

Spring 2009

**UPP 535 Revitalizing Urban Business Districts, Economic Development Studio
Village of Richton Park**

Contact Information:

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Course Description:

Methods and tools for retail revitalization practice, analysis, and business research including theoretical approaches and trends, methods, program formulation, computer applications, and project examples for selected clients. The course is open to all graduate level UPP students.

This course introduces students to retail revitalization practice by providing students the opportunity to participate in the implementation of municipal retail revitalization objectives for the Village of Richton Park, Illinois.

Course topics will include: (1) effective implementation of retail revitalization planning strategies, (2) business recruitment, place marketing and commercial district improvement, and (3) organizational resource and capacity development.

Students will learn how to:

- Understand the economic, physical and social dynamics that influence commercial district revitalization
- Develop planning tools, resources, organizations and programs available and commonly used by local business development organizations
- Review the methods and theory for effective retail revitalization
- Research the types of retail, service or light industrial business enterprises appropriate for the Chamber service area
- Evaluate the physical design parameters of applicable business enterprises
- Evaluate desired business types from an economic, spatial and infrastructural standpoint
- Develop effective external place marketing tools
- Develop effective niche-based business recruitment and retention strategies in light of regional competition
- Position the role, function, priorities and organization of an economic development office in a retail revitalization planning capacity

As a part of the course, students will help develop two seminars related to the course content and to the implementation of the Village of Richton Park's economic development goals.

Each student will research and draft a report on one of the many resources, programs or tools generally used by economic development agencies. Students will be asked to evaluate the efficacy of the resource and its relevance to the Village of Richton Park and an appropriate niche business development plan.

Students will be work closely with the staff and officials of the Village of Richton Park. This studio will be instructed by T. Abraham Lentner, Economic Development Officer for the Village of Richton Park.

Course Evaluation

- 10% Weekly assignments
- 10% Class participation
- 20% Assignment 1: Applied Business Research
- 30% Assignment 2: Business Development Presentations and Handouts
- 30% Assignment 3: Resource Development Paper

Course Readings

Readings will be posted to the course website on a weekly basis.
<http://abrahamlentner.googlepages.com/upp535>

Semester Overview:

	Course Topic	Assignments/Activities
1	14-Jan-09 Introductions	Planning Assessment
2	21-Jan-09 Activities & Role of Economic Development Agencies	Description of agencies
3	28-Jan-09 Evaluating Conditions	Tour of Richton Park , street section or diagram
4	4-Feb-09 Business Research	Brief description of your industry
5	11-Feb-09 Retail Spaces & Commercial Real Estate	Assessment of Richton Park Real Estate
6	18-Feb-09 District Advancement & Regional development patterns	Assignment 1:
7	25-Feb-09 Market Analysis I	Characterization of regional commercial development
8	4-Mar-09 Market Analysis II	Brief market assessment for your industry
9	11-Mar-09 Small Biz Development, Business Retention	
10	18-Mar-09 Site Selection and business recruitment.	
11	25-Mar-09 Spring Break	
12	1-Apr-09 Org Capacity Development & Implementation Financing	Assignment 2:
13	8-Apr-09 Influencing the Built Environment	
14	15-Apr-09 Design Controls: Zoning, Development & Design Review	

15	22-Apr-09	Transportation and Parking
16	29-Apr-09	Estimating and Describing Impact
17	6-May-09	Assignment 3, Final Papers Due

Assignment 1: Due Mid-February.

In teams, you will be responsible for researching a particular category of businesses. You will research major trends and statistics for that industry and identify leading firms with a presence, or potential presence in the Chicago area. You will put together a presentation poster that summarizes your research and analyzes this research in light of the conditions found in the Village of Richton Park. The poster should include the following information: industry trends and statistics, images of leading companies, a map of competitors within 5 miles of the study area, and a drawing, map or description of current conditions in Richton Park. You will be asked to verbally describe how the leading firms you've selected could or could not fit into the conditions found in Richton Park. You will be presenting your poster to a group of business people and public officials in Richton Park.

Assignment 2: Due Early April.

Building on the work your group accomplished for assignment one, you will design and execute a retail recruitment seminar. You will perform research and analysis to propose a niche business development strategy for Richton Park based on 4 criteria. The selected strategy should:

1. Fit with the vision in the plan and surveys
2. Demonstrate feasibility based on demographic and regional development factors
3. Enhance the Richton Park business environment
4. Fit within the physical site constraints

Using your industry research, understanding of the local real estate and retail market, and demographic research, you will produce a PowerPoint presentation and 1-page handout that summarizes your niche development strategy within your industry sector. You may determine that niche development within your sector is not viable, but justify this opinion based on the criteria above. You will present this PowerPoint and hand out to a group of business people and Village officials.

Assignment 3: Due 6 May 2009, by Noon.

Research and draft a report on one of the many resources, programs or tools generally used by economic development agencies. Choose one of the niche business development strategies proposed by your classmates and evaluate the efficacy of your selected resource in achieving the niche strategy. These resources can be thought of broadly in a range of resources from general financial support for operations to specific tools or programs that empower an organization and extend its influence.

Jan. 14

Course Introduction

Readings for this class: None

Exercise for next week:

Draft a two paragraph assessment of Richton Park Planning Documents based on the evaluation criteria developed in class.

Jan 21

What do local Economic Development agencies do?

