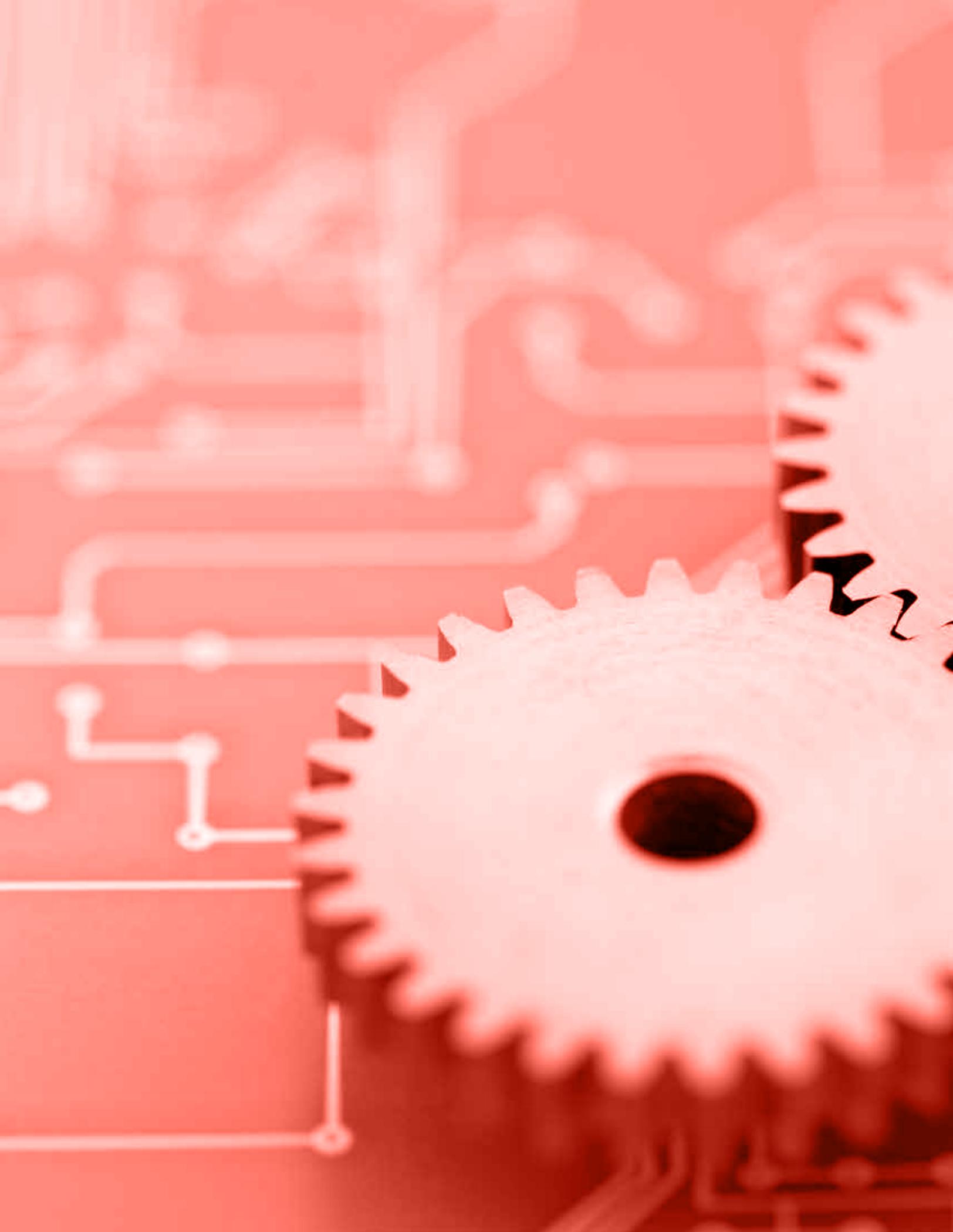
The City of New Carrollton's history with annexation shows repeated interest in considering commercial and residential properties contiguous with the existing city boundaries. Approximately 40 years ago elected officials sought to expand the city to incorporate parcels across the rail line. More recently, in 2019, the City of New Carrollton annexed 13.28 acres of land along Goodluck Road, Harlan Street, and Sunset Terrace.

