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## **PLANNING FOR RETAIL PLAN A6109.001**

**Spring 2015**

TUESDAY 5:00 - 7:00, AVERY HALL 504

**Prof. Stacey Sutton**

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Office hours: Tuesday 3:30 – 4:30 or by appointment

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### **Course Description:**

In cities and towns across the country, banal and unsavory retail corridors have been transformed into quaint and alluring shopping destinations. Some neighborhoods previously considered “under-retailed” are now experiencing commercial growth and diversification. In contrast, neighborhoods long-celebrated for distinctive shopping and dining options are increasingly populated by banal national chain stores and suburban-style shopping establishments. Although retail amenities are critical determinants of healthy, sustainable and resilient communities, planning for retail is, arguably, more idiosyncratic than many other aspects of planning (e.g., housing, redevelopment, transportation, etc.).

It’s generally agreed that retail access, density, diversity and quality inform popular perceptions about places as sites for consumption, work, habitation and investment. But this is little agreement about the appropriate retail mix within a locality. How far are consumers willing to travel for different types of amenities and via different modes of transit? Are there reasonable tradeoffs between retail density and quality? Should commercial corridors be planned or should they develop organically? If planning is warranted, what types of policies, programs and tools are needed to support commercial development and sustainability? Although these and other questions undergird well-functioning commercial corridors, answers are rarely clear cut.

The purpose of this “applied” graduate seminar is to develop conceptual and analytical tools for analyzing commercial environments - sites, districts, neighborhoods – and developing a retail strategy for a community organization or local government agency. This semester we will: review popular perspectives about retail development; develop analytic tools, such as conducting a retail land-use inventory, leakage analysis, consumer preference survey, and traffic/demand analysis; learn the strengths and limits of firm-level time series datasets, and the economic census; and develop a feasibility study /retail plan.

### **Resources:**

*Commercial Corridors: A Strategic Investment Framework for Philadelphia* (Econsult, March 2009)

Rosten Woo and Meredith Tenhoor. 2010. *Street Value: Shopping, Planning and Politics at Fulton Mall*

**Assignments:**

Week 4	Neighborhood Characteristics: socioeconomic, demographic, transit, housing attributes, access to amenities, “comparable” neighborhoods, borough and citywide averages
Week 7	Retail Inventory (Historical): retail mix, performance (sales + employees)
Week 10	Corridor/Site Characteristics (Contemporary): use, vacancy, character, condition, retail mix, competition, institutional support Consumer Preference Survey and Analysis Pedestrian / Vehicular Traffic Behavior Leakage Analysis
Week 14	Presentation of Leakage Analysis and Site Analysis Presentation of Recommendations

**Reading:****Week 1**  
**1/20****Commercial Environments***Texts:*

- Bellafante, Ginia “Where Optimism Feels Out of Reach,” *The New York Times* (January 14, 2012) [Where Optimism Feels Out of Reach](#)
- The Economics and Nostalgia of Dead Malls [NYT shopping malls](#)
- Great Places in America: Streets (APA, 2013)  
<https://www.planning.org/greatplaces/streets/2013/>
- Characteristics and Guidelines of Great Streets  
<https://www.planning.org/greatplaces/streets/characteristics.htm>

**Week 2**  
**1/27****Retail and Revitalization***Texts:*

- Kent Robertson (1997) Downtown retail revitalization: A review of American development strategies *Planning Perspectives*, 12 ,383–401
- K. Chapple and J. Jacobus. 2009. “Retail trade as a route to neighborhood revitalization”
- Christopher Leinberger. 2005. “Turning around Downtown: Twelve Steps to Revitalization”, the Brookings Institution, Research Brief

**Week 3**  
**2/03****Neighborhood Retail Typologies***Texts:*

- Rachel Meltzer and Jenny Schuetz. 2012. Bodegas or Bagel Shops? Neighborhood Differences in Retail and Household Services” *Economic Development Quarterly* 26(1) 73–94
- James H. Carr and Lisa J. Servon. 2009. Vernacular Culture and Urban Economic Development: Thinking Outside the (Big) Box *Journal of the American Planning Association*, Vol. 75, No. 1, Winter

- Clive Thomas. 2005 (May 21) "The rise of the micro-neighborhood" *New York Magazine*.
- Christina M.L. Kelton, Ph.D. and Robert P. Rebelein, Ph.D. "Can we have a high-end retail department store?" *Economic Development Journal* / Winter 2007 / Volume 6 / Number 1 22