Readings

1. Assorted Richton Park Planning and Development documents
2. Feehan, David and Marvin Feit, editors, 2006. *Making Business Districts Work: Leadership and Management of Downtown, Main Street, Business District and Community Development Organizations*. Chaps 1- 4, 14
3. Reinventing America's Suburban Strips, ULI.
4. Rebuilding Neighborhood Retail, ULI

Exercise:

Draft a two paragraph description of the economic development strategies currently employed by Richton Park economic development agencies.

Jan 28

Evaluating Conditions

Readings

1. "Retail 1 2 3" the new study by MPC and the Campaign for Sensible Growth
2. Excerpts from Allan Jacob's *Great Streets*
3. Excerpts from Kevin Lynch, *Image of the City*

Exercise: Produce a drawing showing a typical street section in Richton Park or a diagram of current conditions

Feb 4

Business Research

Readings

1. Major Trends Affecting the Retail Industry. Plunkett's Retail Industry Almanac 2006, Chapter 3.
2. Milder, David. 1997. "Major National and Regional Trends". *Niche Strategies for Downtown Revitalization*, Chapter 3.
3. Chicago Region Market Area. Directory of High Volume Retailers 2004. Trade Dimensions International, Inc: Wilton, CT.
4. Articles from Shopping Centers Today

Exercise: Briefly describe the characteristics of your group's industry. Indicate what products and services it sells, name some leading companies in the industry, report some relevant industry statistics.

Feb 11

Retail Spaces and Commercial Real Estate

Readings

1. National Trust for Historic Preservation, Revitalizing Downtown: Main Street, 2000. Pp. 51-70, 89-98.
 2. Hudnut, William H. III. Halfway to Everywhere, a Portrait of America's First-Tier Suburbs, Chapter 31.
 3. *The Lewiston Historic Preservation Design Manual*. 1999. pp 15 – 21, 42- 49.
 4. Handout showing relative size of retail developments, UIC City Design Center.
- Exercise: Briefly describe the types and conditions of commercial real estate found in Richton Park. Provide a one-paragraph rationale for why the real estate is in the condition it is in.

Feb 18

Retail District Advancement

Readings

1. Freehan and Feit, Chaps 26, 28-31
2. Rubin, Herbert. 1988. "Shoot Anything that Flies; Claim Anything that Falls" *Economic Development Quarterly*. 2(3).

Feb 25

Retail Market Analysis, Estimating Demand

Readings

1. Lee, Kimary, Sara Beth Coffey and Bridget Brown. 2003. Preliminary Market Analysis for Neighborhood and Community Retail Districts. UIC CUED.

Exercise: Produce a map, diagram or illustration that shows the distribution and typology of commercial development in the region surrounding Richton Park.

March 4

Retail Market Analysis, Estimating Supply & Gap Analysis

1. Metro-Con MapInfo Market Analysis for Village of Richton Park.

Exercise: Produce a brief market analysis for your industry using Claritas or MapInfo. Describe and justify your selection of trade area.

Mar 11

Small Business Development and Business Retention

Readings

1. The Executive Summary of the Andersonville Study
2. The Complete Report of the Andersonville Study
3. Milder, David. 1997. *Niche Strategies for Downtown Revitalization*, Chapters 5 &

March 18

Site Selection and Business Recruitment

Readings

1. Fenker, Richard. 1996. The Site Book, a Field Guide to Commercial Real Estate Evaluation. Chapters 1-8.
2. Membership information and suggestions for Fact Sheets from the International Council of Shopping Centers (ICSC)
3. A video about "Deal Making" by ICSC (for Windows Media Player)

4. A video about the annual Las Vegas Convention held by ICSC (For Windows Media Player)
5. A leasing brochure from the Gateway Center in Rogers Park
6. Retail Recruitment brochures from DevCorp North, a Rogers Park economic development organization (see also:<http://www.rogers-park.com/>)

Exercise:

Based on class discussion and the Fenker reading, provide an assessment of what sites in Richton Park would be (1) exceptional for new businesses, and (2) terrible development sites (“dogs”).

Apr 1

Organizational Capacity Development and Implementation Finance

Readings

1. Freehan and Feit, Chaps 5, 10, 13
2. Raising Money for Main Street. National Trust for Historic Preservation, Revitalizing Downtown: Main Street, 2000. Chapter 3
3. Levy, Paul. 2001. Paying for the Public Life. *Economic Development Quarterly* 15(2): 124-131
4. Caruso, Gina and Rachel Weber. 2006. Getting the Max for the Tax: An Examination of BID Performance Measures. *Journal of Public Administration*, 29: 187-219.

Apr 8

Influencing the Built Environment

Readings

1. Village of Richton Park streetscape and design guidelines
2. Packet of design review and guidelines readings
3. [optional reference] Guide to the Chicago Landscape Ordinance

Exercise: Develop a street section or diagram for a proposed development plan.

Apr 22

Design Controls: Zoning, Development and Design Review

Readings

1. ULI Real Estate Development handbook, Chapter 13
2. ULI Real Estate Development handbook, Chapter 14

Exercise:

In class design review exercise to evaluate site plans for Richton Park.

Apr 22

Influencing Parking and Transportation

Readings

1. Freehan and Feit, Chaps 21-23

Apr 29

Estimating and Describing Impact of Retail District Revitalization