Property owners would require reasonable advantages to annex their existing unincorporated property into the City of New Carrollton. These advantages may include reduced taxes and more affordable and efficient public services. Based on a quick review of tax policies in Prince George's County and the City of New Carrollton, it appears that annexed commercial properties would incur additional tax burdens. This tends to be true for many smaller municipalities in Maryland. To offset this burden, the City of Laurel offers newly annexed properties five years of tax abatement to offset the increased tax burden. The City of Laurel statute states that properties are "exempt from city real property taxes for a period of five (5) fiscal years." New Carrollton could pursue a similar strategy.

CONCLUSION

Preserving its limited resources for the most impactful activities, the City of New Carrollton should work more closely with the EDC to help local businesses take full advantage of the EDC's many services and resources. The city's economic development efforts should focus on:

- Maintaining the community's quality of life with continued improvements to the public realm and programming
- Investing in the economic future of its youth and other residents
- Creating tighter links between the city and the Metro station area development
- Working with key property owners to encourage redevelopment and interim uses to activate the properties
- Developing tax incentives for future annexations



STRATEGIC ACTION PLAN



The following action plan focuses on near-term actions to support a healthy community and economic environment and the desired physical change over time. Summarized in matrix form, it identifies specific actions and responsible entities to carry out these tasks as well as the optimal time frame for their completion. Where possible, potential funding sources and relevant programs are shown for each action.

STRATEGIC ACTION PLAN

Table 8. City of New Carrollton Economic Action Plan

Actions	Agency/Department	Supporting Entities	Resources	Phasing
Continue to Maintain and Enhance Community Facilities and Activities				
Continue to invest in community beautification and maintenance to reinforce the city's appeal	City of New Carrollton	Prince George's County	Maryland Environmental Trust; Maryland Department of Housing and Community Development Grants; Prince George's DHCD Grants; Maryland Department of Transportation Keep Maryland Beautiful Grants; Prince George's County Community Impact Grants	On-going
Outreach and encourage multifamily property owners to maintain high standards for building and site maintenance	City of New Carrollton Code Enforcement	Property Owners/ Rental Management Entities	City Budget	On-going
Monitor new stimulus programs offered by the COVID-19 pandemic response in 2021. Alert businesses to potential resources.	City of New Carrollton	Prince George's County Economic Development Corporation	City Staff	On-going
Hire new Economic Development staff for City of New Carrollton to serve City and work on accessing any grant funding opportunities	City of New Carrollton	N/A	City Budget	On-going

Notes: Near-Term defined as three year period (2021-2023), Mid-Term defined as starting after Near-Term period (2024-2026), Long-Term anything starting after six years.

Table 8. City of New Carrollton Economic Action Plan

Actions	Agency/Department	Supporting Entities	Resources	Phasing
Fill vacant positions for code enforcement officers to assure quality maintenance of private buildings and sites	City of New Carrollton	N/A	City Budget	On-going
Support New and Existing Businesses				
Supplement Doing Business website information with direct links to County/ State/Federal and non-profit programs and resources for start-up businesses	City of New Carrollton	Prince George's County Economic Development Corporation	City Staff	Near-Term
Add links for existing business assistance programs, workshops, webinars, and podcasts (e.g., Workforce Wire by EMPLOY Prince George's County)	City of New Carrollton	Prince George's County Economic Development Corporation	City Staff	Near-Term
Provide links to the Emerge Stronger sessions offered on Prince George's County EDC website for existing businesses impacted by COVID-19	City of New Carrollton	Prince George's County Economic Development Corporation	City Staff	Near-Term
Notes: Near-Term defined as three year period (2021-2023), Mid-Term defined as starting after Near-Term period (2024-2026), Long-Term anything starting after six years.				