*\*Group project selection: site, district, neighborhood*

**Week 4**  
**2/10**

**DUE:**  
**Neighborhood**  
**Characteristics**

**Retail, Perceptions and Preservation**

*Texts:*

- Rosten Woo and Meredith Tenhoor. 2010. *Street Value: Shopping, Planning and Politics at Fulton Mall*

*Tools:*

- Vicki Weiner and Randall Mason. 2006. "Fulton Street Mall: New Strategies for Preservation and Planning" Pratt Center for Community Development

**Week 5**  
**2/17**

**Analysis from the Corridor Perspective**

*Texts:*

- Elsie Achugbue. 2006. "Nontraditional Market Analyses: Dismantling Barriers to Retail Development in Underserved Neighborhoods" (Social Compact)

*Tools:*

- ECONSULT – Commercial Corridors – Main Report – Chap 1-3
- Retail Study Market Analysis (for 125th Street). 2007

*Data:*

- Reference USA – firm-level time series data
- NAICS (SIC) - <http://www.census.gov/eos/www/naics/>
- Bureau of Labor Statistics - Consumer Expenditure Survey <http://www.bls.gov/ce/>
- US Economic Census - [factfinder\\_economic census](http://factfinder.economiccensus.gov/)

**Week 6**  
**2/24**

**Guest Speaker**

**Diagnosing Districts**

*Texts:*

- ECONSULT – Commercial Corridors – Main Report – chapter 6
- Urban Land Institute – rebuilding neighborhood retail

*Tools:*

- Larisa Ortiz Associates - <http://larisaortizassociates.com/>
- Retail area assessment and gap analysis

**Week 7**  
**3/03**

**DUE: Retail**  
**Inventory**

**Leakage Analysis & Site Analysis**

*Texts:*

- Equitable development toolkit, Commercial Stabilization, 2002

*Tools:*

- Retail leakage analysis - Buxton
- Retail investment strategy for Chicago, 2012

**Week 8**  
**3/10**

**Survey Design: Consumer Preference and Corridor Use**

*Texts:*

- Salvatore - Consumer preference and choice – chapter 3
- Consumer preference theory

*Tools:*

- Consumer Survey <https://fyi.uwex.edu/downtown-market-analysis/understanding-the-market/consumer-survey/>
- ECONSULT – Commercial Corridors – Main Report & Appendix, section on consumer preferences

3/17

**Spring Break**

**Week 9**  
3/24

**Fieldwork: Consumer Survey Implementation & Analysis**

**Week 10**  
3/31

**Independent vs. Chain Retailers?**

**DUE:**  
**Site/District**  
**Analysis**

*Texts:*

- Marlon G Boarnet; Randall Crane; Daniel G Chatman; Michael Manville (2005) “Emerging Planning Challenges in Retail” American Planning Association. *Journal of the American Planning Association*; 71, 4 pg. 433
- Scott Stringer “Saving the Mom & Pops”
- State of Chains in New York City - Center for an Urban Future  
<https://nycfuture.org/research/publications/state-of-the-chains-2014>

**Week 11**  
4/07

**Institutional Support: Are BIDs the Best Strategy?**

*Texts:*

- Jan Gross (2005) Business “Improvement Districts in New York City’s Low-Income and High-Income Neighborhoods” *Economic Development Quarterly*, Vol. 19 No. 2, 174-189
- The Furman Center. 2007. “The benefits of business improvement districts”
- Stacey Sutton (2014) Are BIDs good for businesses?: The Impact of BIDs on Neighborhood Retailers in New York City, *Journal of Planning Education Research*

**Week 12**  
4/14  
(Thesis Jury  
Week)

**The Role of Policy and Regulatory Fixes**

*Texts:*

- Patrick Hedlund. 2008. “Trying to find a new formula to tame the spread of chains”
- Tools:*
- Institute for Local Self Reliance <http://ilsr.org/initiatives/independent-business/>  
Regulatory tools - <http://ilsr.org/rules/?contenttype=independent-business-rule-archive>

**Week 13**  
4/21

**Segmented Markets**

*Texts:*

- Center for an Urban Future. 2009. *Immigrant Entrepreneurism*
- Center for an Urban Future. 2007. *Ethnic business in NYC*
- James E. Rauch. 1997. “Empty Streets: How building networks can put more black retailers in city neighborhoods” *Brookings Review*, Vol. 15, Winter

**Week 14**  
4/28  
**Presentation**

**Recommendations**