STRATEGIC ACTION PLAN

Table 8. City of New Carrollton Economic Action Plan

Actions	Agency/Department	Supporting Entities	Resources	Phasing
Hire translating services to translate sections of the website for multiple languages	City of New Carrollton	N/A	City Staff	Near-Term
Add information to the City website on how to set up a home-based business in the City of New Carrollton	City of New Carrollton	Prince George's County Economic Development Corporation	City Staff	Near-Term
Develop the Local Workforce				
Pursue grants for residents in workforce training programs for a small stipend, childcare and transportation	City of New Carrollton, Prince George's County Economic Development Corporation	Federal Reserve Bank of Richmond	City Budget	Near- to Mid-Term
Offer summer youth mentoring/ job shadowing program	City of New Carrollton	Federal Reserve Bank of Richmond	City Budget	Near-Term
Seek Prince George's County Summer Camp Program in City of New Carrollton school properties	City of New Carrollton; The Maryland-National Capital Park and Planning Commission's Prince George's County Department of Parks and Recreation	Prince George's County Public Schools	Prince George's County Department of Parks and Recreation	Near-Term

Notes: Near-Term defined as three year period (2021-2023), Mid-Term defined as starting after Near-Term period (2024-2026), Long-Term anything starting after six years.

Table 8. City of New Carrollton Economic Action Plan

Actions	Agency/Department	Supporting Entities	Resources	Phasing
Enhance Public Realm				
Work with the County and State to accelerate improvements to the Annapolis Road corridor, improving the environment for pedestrians and cyclists	City of New Carrollton; Prince George's County Department of Public Works & Transportation	Maryland Department of Transportation State Highway Administration	Federal/State funding; Maryland Department of Transportation Sidewalk Retrofit Program	Near-Term
Continue to program festivals, events and other community building activities to help maintain a high quality of life for city residents. Consider expanding these events to enliven surface parking lots along the Annapolis Road corridor. Begin with fairs/ events targeting transit users.	City of New Carrollton; Maryland-National Capital Park and Planning Prince George's County Department of Parks and Recreation	Small businesses and institutional event organizers such as Urban Atlantic; WMATA; Kaiser Permanente and Maryland Department of Housing and Community Development	Access private support from institutional anchors and nearby employers.	Near-Term
Apply for NEA Art Works funding from the National Endowment for the Arts	City of New Carrollton	Prince George's Arts & Humanities Council; Prince George's County Economic Development Corporation	Using matching City Capital Budget funding to produce art innovation at key sites	Near-Term

Notes: Near-Term defined as three year period (2021-2023), Mid-Term defined as starting after Near-Term period (2024-2026), Long-Term anything starting after six years.

STRATEGIC ACTION PLAN

Table 8. City of New Carrollton Economic Action Plan

Actions	Agency/Department	Supporting Entities	Resources	Phasing
Redevelop Key Parcels/Annexation				
Collaborate with owners of key potential redevelopment sites to encourage quality development. Consider offering incentive packages to support redevelopment	Prince George's County Economic Development Corporation/City of New Carrollton	Prince George's County Planning Department	Economic Development Incentive Fund	Near-Term
Partner with existing property owner to allow temporary uses during marketing period for Metro Points hotel site	City of New Carrollton	Property Owner	N/A	Near-Term
Work in partnership with Prince George's EDC to market available properties	City of New Carrollton, Prince George's County Economic Development Corporation	Property Owner	N/A	Mid-Term
Explore and adopt potential tax incentives to encourage nearby properties to annex into the city	City of New Carrollton	N/A	City Budget	Near-Term
Notes: Near-Term defined as three year period (2021-2023), Mid-Term defined as starting after Near-Term period (2024-2026), Long-Term anything starting after six years.				

ACKNOWLEDGMENTS

CITY OF NEW CARROLLTON

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Councilmember Cynthia DB Mills, City of New Carrollton

Councilmember Allyne Hooks, City of New Carrollton

Councilmember Lincoln Lashley, City of New Carrollton

Councilmember Stephen L. John, City of New Carrollton

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